



COCKBURN LIBRARIES STRATEGIC PLAN

2014 – 2019



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Strategic Context

Vision of the City of Cockburn

"Council's vision is to build on the solid foundations that our history has provided to ensure that the Cockburn of the future will be the most attractive place to live, work, visit and invest in, within the Perth Metropolitan area."

Mission of the City of Cockburn

"To make the City of Cockburn the most attractive place to live, work, visit and invest in, within the Perth metropolitan area."

Strategic Alignment

Cockburn Library Strategic Plan (2014-2019) is strongly aligned with the City's Strategic Community Plan (2012-2022) and has focused on the following key themes identified as drivers of continuous, sustainable progress and community satisfaction:

- Key Theme 2: Community and Lifestyles
- Key Theme 3: A Prosperous City
- Key Theme 4: Environment and Sustainability
- Key Theme 7: Leading and Listening

Cockburn Libraries' Mission

"To strengthen and enrich our community through inclusive, sustainable, and responsive library services that support the vision of the City of Cockburn, and which promote and celebrate diversity, community connection, literacy, learning, and lifestyle".



Strategy Summary

KEY FOCUS AREAS AND STRATEGIES	
KEY FOCUS AREA ONE – CLIENTS AND COMMUNITY	
1.	Needs of the community identified: 1.1. Identify, research and report on data sets relevant to library planning 1.2. Undertake consultation and surveys with users in relation to needs, satisfaction and perceptions with specific services
2.	Community engagement and lifelong learning supported through quality collections services and programs: 2.1. Ensure collections meet identified needs 2.2. Maintain and secure collections and content 2.3. Facilitate access to the collection and quality reader service 2.4. Ensure programming meets identified needs
3.	Excellence in customer service 3.1. Foster a culture of customer focused service
4.	Mutually beneficial partnerships fostered and maintained 4.1. Identify opportunities for collaboration to enable cost-efficiencies and improve customer services 4.2. Develop a stronger partnership approach to service delivery
5.	Libraries highly valued, visible and well used: 5.1. Further develop and implement and monitor marketing plan
6.	Attractive and accessible library spaces (physical and virtual): 6.1. Plan and develop new Success Library 6.2. Maintain a focus on community capacity building at the Coolbellup Hub 6.3. Maintain a watching brief on opportunities for the Spearwood Library longer-term 6.4. Identify opportunities for alternative Library access points longer-term 6.5. Maintain a safe, welcoming, aesthetically pleasing and accessible facility for Cockburn's diverse community 6.6. Identify optimum service delivery model if proposed amalgamation with Kwinana proceeds 6.7. Provide a quality online library presence 6.8. Investigate opportunities to further develop local history content and service delivery, maximising opportunities for digital content and use of technology
KEY FOCUS AREA TWO – PEOPLE AND LEARNING	
7.	A highly skilled, motivated and knowledgeable team focused on common goals: 7.1. Ensure opportunities for staff training, education and advancement 7.2. Manage staff performance and provide opportunities for staff development 7.3. Ensure structure enables strategy 7.4. Build and maintain a qualified, skilled, creative, motivated, and cohesive library team 7.5. Provide a safe, healthy and supportive environment
KEY FOCUS AREA THREE – SYSTEMS AND PROCESSES	
8.	A culture of continuous improvement and best practice: 8.1. Implement and maintain effective and efficient systems and processes 8.2. Measure and report on business performance
9.	Efficiency and customer service maximised through technology: 9.1. Manage existing technology and identify, assess and implement appropriate new technology 9.2. Monitor, review and update technology planning
KEY FOCUS AREA FOUR – BUSINESS ADMINISTRATION AND MANAGEMENT	
10.	Effective strategic and operational planning: 10.1. Prepare, implement and review strategic and operational plan in line with Council's planning framework
11.	Assets managed efficiently and effectively: 11.1. Provide input into buildings maintenance to provide high standard 11.2. Optimise labour resource 11.3. Manage risk effectively
12.	Effective and efficient leadership, management and administration: 12.1. Comply with relevant legislation and Council policies 12.2. Report to Council and other stakeholders 12.3. Manage finances and budgets effectively 12.4. Ensure effective professional leadership and management



