

4 March 2021

To: The Mayor and Each Member of Limerick City and County Council

People-Place- Platform: Library Development Plan 2021-2025

A Chomhairleoir, a chara,

The Library Development Plan **People-Place-Platform** sets out a strong vision and clear direction for the sustainable development of Limerick City and County Council's public library service over the five-year period 2021-2025.

The plan has been prepared in accordance with the Local Government Act 2001 (Section 78) and has been shaped and informed by a thorough review and analysis of the existing service and in consultation with key stakeholders.

The plan has been considered by the Community, Leisure and Culture, Strategic Policy Committee at its meeting on 1st February 2021, where it was recommended that it be forwarded to the full Council for approval.

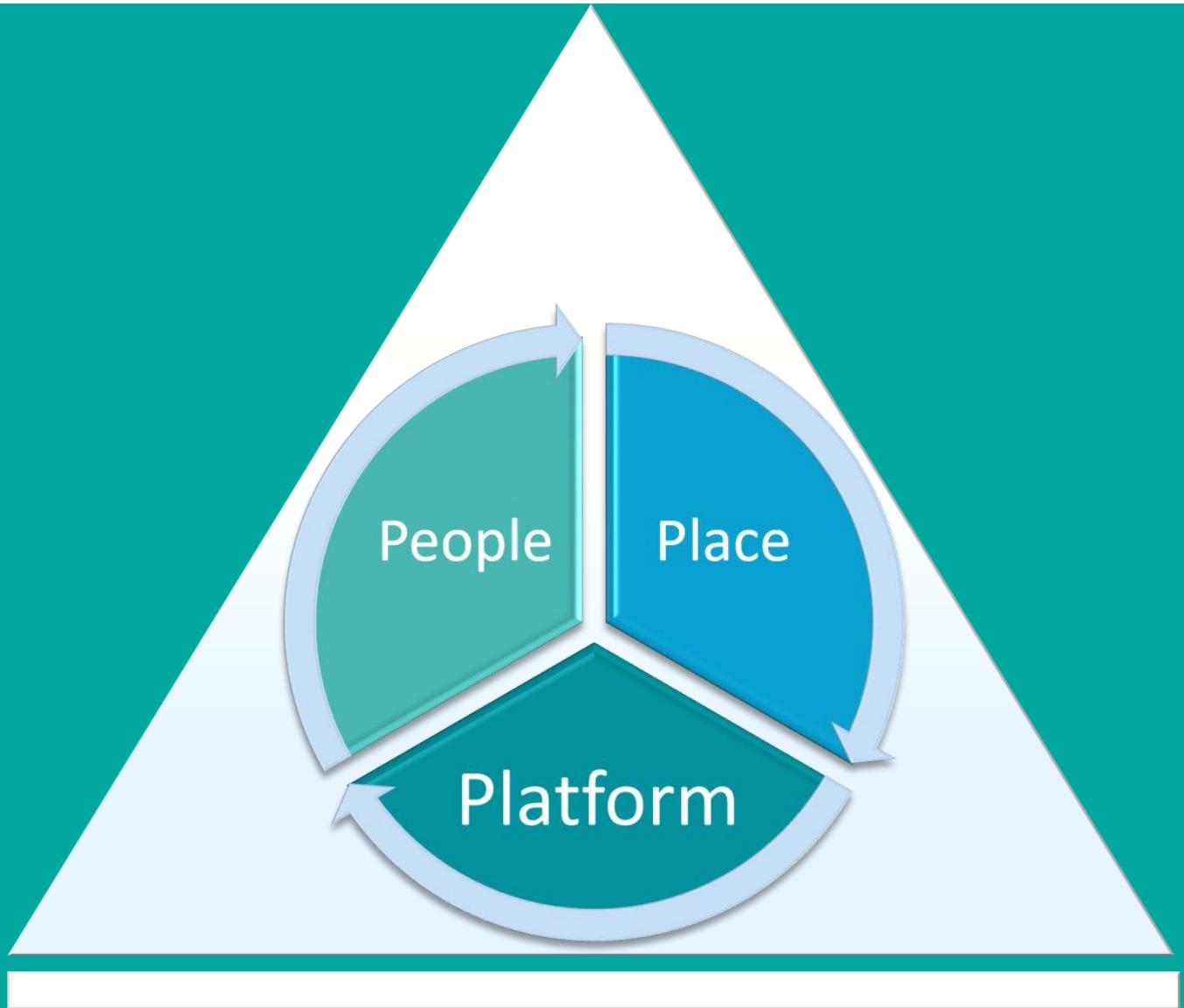
I now attach the draft Library Development Plan 2021-2025 for Limerick City and County Council.

The adoption of the Library Development Plan is a reserved function of the Council.

