



**SHORELINK  
LIBRARIES**

Strategic Plan  
2018-2021

Adopted March 2019





**Mosman**  
COUNCIL



# SHORELINK LIBRARIES

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2018-2021

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# Shorelink Libraries

The Shorelink Library Network was established in 1983 and the current member Councils (Lane Cove, Mosman and North Sydney) signed a new Deed of Agreement in December 2017, acknowledging that cooperation delivers both economic benefits and quality Library services to their communities.

Shorelink is managed by a joint committee (the Shorelink Committee) operating under Section 355 of the Local Government Act. The Committee consists of three Councillors and three Library Managers from the participating Councils. The Agent Council (currently North Sydney Council) administers the budget and directs the day-to-day operations of the Shorelink staff. Shorelink's Strategic Plan sets strategic objectives for the Network and the Delivery Program is reviewed annually.

Over the past 35 years Shorelink has continued to benefit from the significant cost savings and shared expertise delivered by the cooperative model, and the shared services have expanded to include the telecommunications infrastructure (including public access Internet and wi-fi), a daily courier service between the libraries, and subscriptions to downloadable eResources.

All the Shorelink libraries perform above State-wide standards, partly because Shorelink has fostered benchmarking and the sharing of ideas and cooperation to develop a range of joint projects. Shorelink is renowned for innovation and excellence in the provision of library information technology and is recognised as an outstanding example of local government co-operation.

# Vision

To be recognised as a best practice library consortia supporting innovation, growth and equitable access.

# Mission

We will do this by:

Fostering excellent customer experience

Providing free services to our customers

Leveraging on shared resources while maintaining individual identities

Promoting equal access to our resources

Empowering our customers

# Values

Respect and inclusiveness

Co-operation, collaboration and sharing

Flexibility, responsiveness and innovation

Accessibility and usability

# Strategic Objectives

Shorelink Libraries Strategic Plan is a 3 year plan that supports each Council's strategic planning processes. To achieve excellence of service provision the Shorelink Committee has determined the following objectives which are achieved by key strategies and annual action plans.

- 1. Collaboration:**  
Extending collaboration to shared events, programs and services
- 2. Customer Experience:**  
Developing solutions to ensure seamless access and positive customer experience
- 3. Innovation:**  
Investigating and implementing emerging technologies
- 4. Resourcing:**  
Leveraging shared resources to deliver best value for our communities
- 5. Growth:**  
Seeking new partnerships and exploring opportunities to expand the consortia

**Objective 1: Collaboration:**

Extending collaboration to shared events, programs and services

Strategy	Actions	KPI	Responsibility	Time Frame
Organise programs, events and activities for all Shorelink customers	Identify and plan for collaborative programs using common festival or theme	No. of programs	Customer experience co-ordinators	December 2018
	Deliver collaborative programs		Specialist staff	2019-20
	Develop common promotional strategies and materials	Strategies developed for # initiatives	Customer experience co-ordinators	2019-20
	Measure success of programs	Attendance nos. and feedback	Customer experience co-ordinators	2019-20
Share knowledge and input new ideas and solutions	Review Shorelink Working Groups	Review completed	Shorelink Managers/ Co-ordinators	November 2018
	Establish objectives for working groups	Report to Shorelink Managers	Working groups/ Shorelink Managers	February 2019
	Invite Coordinators or Working Group representatives to attend Managers Meetings as required	Managers meeting minutes	Shorelink Managers/ Co-ordinators	Ongoing