Strategic Plan 2014–2019

Key Focus Area: Clients and Community

Outcome 1: Needs of the diverse community identified

No.	Strategy	Actions	Resp.	Time Frame	Assessment
1.1	Identify, research and report on data sets relevant to library planning	Analyse ABS statistics for 2011 and future censuses	Lawley/ Kim	2014 - 2017	ABS 2011 Statistical analysis completed and implications for library planning noted
		Collate Library statistical information and identify and report on trends relevant to library planning	LM	2014 ongoing	Trend analysis for Business performance analysed and used in planning for service delivery
		Compare and analyse library statistics against demographics	MG	Ongoing	Comparative analysis completed
		Develop profiles for branch catchments	MG	2014	Profiles developed with 2011 Census data
		Monitor other relevant Council reports and data as available	LM	Ongoing	Ongoing monitoring of Council and other reports for data relevant to planning for service delivery
1.2	Undertake consultation and surveys with users in relation to needs, satisfaction and perceptions with specific services	Identify specific areas requiring further consultation / surveys and apply and analyse through triennial needs survey	LM & LE	2015	Ongoing analysis of needs, satisfaction and perceptions with specific services
		Develop more sophisticated needs analysis tools through online opportunities - using email to capture opinions etc.	LM, LTC & TST	2016	Online needs analysis in place

Outcome 2: Community engagement and lifelong learning supported through quality collections, services and programs

No.	Strategy	Actions	Resp.	Time Frame	Assessment
2.1	Ensure collections meet identified needs	Create a strong collection development plan based on needs analysis and study of current collection usage and maintain the collection according to collection development plan	Bis, RSL, ASL & YPSL	2014 Ongoing	Current collection reviewed using statistics and data available Collection Development Plan in place and monitored
		Select according to profiles and needs of specific target groups and age groups	As above	Ongoing	Selection mapped to profiles and identified needs Collections match needs identified
		Identify gaps in collection based on market research and community feedback and requests	As above	Ongoing	Collection gaps identified
		Monitor and report collection performance Specifically - report on <u>turnover rate</u> – for branches and specific collections	LM	2014 Ongoing	Collection performance report completed



No.	Strategy	Actions	Resp.	Time Frame	Assessment
		Develop and submit a Business Case for a 20% increase in Local Collections per annum to provide a budget of \$90,000 in 2018	LM & LE	2014 2015 2016 2017	Business case developed
		Monitor and review supplier performance to obtain best value for money	LE, RSL	2014 Ongoing	Supplier performance monitored annually to obtain best value for money
		Develop and implement a stocking strategy for the new Success Library Select and order additional stock as required (local stock) Relocate/ locate Stock to new Success Library	SLPG, BL-SUS	2014-2015	Stocking strategy developed
		Investigate opportunities to better tailor collections by location (for example focus on seniors at Spearwood, community development and literacy at Coolbellup and children and youth at the new Success Library)	BLS, YPSL, ASL, RSL	2014	Tailored collections investigated
		Investigate the opportunity to build a comprehensive collection of Indigenous material	BL-COO	2016	Indigenous collection investigated
		Effectively manage changes with SLWA Exchange and acquisition arrangements <ul style="list-style-type: none"> Streamlining Ownership Discards 	LM	2014	Changes with SLWA exchange managed effectively
2.2	Maintain and secure collections and content	Review and implement collection maintenance programme	PALM	Ongoing	Collection maintenance program in place and operating effectively
		Ensure security of the asset through appropriate security for collections and resources	TST	Ongoing	RFID security system effectively maintained
2.3	Facilitate access to the collection, content, quality reader service and circulation services	Ensure presentation arrangement meets best practice (eg. shelving, themed collections, and retail merchandising)	BLS, YPSL, RSL, ASL & Lib Tech - MS	Ongoing	Retail merchandising principles for arrangement and display in place where possible. Principles applied in design and layout of the new Success Library
		Provide quality reader education	MG & all Staff	Ongoing	Satisfaction with Readers' Advisory Services
		Ensure access to the collection through appropriate description and location information	PALM, RSL, BLs & TST	Ongoing	Standards adhered to in most cost efficient way
		Mediate access to information and resources through referral, reference and reader's advisory	As above	Ongoing	Satisfaction with information referral, reference and advice
		Continue self-issue education program to maximise uptake of self-check	BLS, PALM & TST	Ongoing	Self- Help strategies maximized Successful self-help strategies identified
		Continue to provide and monitor community information	RSL	Ongoing	Effective community information Customer satisfaction