Is mise le meas,



Gordon Daly
Director of Services
Community Development Directorate



LIMERICK LIBRARIES DEVELOPMENT PLAN 2021-2025



Comhairle Cathrach
& Contae Luimníog
Limerick City
& County Council

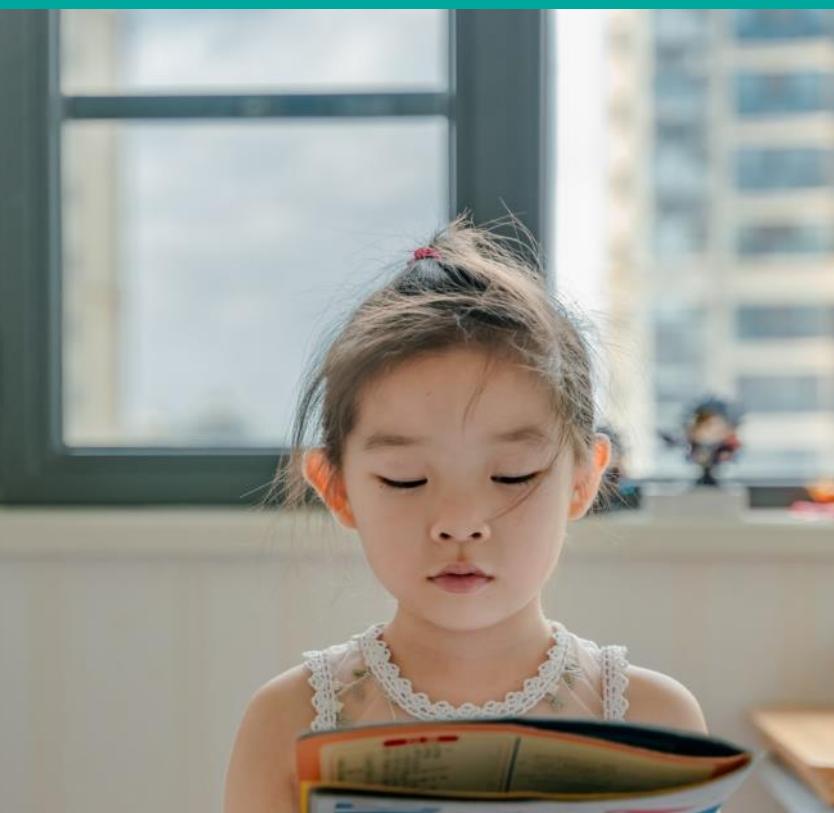
ATLANTIC EDGE
LIMERICK
EUROPEAN EMBRACE

GOALS

JEFFREY ARCHER
HEADS YOU WIN

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INTRODUCTION

This Library Development Plan, **People-Place-Platform**, sets out a strong vision and clear direction for the sustainable development of Limerick City and County Council's public library service over the five year period 2021-2025.

It has been prepared and adopted by Limerick City and County Council in accordance with the Local Government Act 2001 (Section 78). It is set within a strategic framework of 3 key themes and underpinned by 60 priority actions.

These priority actions will guide the implementation of the plan which, in turn, will be transformed into targeted and measured annual business plans that will be subject to regular review and evaluation.

The plan has been shaped and informed by a thorough review and analysis of the existing service and in consultation with key stakeholders.

This Library Development Plan underpins Limerick City and County Council's core themes of social inclusion, collaboration and citizen engagement. At the heart of this plan is a vision to promote wellbeing and quality of life for our citizens in Limerick.

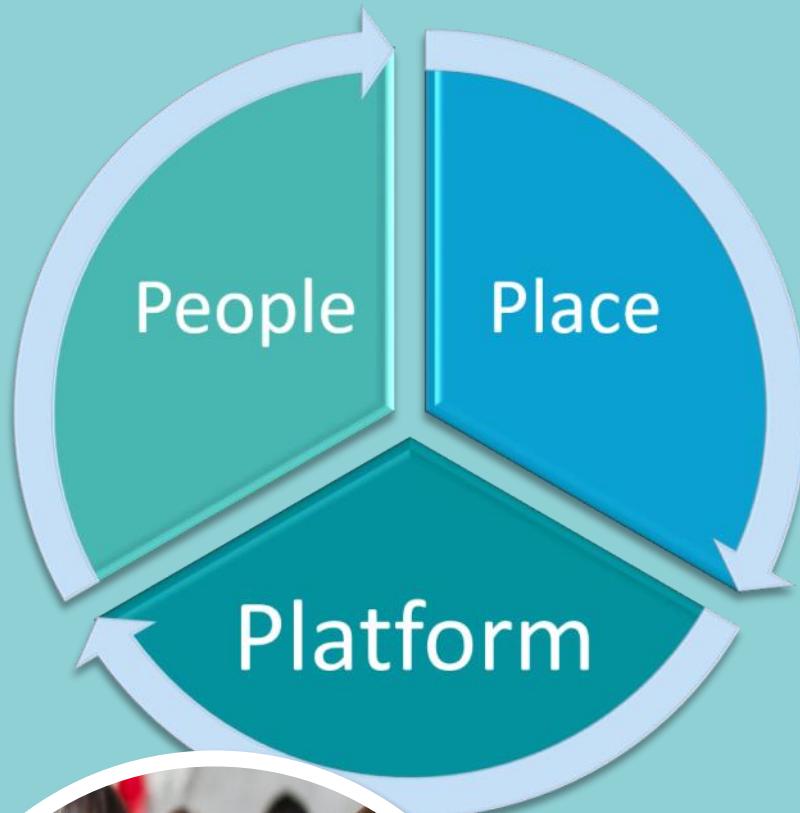
We would like to thank the staff of Limerick Library Service who have produced this plan and we are confident that it will contribute significantly to the development of our City & County Library Service in Limerick over the next five years.



Councillor Michael Collins
Mayor of the City and County of Limerick



Dr. Pat Daly
Chief Executive





Our Vision: what we would like to become

Limerick Libraries will offer attractive and welcoming spaces where all members of the community can access knowledge, ideas and information and where people can reflect, connect and learn.

Our Mission: our reason for being

Limerick Libraries promote community wellbeing by providing equal access to high-quality information, education, recreation and cultural services.

Our Values: what informs all we do

Limerick Libraries are underpinned by the core values of: trust, quality, innovation, inclusion and partnership.

Our Themes: what we will focus on

Limerick Libraries will deliver the strategy around three themes, **People-Place-Platform**.