<b>Strategy</b>	<b>Actions</b>	<b>KPI</b>	<b>Responsibility</b>	<b>Time Frame</b>
Identify potential products for consortia purchasing	Explore products e.g. Analytics on Demand, Recollect, Databases and seek quotations	Products assessed	Shorelink Managers/ Co-ordinators	Ongoing
	Establish budget and funding options including grants	Sources identified	Shorelink Managers	Annually- December
Identify shared services	Resolve barriers to implementing Shorelink wide reservations	Shorelink wide reservations available	Shorelink Managers/ Shorelink office	June 2019
	Revise the Intra Shorelink Reservation Policy	Shorelink Policies Manual adoption	Shorelink Managers	March 2020
	Manage Intra Shorelink Courier Service	No. of items transported	Shorelink office	Ongoing
Shared expertise for best practice and consistency across Shorelink	Provide opportunities for sharing staff expertise between libraries	Workflows reviewed	Shorelink Managers/ Co-ordinators	Ongoing
	Explore products for information sharing and communication across Shorelink	Products assessed	Shorelink Managers/ Co-ordinators	March 2019



**Objective 2: Customer Experience:**

Developing solutions to ensure seamless access and positive customer experience

<b>Strategy</b>	<b>Actions</b>	<b>KPI</b>	<b>Responsibility</b>	<b>Time Frame</b>
Promote Shorelink Digital Library	Develop and implement marketing/promotional strategy for the Shorelink Digital Library	Strategy developed Increased usage	eResources group	December 2019
	Deliver consistent customer training programs at all libraries	Training resources developed Increased usage	eResources group/ specialist staff	March 2019
Increase brand recognition of Shorelink	Develop new Shorelink logo	Logo approved	Shorelink Managers	November 2018
	Develop new Shorelink website	New website implemented	Shorelink office/ specialist staff	February 2019
	Develop print and digital marketing collateral for Shorelink	Marketing material produced and distributed	Shorelink Managers	March 2019
Improve online catalogue experience	Review the online catalogue, identify issues and seek solutions	Analysis Report	Shorelink co-ordinators	March 2019
	Implement solutions	Changes made to online catalogue Customer feedback	Shorelink co-ordinators/ specialist staff	September 2019
Provide high level of customer service	Library customer service training identified	Training course quotation	Customer experience co-ordinators	February 2020
	Staff training coordinated and provided	No. of staff attending training course		April 2020
	Evaluation of training	Staff survey		May 2020

<b>Objective 3: Innovation:</b> Investigating and implementing emerging technologies				
<b>Strategy</b>	<b>Actions</b>	<b>KPI</b>	<b>Responsibility</b>	<b>Time Frame</b>
Undertake tender process for Library Management System contract	Shorelink Councils agree on a timeline for tender  Develop specifications in line with Shorelink Strategic Plan  Advertise and assess tender  Implement new LMS if current contractor not the successful bid.	Timeline agreed  Specifications  Tender advertised  System implemented Staff trained	Shorelink Councils  Shorelink Managers	November 2018
Improve customer access to the catalogue by improving catalogue access on mobile devices	Identify funding opportunities – Contributions or Grant  Investigate whether mobile friendly website or App is best mobile solution  If an App is chosen scope the marketplace and request quotations  Implement mobile solution	Funds identified  Shorelink Managers Minutes  Quotations  Project completed	Shorelink co-ordinators/ specialist staff	November 2018  February 2019  February 2019  Dependent on funding
Ensure that the telecommunication network delivers best value and performance	Review telecommunication network contract  Upgrade Internet and WiFi provision in line with NBN rollout. <i>Lane Cove and Mosman to decide if they want to move to NBN when it becomes available or fiber optic lines.</i>	Contract signed and order raised  Service performance statistics	Shorelink office/ Agent Council  Shorelink office/ Shorelink Managers	Completed 2018  TBA

<b>Strategy</b>	<b>Actions</b>	<b>KPI</b>	<b>Responsibility</b>	<b>Time Frame</b>
Streamline STEAM/tech hub/maker space equipment and programming throughout Shorelink	<p>Create a Shorelink working group to explore STEAM/tech hub/maker space collaboration</p> <p>Stock take current equipment</p> <p>Identify gaps for possible group purchase</p> <p>Arrange borrowing between libraries</p>	<p>Group formed</p> <p>Equipment List</p> <p>Items purchased</p> <p>Policy</p>	Shorelink co-ordinators/ specialist staff	June 2021
Investigate possibilities for shared Local History portal	<p>Identify products such as <a href="http://www.micrographics.co.nz/recollect/">http://www.micrographics.co.nz/recollect/</a></p> <p>Investigate possibility of sharing costs/ website</p>		Shorelink co-ordinators/ Local History staff/ specialist staff	June 2021