No.	Strategy	Actions	Resp.	Time Frame	Assessment
		Facilitate access to online environment through information literacy programs and community training	RSL, ASL, YPSL & BLs	Ongoing	Technology and information literacy training in place
		Investigate the development of local history services to increase the sense of identity and belonging of community - In cooperation with the Azelia Ley Homestead Museum	LM	2016	Further development of local history services investigated
		Further develop web-page interactivity	TST	Ongoing	Web page interactivity further developed
2.4	Ensure programming meets identified needs	Review existing programs and identify gaps and opportunities for programming	PALM, YPSL, ASL & BLs	Ongoing	Needs for services and programs identified
		Develop and deliver an integrated Program Plan in partnership with Council and other service providers	MG, ASL, YPSL & PALM	Ongoing	<i>Evidence of partnered activity in program delivery</i>
		Participate in relevant networks and maximise opportunities to work in partnership with other LGA's & State Library	PALM & Prof Officers	Ongoing	Relevant networks and partnership maximized
		Monitor and report on program performance through formal and informal feedback mechanisms	LM, BLs, LTC, ASL & YPSL	Ongoing	Reporting in place
		Facilitate development of online communities of interest and their content	TST, YPSL & ASL	Ongoing	Online communities of interest and their content facilitated
		Investigate opportunities to upskill users on the use of ebooks and emagazines on tablets, ereaders, navigating library website and collections online	TST, ASL, RSL	2014-2015	Strategies identified to upskill users
		Develop 'How To' YouTube videos for public using Web 2 technologies, placing online reservations, requests etc	LM	2015	YouTube videos developed



Outcome 3: Excellence in customer service

No.	Strategy	Actions	Resp.	Time Frame	Assessment
3.1	Foster a culture of customer focused service	Continue to implement customer service standards, policies and procedures based on best practice principles	PALM	Ongoing	Service standards and appropriate policies and procedures in place and monitored Library Users Charter <i>Service value statements</i>
		Instil philosophy of customer service on an ongoing basis	LE & BLs	Ongoing	Customer focused culture Customer satisfaction
		Measure, review and report on service standards	PALM, LM, & BLs	Ongoing	Service standards monitored and reported on

Outcome 4: Mutually beneficial partnerships fostered and maintained

No.	Strategy	Actions	Resp.	Time Frame	Assessment
4.1	Identify opportunities for collaboration to enable cost-efficiencies and improve customer services	Continue to identify opportunities for co-operative purchasing through SLWA tenders or similar	LE	Ongoing	Opportunities for co-operative purchasing with local or other libraries investigated.
		Investigate opportunities for joint programming with local LGA libraries	MG	Ongoing	Opportunities for joint programming investigated
4.2	Develop a stronger partnership approach to service delivery	Develop a more integrated and jointly planned approach to service delivery, working more closely with other Council departments, particularly in relation to specific target groups such as children, youth, parenting, Indigenous, CALD, and seniors	LM, ASL & YPSL	Ongoing	Evidence of strong partnerships
		Maximise opportunities for internal and external partnerships at the new Success Library	LM, BL-SUS & MG	2014 Ongoing	Evidence of strong partnerships in service delivery at new Success Library

Outcome 5: Libraries highly valued, visible and well used

No.	Strategy	Actions	Resp.	Time Frame	Assessment
5.1	Further develop, implement and monitor marketing plan	Identify existing usage levels, users and categories of use	LM	2014 & Ongoing	Usage levels and categories at each branch analysed
		Update marketing plan	MG	2014 & Ongoing	Market Plan updated annually based on evidence
		Monitor, collect and report library usage data	LM	2014 & Ongoing	



No.	Strategy	Actions	Resp.	Time Frame	Assessment
		Develop stronger marketing and advocacy strategies to better position the library with internal decision makers and funders, particularly in relation to the value proposition of the library, the industry recognized definition of <i>core library business</i> and impacts of lower than average staffing levels on levels of service delivery	LM & MG	2014 and ongoing	Evidence of advocacy of library role and value
		Ensuring Library marketing alignment to Council's vision and brand	LM	2014 and ongoing	Evidence of alignment
		Investigate use of Email marketing - mail chimp etc	LM, LTC & TST	2015	Email marketing investigated
		Continue to provide input to Council newsletter and local media	MG	Ongoing	Regular information provided about Library events