ACHIEVEMENTS 2014-2019

- We recorded over 3m visits
- We issued 3.3m stock items
- We hosted 5,800 events

COLLABORATION

- New collaborative community library and artists' studios at Cappamore in partnership with Ballyhoura Development Association, Limerick Arts Office and the local community



PARTNERSHIP

- Successful partnership with Jigsaw Limerick to deliver a mental health initiative aimed at young people and parents



INCLUSIVITY

- Awarded **Best Library Service** of the year at the Chambers Ireland Excellence in Local Government Awards for innovative sensory room and autism friendly resource at Watch House Cross Community Library



COMMEMORATION

- Organised a successful programme of commemorative events to mark the Decade Of Centenaries in partnership with local communities and national defence forces



ENHANCED SERVICES

- New national online service offer including eBooks, eAudio, eMagazines/eNewspapers, online training and language courses



EMPOWERMENT

- Delivered 3 major national initiatives in collaboration with local agencies: Right to Read, Healthy Ireland at Your Library and Work Matters at the Library



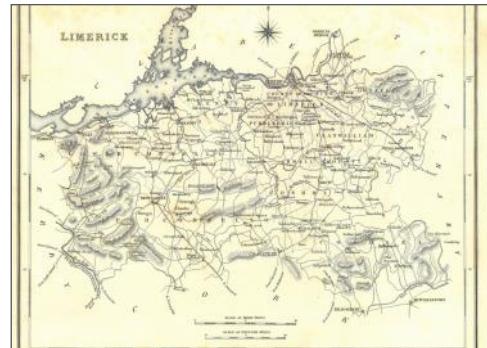
INNOVATION

- Implemented enhanced ICT services including wireless printing and self-service issue/return systems



LOCAL HISTORY

- Successful merger of city and county local history services to create one of the most extensive Local Studies collections in the country



CONTEXT

Limerick Libraries development plan is underpinned by several key documents which guide its priority actions. These documents include:

**Limerick City & County Council
Corporate Plan 2019-2024**

**Our Public Libraries 2022
National Public Library Policy**

The New Librarianship Field Guide, 2016

Limerick City and County Development Plan

**Limerick 2030: An Economic and Spatial
Plan for Limerick**

Limerick Local and Economic County Plan 2016-2021

Limerick Digital Strategy 2017-2020

Limerick Cultural Strategy: A Framework 2016-2030

Age Friendly Limerick Strategy

**Belonging to Limerick:
Limerick City & County Integration Plan 2018-2020**

**Rising to the challenge: Re-envisioning
Public Libraries (Aspen Institute)**

**Putting People First
Action Plan for Effective Local Government 2012**

Local Government Act 2001

"We will provide ambitious leadership and strive to deliver an innovative, vibrant, safe and inclusive Limerick for everyone"

Limerick City & County Council Corporate Plan 2019-2024

People

Place

Platform

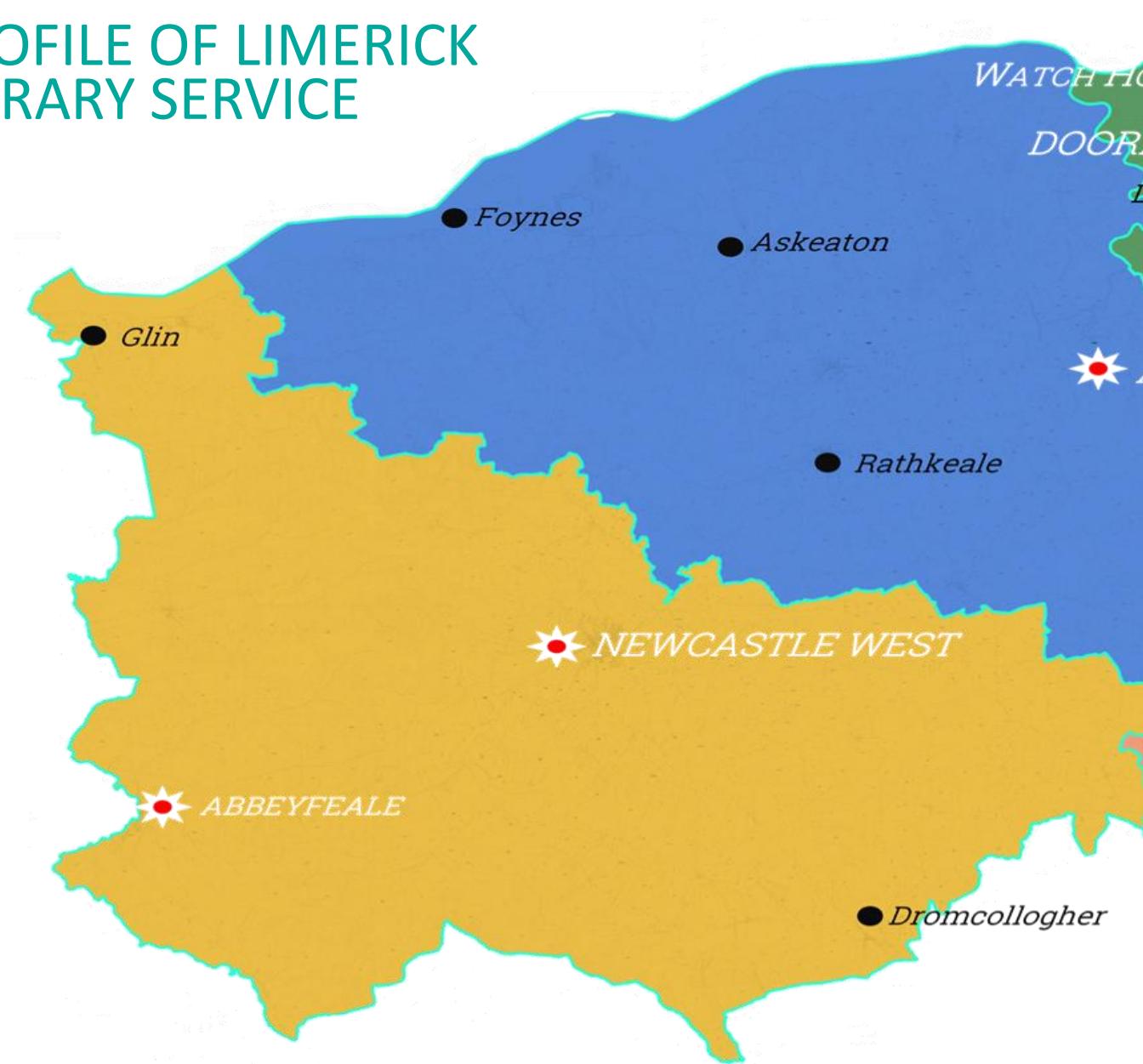
"The Public library is a trusted and valued community asset at the heart of the community"