**Objective 4: Resourcing:**

Leveraging shared resources to deliver best value for our communities

Strategy	Actions	KPI	Responsibility	Time Frame
Develop the Shorelink Digital Library	Identify areas to expand digital collections including content streaming services	Growth areas identified	eResources group	Annually – December
	Communicate and meet with suppliers	Product demonstrations/ trials	eResources group	Ongoing
	Develop annual budget for Digital Collections	Budget developed	Shorelink Managers	Annually- December
	Implement additional digital resources	New products implemented	eResources group/ Shorelink office staff	As acquired
	Monitor usage and evaluate services	Monthly statistics Staff and customer feedback	eResources group	Circulated monthly
Ensure that Shorelink has a Risk Management Business Continuity Plan that protects service delivery to member Councils	Identify risks and develop appropriate strategies to ensure continuity of services including LMS, telecommunication network and staffing	Plan revised annually	Shorelink office staff and Agent Council	Annually
Support lobbying initiatives that encourage the government to increase funding for public libraries	Retain membership of the NSW Public Libraries Association (NSWPLA) and Local Government NSW (LGNSW)	Memberships	Shorelink Councils	Annually
	Support statewide campaigns	Campaigns supported	Shorelink Councils	As required

<b>Strategy</b>	<b>Actions</b>	<b>KPI</b>	<b>Responsibility</b>	<b>Time Frame</b>
Explore opportunities to collaborate on provision of databases	Identify existing suite of database products across Shorelink	Products identified and assessed	eResources group	April 2019
	Liaise with database vendors		eResources group/ database librarians	Ongoing
	Investigate improvements to access	Report to Shorelink Managers	eResources group	November 2019

**Objective 5: Growth:**

Seeking new partnerships and exploring opportunities to expand the consortia

Strategy	Actions	KPI	Responsibility	Time Frame
Promote the benefits of Shorelink to potential members	Produce three year Strategic Plan, Annual Report and Briefing Document	Documents produced	Shorelink Managers	Annually – October
	Update website with documentation	Documents added to website	Shorelink office	Annually- November
	Send information to target Councils and invite meeting	Information Distributed	Shorelink Managers	July 2019
	Distribute Annual Report to NSROC Councils and other Library Management System clients	Report distributed	Shorelink Managers	November 2019
Seek cooperative opportunities with other Library Management System users	Participate in User Group Explore resource sharing opportunities with vendor and other users	Attendance at meetings Opportunities identified	Nominated staff	Quarterly- ongoing

<b>Key Performance Indicators</b>				
<b>Indicator</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>Comment</b>
No. of active members				
No. of items issued				
No. of items in catalogue				
No. of ILLs borrowed				
% ILL satisfied from Network				
No. of items transported via intra-Shorelink courier				
System up-time %				

<b>Shorelink Documents</b>	<b>Responsibility</b>	
Shorelink Policies Manual	Updated annually	Shorelink Managers
Shorelink Statement of Accounts	Produced annually	Agent Council
Shorelink Strategic Plan	3 year plan, reviewed annually	Shorelink Managers
Shorelink Annual Report	Annual report	Shorelink Managers
Shorelink Risk Management Business Continuity Plan	Reviewed annually	Agent Council and Shorelink Managers
Shorelink Asset Register	Updated continuously	Shorelink staff

<b>Shorelink Working Groups</b>	
Library Managers	Monthly
Cataloguers	As required
Contacts	As required
Information Services	As required
Inter-Library Loans	As required
eResources	As required
Children's & Young Adults	As required
Acquisitions	As required
Serials	As required

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