Outcome 6: Attractive and accessible library spaces (physical and virtual)

No.	Strategy	Actions	Resp.	Time Frame	Assessment
6.1	Plan and develop new Success library	Liaise with nominated Council staff and project manager for new Success Library to ensure delivery to library needs	LM; CCLG & BL-SUS	2014-15	Library input into project
		Review opening hours for new library and identify cost impacts	LM	2014-15	Opening hours reviewed prior to opening of new library
6.2	Maintain a focus on community capacity building at the Coolbellup Hub	Identify opportunities for more integrated activities in the Coolbellup Hub	LM & BL-COO	2014 Ongoing	Higher level of integration in the Hub
6.3	Maintain a watching brief on opportunities for the Spearwood Library longer-term	Continue to explore alternative opportunities for the provision of adequate space for the Spearwood Library longer-term	LM	2018	Options identified to address longer-term space needs at Spearwood
6.4	Identify opportunities for alternative Library access points longer-term	Identify potential locations for access points	LM	2018	Potential access points and partners identified
		Identify service/products to be delivered	LM & LE	2018	Products and service for delivery identified
		Identify potential technology to facilitate service delivery (e.g. vending machines)	LM & LTC	2018	Service delivery mechanisms identified
		Plan access points in partnership with identified service providers	LM & LTC	2018	Implementation plan in place
6.5	Maintain safe, welcoming, aesthetically pleasing and accessible facilities for Cockburn's diverse community	Ensure appropriate maintenance of facilities to identified standards	LM, BLs, RSL & Safety Reps	Ongoing	Building condition Customer satisfaction



No.	Strategy	Actions	Resp.	Time Frame	Assessment
6.6	Identify optimum service delivery model if proposed amalgamation with Kwinana proceeds	Identify the optimum library service delivery model for the amalgamated LGAs taking into account the existing Darius Wells library building (1700m ² in size) and the Kwinana 2005 Draft Structure Plan - Eastern Residential Intensification identifying the need for an additional library in the East of Kwinana longer term.	LM, LE & LTC	2015	Effective long-term planning for infrastructure in place if amalgamation proceeds
6.7	Provide quality online library presence	Maintain quality library website	LM, LTC & LSSO	2014 Ongoing	Online presence further developed
		Develop a social media strategy identifying benefits and outcomes, strategies, performance measures and responsibilities and continue to respond to the opportunities provided through social media	LM	2015	Social Media Strategy in place
6.8	Investigate opportunities to further develop local history content and service delivery, maximising opportunities for digital content and use of technology	Investigate opportunity to crowdsource local history documents, photos and stories	LM	2018	Social Media Strategy in place
		Investigate a 'Friends of Cockburn Local History' group - Cockburn Historical Society – what role?	LM	2018	Investigation completed



Key Focus Area: People and Learning

Outcome 7: A highly skilled, motivated and knowledgeable team focused on common goals

No.	Strategy	Actions	Resp.	Time Frame	Assessment
7.1	Ensure opportunities for staff training, education and advancement	Identify new skills and competencies required for future delivery of services	LM & LE	2014 ongoing	New skill sets identified
		Further develop library staff digital skills through training	LM, LE & LTC	2014 ongoing	Library staff digital skills enhanced
		Identify skill gaps and recruit to specifications identified	LM, LE & BLs	2014 ongoing	Recruitment to specifications to fill gaps
		Identify training needs based on skill requirements and monitor and review	LM & LE	2014 ongoing	Training needs identified annually
		Develop and implement individual and team training plans using internal and external providers	LM, LE & HR	2014 ongoing	Individual and team training plans in place
		Support staff development and awareness of library innovations and trends by disseminating relevant information and providing opportunities to attend relevant information and educational sessions and seminars	LM & PALM	Ongoing	Relevant information disseminated and educational sessions and seminars attended by staff
		Mentor and coach staff	LM & PALM	Ongoing	Coaching and mentoring processes in place
		Subscribe to LibraryThing Reviews Enhancement Package and Book Cover Widget.	LM, LTC & TST	2014	Subscriptions in place
		Investigate partnerships with third party providers to deliver digital literacy skills/training for the community and staff	LM, ASL & RSL	2015	Investigations completed
		Develop 'How To' YouTube videos for staff on LMS procedures, and using Web 2 technologies	LSSO	2015	YouTube videos for staff on LMS procedures, and using Web 2 technologies developed
7.2	Manage staff performance and provide opportunities for staff development	Ensure performance managed effectively through formal and informal mechanisms	LM	Ongoing	Performance managed effectively
		Identify and implement opportunities to reward/ recognise staff for innovation	LM & LE	Ongoing	Reward and recognition strategies in place
7.3	Ensure structure enables strategy (Whole of service programming)?	Review staff structure and reporting lines to ensure structure enables strategy Consider dedicated Youth area / team Consider dedicated children's services team/s at each branch Consider dedicated adult and seniors services team Consider centralised acquisitions arrangements Consider focused responsibilities for social media and marketing	LM & LE	2014	Staff structure and reporting lines reviewed Specialist positions identified