**Our Public Libraries 2022
National Public Library Policy**

"Today Public Libraries are being seen as a movement, a community-wide effort to improve the lives of community members through knowledge"

**New Librarianship Field Guide
R. David Lankes**

PROFILE OF LIMERICK LIBRARY SERVICE



Limerick Library Service is one of the most widely used public services provided by the local authority. It serves a population of 195,000 through its City/County network of 16 no. branches (7 full-time, 9 part-time) a mobile library service, a schools library service and a Local History Department.

Each year Limerick Libraries:

- Issue more than 627,000 items
- Serve more than 27,000 registered borrowers
- Welcome more than 628,000 visitors to our branch network
- Provide more than 83,000 internet/wifi sessions



Our mobile library service

Serves rural village populations and suburban areas



Our schools library service

Provides an essential support service to local schools



SOCIO-ECONOMIC PROFILE

Limerick has seen significant economic growth in recent years and has been very successful in attracting investment into the City and wider region.

Limerick is investing over €1 billion in enterprise and investment infrastructure as part of the Limerick 2030 Vision: An Economic and Spatial Plan for Limerick.

The key aims of the plan include the creation of 12,000 jobs in Limerick with over 5,000 in the city centre, accelerating and scaling economic investments; securing and delivering key strategic sites; office locations and investment zones; and transforming Limerick into a major economic force in the Irish and European economy.

The findings of the 6th Global Best to Invest Report recently ranked Limerick as one of the top 10 cities in Western Europe in which to invest.

Limerick has excellent connectivity through Shannon International Airport and Shannon Foynes Port, and is central on the Atlantic Economic Corridor and the Wild Atlantic Way. Limerick is home to three excellent third level educational institutions, the University of Limerick, Limerick Institute of Technology and Mary Immaculate College. In addition, it has a wide geographic distribution of schools at primary and secondary level to service its young population.

Limerick has a high profile in sport, as well as international quality facilities for training and events. It has well developed community organisations, strong community spirit and a sense of pride and attachment to local areas.

Demographic change has helped make Limerick more diverse and vibrant with immigration from many different countries contributing to cultural, economic and social diversity.

Limerick, like many other cities and counties, faces social and economic challenges as it returns to growth following the Covid Pandemic. Limerick City and County Council's response as we face into 2021 and beyond is aimed at building future resilience and strengthening inter-agency partnerships into the future.