No.	Strategy	Actions	Resp.	Time Frame	Assessment
7.4	Build and maintain a cohesive library team	Schedule regular and effective staff meetings	LM	Ongoing	Regular and effective staff meetings conducted
		Develop team with a focus on common outcomes	LM & LE	Ongoing	Team focused on common outcomes
		Provide opportunities to celebrate and acknowledge success	LM	Ongoing	Success celebrated
		LM and Senior staff report back to staff on regular basis to keep staff informed	LM, Senior staff	Ongoing	Ongoing relevant feedback provided to staff

Outcome 8: A safe and supportive environment

No.	Strategy	Actions	Resp.	Time Frame	Assessment
8.1	Ensure a safe and healthy environment	Undertake risk assessment, and develop safe work methods and plans	LM; Health & Safety Reps & HR – Health, Safety & Injury Mgmt Coord	Ongoing	Safe work methods and plans in place
		Implement and monitor council's health & safety policies	LM with H & S Reps	Ongoing	Plans implemented and monitored
		Respond in timely way to identified risk	LM with H & S Reps	Ongoing	Timely responses to risk identified
		Follow appropriate reporting procedures	LM with H & S Reps	Ongoing	Reporting procedures followed
		Actively participate in OH&S training	LM with H & S Reps & HR-Health, Safety & Injury Mgmt Coord	Ongoing	All staff undertake OH&S training
		Remove risks as identified and review/amend work practice	LM with H & S Reps	Ongoing	Communication and action through existing and channels and processes



Key Focus Area: Systems and Processes

Outcome 9: A culture of continuous improvement and best practice

No.	Strategy	Actions	Resp.	Time Frame	Assessment
9.1	Ensure efficient systems and processes	Identify systems and processes for review	LM	Ongoing	Systems and processes for review identified
		Review and refine selected processes	LM & LE	Ongoing	Selected processes reviewed and refined
		Ensure policies and procedures documented and up to date	LM	Ongoing	Policies and procedures documented and up to date
		Identify mechanisms to encourage innovation and increased efficiency in the workplace	LM	Dec 2014 and ongoing	Mechanisms identified and implemented
9.2	Measure and report on business performance	Review and establish useful KPIs	LM	Annually	KPIs reviewed annually
		Collect, analyse and report on KPIs	LM	Ongoing	KPIs analysed

Outcome 10: Efficiency and customer service maximised through technology

No.	Strategy	Actions	Resp.	Time Frame	Assessment
10.1	Manage existing technology and services and identify, assess and implement appropriate new technology	Monitor managed services to provide effective service and minimize downtime	LTC, TST & LMS provider	Ongoing	% downtime
		Continue to work with Council's Information Services section to ensure technology up to date, responsive and enables access to content and services and to investigate and schedule if viable the introduction over the five year period of: <ul style="list-style-type: none"> • Self Service scanning, faxing and save to USB solution • Recharge stations for mobile devices • Mobile devices for staff reference roaming and outreach 	LTC & TST	2014 - 2019	Planning in place for introduction of new technology
		Submit budget bids and cost-benefit analysis for new technology as required	TST	Ongoing as required	Funding sought for new technology
		Investigate implementation <u>longer term</u> of: <ul style="list-style-type: none"> • Online kiosks to download ebooks and music • Interactive touch screens for council/library information, networked to all libraries • Digitisation of community information flyers and posters • NBN utilisation strategies • Mobile tablet/ipad inhouse lending device systems • NFC/RFID technology and smartphones 	TST	2017 ongoing	Longer term technology planning in place