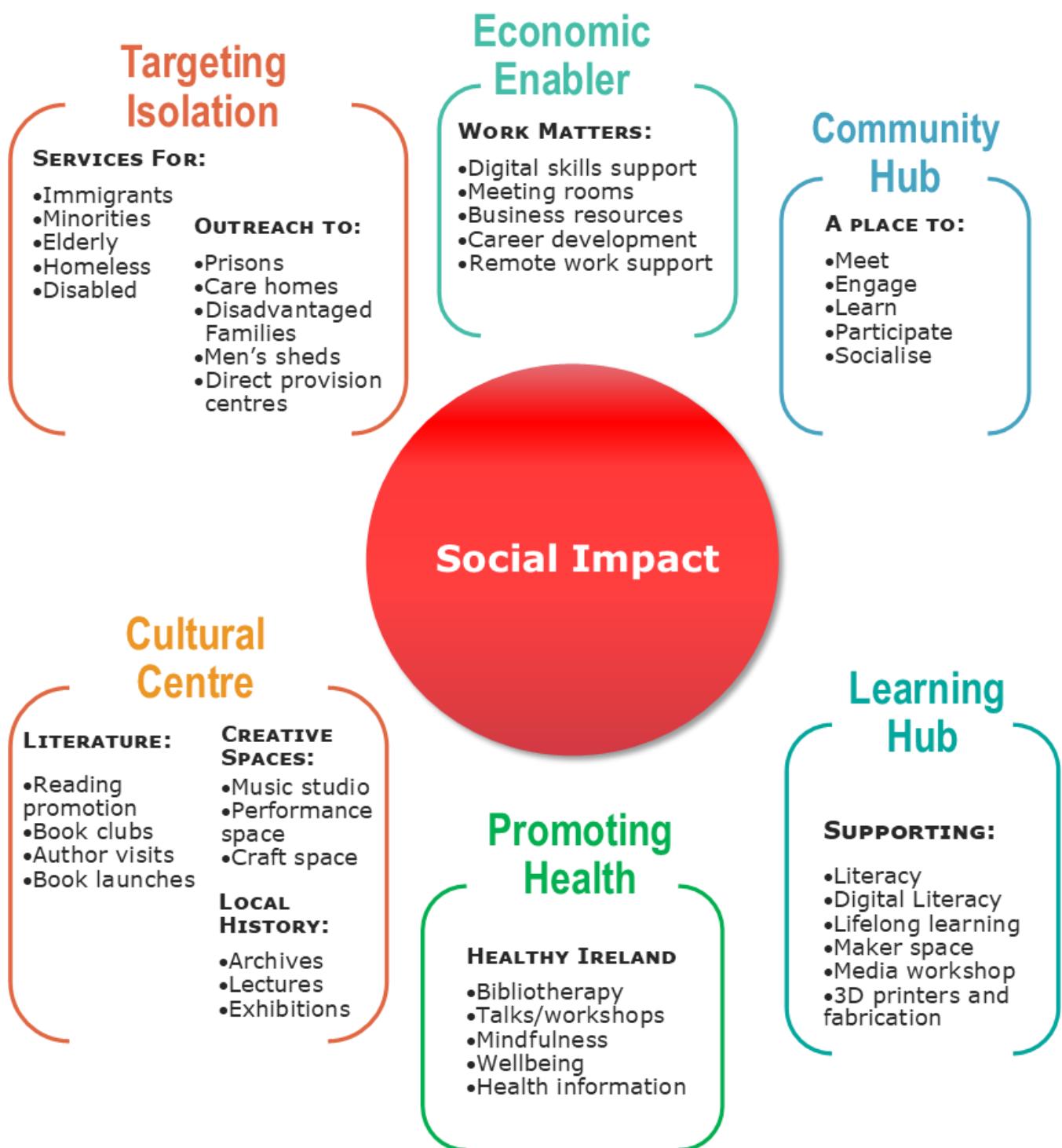
The creation and retention of employment and enterprise diversification in Limerick City and County continues to be a priority and the Council will continue to use its resources and property assets to facilitate job creation in the coming years.

A key objective of Limerick City and County Council is strengthening the role that our public libraries play in enhancing the quality of life of our citizens. The needs, which have been identified, include a focus on literacy, IT skills, the need for re-training in preparation for return to work and combating both urban and rural isolation.

SOCIAL IMPACT OF PUBLIC LIBRARIES

"You cannot have economic development without social development, because we are talking about people and people need people and community. These concepts have to be as much part of economic development as the economy itself".

Harry Bohan, Sociologist







S strengths

- Talented, knowledgeable, committed staff focused on customer care.
- A valued community asset, which contributes to the social, cultural and economic wellbeing of the community.
- A trusted service, with a positive public perception and continued public goodwill.
- An extensive physical infrastructure throughout the city and county, including quality library buildings, a mobile library service and a schools library service.
- Comprehensive opening hours with free membership & free access to an extensive range of quality services.
- Full access to a national resource of over 15 million stock items supported by a nationwide delivery service.
- Local access to the latest technology with a focus on showcasing new and innovative resources.
- An established programme of events across all branches and age-groups with strong community engagement.
- Supporting our City and County cultural heritage by collecting, preserving and promoting local history and Archival collections.
- Continually expanding our reach with e-services - online books & audio, magazines, newspapers & online courses.

Weaknesses

- Space constraints in older library buildings continue to present a challenge in meeting the range of services expected from a modern library offer.
- Ability to deliver a consistent library service across the extensive library branch network of full-time and part-time branches.
- Limited social media and online presence.
- Engaging with non-users and promoting libraries as being attractive and accessible to a broader audience.
- Limited Broadband coverage in rural areas.
- Energy inefficiency in older library buildings.





Opportunities

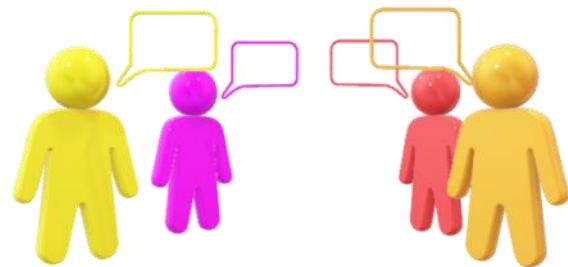
- Deliver on the planned new Central Library, which will contribute to the economic recovery of Limerick by providing a creative community hub for people to meet, engage, learn and participate.
- Realise the potential opportunities of the Government's national policy strategies.
- Collaborate with other institutions to deliver key national programmes.
- Target social isolation by providing tailored services for new cultural communities and minorities.
- Support the City and County Council's strategic role in delivering an environmentally sustainable economy.
- Increase library usage by harnessing the potential of the extensive physical and digital national library offer.
- Implement the My Open Library initiative to offer a more accessible library service to the public.
- Introduce self-service technologies, allowing staff to operate at a higher level of innovative service provision.
- Contribute to the Decade of Centenaries Programme by promoting a deeper understanding of the significant events that took place during this period.



Threats

- Impact of economic recession on Capital and Revenue funding
- Rising costs of library stock both print and online resources.
- Cost of maintaining and replacing extensive public IT infrastructure.
- Cost of maintaining and upgrading the physical library infrastructure, both buildings and vehicles.
- Challenge of bridging the gap between the public's perception and knowledge of public libraries and the extensive range of services provided by the Library Service.
- Potential impact of Brexit changes given that many of our suppliers are UK based.
- Impact of Covid-19 on the library operating model.
- Impact of a 'time-poor' society and competing attractions on the public's ability to avail of the library service offer.