No.	Strategy	Actions	Resp.	Time Frame	Assessment
10.2	Monitor, review and update technology planning	Review and update Technology Planning in consultation with IS	TSC & TST	Annually	Technology Planning in consultation with IS



Key Focus Area: Business Administration and Management

Outcome 11: Effective strategic and operational planning

No.	Strategy	Actions	Resp.	Time Frame	Assessment
11.1	Prepare, implement and review strategic and operational plans in line with Council's planning framework	Ensure ongoing alignment with Council's vision and key strategic goals	LM & LE	5 yearly	Evidence of alignment to Council's key goals
		Review and update 5 Year Strategic Plan	LM & LE	5 yearly	Strategic Plan (3 Years) updated and Operational Plan prepared annually Operational Plans reviewed regularly
		Prepare annual operational Plan	LM; PALM	Annually	
		Review operational plans	LM; PALM	Ongoing	

Outcome 12: Assets and risk managed efficiently and effectively

12.1	Provide input into buildings maintenance to provide high standard	Liaise with internal and external providers for building maintenance	LM; BLS; RSL & Building & Facilities Operations	Ongoing	High standard of building maintenance
12.2	Optimise labour resource	Maximise outcomes through effective rostering and deployment of staff	LM & BLS	Ongoing	Staff resource optimised
		Investigate opportunities for staff rotation	LM & BLS	2014	Rotation opportunities investigated
12.3	Manage risk effectively	Develop and maintain a disaster plan in liaison with Council	LM & LE	Dec 2014	Disaster Plan for Library in place

Outcome 13: Effective and efficient leadership, management and administration

No.	Strategy	Actions	Resp.	Time Frame	Assessment
13.1	Comply with relevant legislation and Council policies	Know and understand relevant legislation and Council policy	All staff	Ongoing	Staff are aware of relevant legislation and policy
		Implement appropriate policies	LM & LE	Ongoing	Relevant legislation and policy complied with
		Monitor and review policies, procedures to comply with legislation	LM & LE	Ongoing	
		Develop and submit reports to Council as required	LM	Ongoing	
13.2	Report to Council and other stakeholders	Prepare reports as regulated by legislation, WA State Library and Council requirements	LM	As required	Reports as regulated by legislation, WA State Library and Council requirements submitted on time
		Prepare and submit reports to relevant funding bodies	LM; ASL & YPSL	As required	Reporting to key stakeholders effective and timely



No.	Strategy	Actions	Resp.	Time Frame	Assessment
		Liaise with relevant interested parties/agencies	LM	As required	
13.3	Manage Finances and manage budget effectively	Ensure effective cash handling procedures in place and monitored	LM	Ongoing	Rate of error or non-compliance
		Prepare, manage and monitor budget	LM, BLs, LTC, ASL & YPSL	Annually	Over or under-expenditure
		Review fees and charges; having regard to market situation	LM	Annually	Revenue maximised within parameters of free core services
13.4	Ensure effective and professional leadership and management	Maintain levels of professional staff to accord with recognised standards	LM	Ongoing	Qualified staff per capita accords with guidelines
		Ensure strong leadership of the library service by a professional library manager	LM	Ongoing	Library Manager experienced in library management and holds appropriate qualifications recognised by ALIA



Key to abbreviations:

- LM Library Manager
- BL Branch Librarian
- S L/BL-SPE Senior Librarian/ Branch Librarian- Spearwood
- BL-COO Branch Librarian- Coolbellup
- BL-SUS Branch Librarian- Success
- ASL Adult Services Librarian
- YPSL Young People's Services Librarian
- RSL Reader Services Librarian
- LTC Library Technology Coordinator
- LSSO Library Systems Support Officer
- PALM Policy and Library Management
- LE Library Executive Group
- TST Technology Services Team
- MG Marketing Group
- SLPG Success Library Planning Group
- Lib Tech-MS Library Technician- Management Services
- LMS Library Management System
- RFID Radio Frequency Identification





AECgroup
Outcome Driven



Economics, Planning & Development
Business Strategy & Finance
Community Research & Strategy
Design, Marketing & Advertising
Information & Knowledge Management