CONSULTATION PROCESS



Public Consultation

The public consultation sought views and input on the public library service, asking for suggestions on service improvements, programming opportunities and key priorities for the future.

Submissions were sought via the local branch library network, online and through advertisements in the local media. Focus groups from a number of secondary schools were also undertaken.

Staff Consultation

Separate meetings and workshops were held to consult with library staff about current and future services and priorities for the new development plan.

The staff survey findings tallied consistently with the findings of the SWOT analysis and reflected a strong customer focus. Respondents gave detailed answers and suggestions, which have helped develop individual strands of the library development plan.

Consultation with European Librarians

Views and opinions were sought from librarians across Europe with regard to evolving library trends in service, infrastructure and future design.

KEY FINDINGS FROM PUBLIC CONSULTATION



PUBLIC PERCEPTION OF LIBRARY SERVICE

- **Professional, friendly and helpful library staff** were identified as crucial to the positive perception and experience of the library service.
- The importance of the local library as a **trusted community space** for all was stressed.
- Libraries are seen as a good source of up to date and **reliable local information**.
- **Wi-Fi, computers, printers and other technologies** available at the Library are appreciated as a vital resource for those without access at home.
- The **wide range of quality library stock** items available for borrowing was positively received.
- The **national request service** was praised for increasing the range of items available to library members.
- Several library users expressed their appreciation for the **daily newspapers** available to read at their local branch library.

PUBLIC PRIORITIES FOR SERVICE IMPROVEMENT

- Provide separate **meeting rooms for community use**.
- **Training and media suites** equipped with interactive technologies for teaching, learning and creating.
- Collaborative **study and reading spaces** to be made available in library branches.
- **Quiet spaces** for reading and individual study.
- **New, modern and comfortable furnishings** in branch libraries.
- **Enhanced children's areas** with soft furnishings and room for story time and play.
- Continue to **upgrade and develop the library's IT facilities**.
- **Promote and market the Library** and make better use of **social media** to raise awareness of the wide range of services provided.
- A **Library APP** to access library services in one place online.

PUBLIC PRIORITIES FOR LIBRARY ACTIVITIES

- A diverse range of **workshops, talks and classes** across subject areas such as health, well-being, information and digital skills, art and craft, creative writing and life skills.
- Encourage **reading for pleasure** and reading for life, particularly to children and young people.
- **Age friendly activities** including drop in centres, book clubs and classes.
- **Services identified by teenagers** included workshops and supports for mental health and well-being and study spaces.
- More **collaboration with local schools** such as homework clubs and after school activities.
- **Support to local authors** via promotion, book launches, talks and a writer in residence programme.
- Broader range of **online services and activities**.
- Increased **digital training services** including coding classes and opportunities to develop digital creativity.



KEY FINDINGS FROM STAFF SURVEY



Library staff's vision for Limerick Libraries is one that:

- Positions the library service at the heart of Limerick's diverse community and offers a high-quality information, education and cultural service.
- Promotes and fosters reading and literacy.
- Responds to the ever changing needs of our community.
- Enriches lives by providing equal and inclusive access to information, education, culture and recreation to all in the community.
- Creates modern, welcoming, open and inclusive spaces with skilled, friendly staff and responsive services and collections.
- Provides innovative, intuitive and responsive services.
- Collaborates, supports and inspires communities.

STAFF PRIORITIES FOR THE DEVELOPMENT OF THE LIBRARY SERVICE

- Adopt a programme of investment to maintain and improve our library buildings and facilities.
- Promote reading and literacy initiatives such as *Right to Read* National Literacy Programme.
- Progress plans for the new Central Library for Limerick.
- Promote the library service to marginalised and under-represented community groups.
- Develop further partnerships and build on existing relationships with other agencies and community groups.
- Market the "brand" of the library service and use it to promote all it has to offer.
- Ensure that the safe, welcoming and helpful reputation of the library as a place and as a service is fostered and developed.
- Prioritise staff training plan to maximise the potential of all library staff.
- Develop a new collection development policy.
- Maintain and strengthen links with schools and educational institutions.
- Continue to ensure that library branches are accessible to all members of society, especially those with varying needs and abilities.

INTERNATIONAL INFLUENCES

Enhancing quality of life HELSINKI CENTRAL LIBRARY, FINLAND



Credit Tuomas Uusheimo

The services provided at the new central library have enhanced the cultural offer and quality of life for people coming to live and work in Helsinki. The City Mayor, Jan Vapavuori, has highlighted the role of cultural services in attracting new investment to Helsinki.

Urban renewal anchor building THE WORD PUBLIC LIBRARY, UK

The Word, an award-winning library was a central part of the Local Authority's plan to revitalize the urban centre of South Shields.

It has breathed new life into the city centre of South Shields and is brimming with exciting new experiences, activities and facilities for people of all ages to enjoy.



Credit: The Word, South Shields

Partnerships with stakeholders

THE PUZZLE - THIONVILLE LIBRARY, FRANCE



Thionville library has been named “*The Puzzle*”, as it is deemed to represent a coming together of multiple partnerships and stakeholders. It is a creative public space that includes displays, work areas, a music studio, and a cafe that all merge seamlessly, creating a dynamic and free-flowing centre of activity.

Covered urban public plaza

AARHUS LIBRARY, DENMARK



Aarhus Central Library is a key element in the Local Authority’s plan to revitalize the centre of Aarhus, Denmark’s second largest city.

It is described as a covered urban public plaza, an iconic destination that is an open, democratic and social place.

THEME 1: PEOPLE

People are at the centre of the library's mission to inspire and cultivate learning, advance knowledge and strengthen communities. The public library as people reflects a new focus on building human capital and knowledge networks in the community.



The public library comes alive when it is learning with people from all walks of life: parents, teenagers, students, jobseekers, entrepreneurs, immigrants, retirees, authors, etc.

Public libraries are powerful cultural and social inclusion agents, relevant to the needs of our time and open to the evolving changes in culture, technology and media. Their strong emphasis on events and activities and dedicated outreach programmes for disadvantaged and minority groups are a positive social intervention in local communities, open to all and barrier free.

Public libraries have expanded from their traditional role of lending books and media to becoming event based, community hubs which offer a wide range of community services where people can meet, engage and develop.

Library staff are a critical frontline resource and are at the centre of the library's mission to serve, inspire, cultivate learning, advance knowledge and nurture and strengthen community wellbeing. Library staff anticipate information and community needs and connect people to available resources both locally and globally.

A major strength of public library staff is their ability to build relationships and cultivate partnerships with the local authority, key stakeholders and the wider community in the delivery of national programmes and initiatives.

The library must strive to maintain and develop these collaborations and networks within the community in order to provide an enhanced service to address the changing needs in society.



Priority Actions: People

- 1.1 We will seek to involve all our communities in shaping our services through regular consultation. We will consult, listen and act on the feedback that they provide.
- 1.2 We will ensure that our elected members are kept fully informed of library developments, events and activities.
- 1.3 We will work in partnership with local and national bodies to deliver shared goals.
- 1.4 We will strive to increase our investment in Library Services during the lifetime of this plan.
- 1.5 We will work to maintain adequate book funds to ensure our collections, both physical and online, are up-to-date and relevant to our community's needs.
- 1.6 We will develop a Collection Development Policy to guide the purchase of both physical and online material.
- 1.7 We will provide a stimulating and challenging outreach programme, which will focus on developing the positive relationship between the library service and the general public.
- 1.8 We will develop our *Healthy Ireland at your Library* offer by expanding our programme of events delivered by trusted professionals and promote the role of the library as a reliable source of information on Public Health.
- 1.9 We will engage with *Jigsaw*, the mental health support service for young people aged 12-25, to promote their range of services and deliver targeted initiatives through our branch libraries.
- 1.10 We will promote the positive and creative use of free time and highlight the role of the Public Library Service as a necessary counter balance to other forms of mass communication.
- 1.11 We will continue to encourage the value and joy of reading as an essential life skill that underpins the acquisition of all other intellectual skills.
- 1.12 We will advance our *Right to Read* literacy and reading programme for adults and children in collaboration with the Right to Read network, community organisations and education bodies.

Priority Actions: People

- 1.13 We will further develop our partnerships with and services to early learning and childcare settings, primary and post-primary schools.
- 1.14 We will continue to provide a quality library service to children and young people, including the further development of services to the teenage members of our community.
- 1.15 We will deliver the *Work Matters* programme and invest in resources, both physical and online, that are informative and effective for the business community and job seekers.
- 1.16 We will continue to provide remote working supports to the public and develop the potential of our libraries as remote work hubs.
- 1.17 We will provide opportunities for informal training and lifelong learning to support personal, educational, career and business development through library stock, e-resources, events, equipment, technologies and study spaces.
- 1.18 We will pilot new ways of serving various communities, for example, a prison library service and a service to Men's Sheds.
- 1.19 We will support members of our community who are learning English as a second language through library collections, e-learning and conversation groups.
- 1.20 We will promote services for adults and children with additional needs and continue to expand our autism friendly library service offer.
- 1.21 We will continue to make a positive impact on rural and social isolation and service inequalities with our mobile library service.
- 1.22 We will promote civic participation and engagement by all members of the local community including our young people and new Irish communities.



Priority Actions: People

- 1.23 We will expand our Age Friendly libraries programme and deliver our objectives under the Age Friendly Limerick Strategy.
- 1.24 We will promote the use of the Irish language through our collections, events and services.
- 1.25 We will collect, preserve and make available a record of the history of Limerick in our Local History Department.
- 1.26 We will play a central role in the Decade of Centenaries Programme by commemorating the events of this period in a sensitive and inclusive manner.
- 1.27 We will continue to support the *Creative Ireland 2017-2022* programme through the Library Service.
- 1.28 We will continue to prioritise the development of our Library Workforce to ensure that our libraries are staffed with well trained, informed and customer focused staff.
 - 1.281 We will implement the Library Workforce Plan in full to put in place a staffing structure to deliver a modern, high quality library service.
 - 1.282 We will develop a progressive training and CPD (Continuous Professional Development) plan for staff, to ensure that staff receive the appropriate training and acquire the necessary skills to enable them to carry out their work.
 - 1.283 We will continue to harness the benefits of PMDS (Performance Management Development System).
 - 1.284 We will provide a safe and supportive environment for staff that encourages innovative thinking and creative risk taking at all levels.
 - 1.285 We will establish a flexible structure for communication across the library team.
 - 1.286 We will ensure that relevant child protection, health and safety and other statutory requirements are adhered to in compliance with national legislation and Council policies.

THEME 2: PLACE



Place

The library is first and foremost a place, a place that promotes development in society. It is a commitment to service and is a trusted and valued space at the heart of the community. The importance of the library as place is growing. Our public are visiting libraries in greater numbers both as individuals and groups.

Modern libraries are now described as a “third space” between home and work. They are vibrant destinations with good digital spaces, new learning spaces and have equality of access and diversity in all services. The capacity of the library service to engage individuals and communities is directly related to the quality of its infrastructure.

Although today’s libraries are both a physical and virtual place, it continues to be the physical presence of the library that anchors it in the community. Research and experience show that geography and place still matter.

Physical library places are community assets. They provide a safe and trusted location, strengthen community and build social connections.

The public library space is a destination for many users, serving many purposes—personal quiet time for reading, research or homework, public events and performances, innovation labs, maker spaces and co-working and collaboration spaces.

The physical library must continue to transition and embrace the openness and flexibility needed to thrive in a world of constant change. It must create an environment that facilitates patterns of interacting, learning and accessing information and allowing for flexible spaces to be used for a variety of activities with the possibility of redefining use in response to changing demand.



Priority Actions: Place

- 2.1 We will maintain and improve our branch network, carrying out a rolling programme of refurbishments and investing in day-to-day maintenance.
- 2.2 We will complete major refurbishment works at Newcastle West Library.
- 2.3 We will deliver a New Central Library for Limerick.
- 2.4 We will undertake a new Capital Library Building and Improvement Programme, together with a vehicle replacement programme, subject to the availability of Capital and Revenue funding.
 - 2.41 We will enhance the library service in Askeaton through the refurbishment of the existing building.
 - 2.42 We will examine all options in relation to the enhancement of library services in Roxboro.
 - 2.43 We will examine options in relation to a library for Castletroy.
 - 2.44 We will replace our mobile library, schools and library delivery vehicles to ensure continuity of these key frontline services.
- 2.5 We will implement the national policy initiative, *My Open Library*.
- 2.6 We will address the objectives in the Climate Action Plan, which requires that all public sector buildings have a BER rating of B by the end of 2030.
- 2.7 We will develop a resource efficiency action plan and reduce the consumption of single-use items in all our library branches e.g. drinking fountains to encourage the use of reusable water bottles.
- 2.8 We will promote and support environmental awareness and education through the development of strategic partnerships and programming opportunities.
- 2.9 We will plan that our future libraries are adaptable and flexible spaces that meet the ever changing needs of our society.
- 2.10 We will ensure that our library spaces are dynamic, innovative and vibrant destinations, defined by our users.

THEME 3: PLATFORM

The public library operates within two separate worlds. In addition to being a physical space with physical collections, the library in the digital age is a virtual platform where people and technology meet.

The library's virtual presence which is accessible from anywhere 24/7 must be as engaging as its physical space and fully serve the library's mission built around equitable access, learning and civic development. According to Helen Shenton, Librarian and Archivist, Trinity College Library, the modern public library is a "*sophisticated interplay between the physical spaces and physical collections, and the virtual space*".

The library as platform re-shapes the library's daily activities, shifting away from the traditional model of organising and lending the world's knowledge toward a new vision of the library as a central hub for learning and community connections.

Many libraries are now creating spaces that are rich with tools and technologies that inspire and facilitate learning, discovery and

creation and where experimentation is encouraged with trained library staff as community mentors.

Examples of the growing community presence of the always-open virtual library are e-resources, links to reliable websites, online access to a shared national catalogue of 15 million books, extensive online courses, online talks and events.

One distinguishing feature of the library as a platform is that it is trusted to be objective and operates in the interests of its users. It utilises new technologies and content to best effect for the purpose of community engagement, allowing people to contribute their knowledge, and experiences to these assets.



Priority Actions: Platform

- 3.1 We will ensure that our website is fully accessible and provides reliable and up-to-date information.
- 3.2 We will introduce a library app to access online library services.
- 3.3 We will develop a social media and marketing plan for the Library Service.
- 3.4 We will raise awareness of, enhance and develop our large collection of e-books, e-audio, e-magazines and e-learning resources.
- 3.5 We will implement a programme of ICT infrastructure upgrades and development to underpin the development and roll out of new and innovative services.
- 3.6 We will develop digital learning centres and innovation spaces in suitable libraries in collaboration with local and national partners.
- 3.7 We will engage with software experts to provide training to staff in the use of new and innovative technologies.
- 3.8 We will provide library users with access to training in the latest technologies as they evolve.
- 3.9 We will enhance public access to digital collections and services by making additional unique and extensive local history collections available online.
- 3.10 We will complete the rollout of RFID technology to all libraries.
- 3.11 We will rollout the new National Library Management System across all our branch libraries.
- 3.12 We will implement the revised National Record Retention Policy for libraries.

IMPLEMENTATION, MONITORING & REVIEW

The plan will be regularly reviewed and a timescale for implementation of each action will be allocated. The plan will be contextualised by Limerick City and County Council's Corporate Plan, Limerick City and County Development Plan, current and future national public library plans and all other relevant local and national policies.

The plan will be reviewed and revised as necessary over its lifetime in the context of any major changes in strategic direction, as and when such changes arise.

Regular reports on progress and implementation of the plan will be presented as follows:

On a monthly basis via:

- Chief Executive's Report
- Senior Team Directorate meetings
- Library Team meetings

On a quarterly basis to the:

- Community, Leisure and Cultural Strategic Policy Committee

On an annual basis through:

- Team Development Plans and Service Delivery Plans.
- Annual report to Council.
- National performance indicators and the National Oversight and Audit Commission (NOAC).
- Annual budget process, where funding will be sought to support the implementation of the plan.
- Regular reports and updates to the Library Development Unit (LGMA) on programmes and initiatives and to the Department of Rural and Community Development (DRCD) on all capital projects.
- Continuous feedback sought from stakeholders to inform and enhance the development of the Library Service over the lifetime of this plan.



Comhairle Cathrach
& Contae **Luimnígh**
Limerick City
& County Council

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