

DÚN LAOGHAIRE-RATHDOWN LIBRARY DEVELOPMENT PLAN 2016 - 2020



Beyond This

Beyond Spanish granite, beyond hanging lights,
Beyond thirteen concrete V-beams, beyond panoramic views,
Beyond this interplay of people, stone and silence,
I'm thinking of one thing, when I think of this place.

Above us in space, the Perseids,
trailing in the wake of the Swift-Tuttle comet,
ejected particles, celestial debris,
arrive here yearly, in our Summer season.

I'm thinking, do those meteors impact on us
or does our Earth move towards them, and scoop them up?

And in the way we can't really call south the bottom
or in the way we can't really call north the top,
beyond our mapping of this cosmic choreography
we don't know what draws what to what.

I'm thinking, that's the way we go through books.
That's the way books move through us.

And if readers are made up of all that they borrow
And a book is the sum of all of its writer's read words
Then what this library stores beyond its many thousand covers
Is as great as all we make and hold inside of us.

The gift of this place transcends time, and distance.
Its gift is our potential, and potentially infinite.

Colm Keegan
Inaugural Writer in Residence, dlr LexIcon
17th April 2015



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I Executive Summary

The Dún Laoghaire-Rathdown Library Development Plan 2016-2020 outlines the current service provision, the vision and objectives for the Library Service to continue to evolve and respond to the changing needs of our community.

Dún Laoghaire-Rathdown Library Service is at the heart of the local community and is committed to Dún Laoghaire-Rathdown County Council's vision of Shaping a Better Future for our County. The ambition is for dlr Libraries to become the premier public library service in the country;

to connect and empower people, inspire ideas and support community potential

In seeking to achieve this ambition, the Library Service aims to act at all times in accordance with the County Council's core values which are: being accountable, customer focused, proactive, excellence driven, cost conscious and courageous.

The Library Service is used by a significant community of users with a complex array of evolving interactions and requirements from the service. This presents both opportunities and challenges in relation to how the service is provided to meet our customers' needs and respond to changing demands over time.

There has been significant investment in the Library Service over the past 10 years which has helped to improve buildings and grow the customer base and service. Going forward, it will be important to ensure the service is developed further and that capital investment is focused on areas where there is community need and demand in line with the Council's approved capital programme. dlr Libraries aim to meet the demands of

local communities, and provide a key public facility to support the community in achieving their potential.

Opening hours have increased in the past 5 years, and demand is still growing from customers for even more access. Further improving access to the service is important and a key objective will be to scope the potential for increasing opening hours. This includes lunchtime and potentially Sunday opening in areas where there is a clear need, taking into account both finance and staff resources.

New models of customer service delivery such as the Open Library model will be explored and the Virtual Library will be exploited to full potential. Collections and resources must reflect the needs of library users. It is now opportune to invest in the digital environment and to explore collaborative projects. As the model of service delivery in public libraries changes, libraries need to develop leadership at all levels of the workforce engaging in organisational development and change management.

Following national policy in ***Opportunities for All: A strategy for public libraries 2013-2017***, dlr Libraries will support aims related to economic advancement during the life of this plan. There are opportunities for the Library Service to support learning and development skills through a collaborative approach by nurturing partnerships with key stakeholders such as the Local Enterprise Office and also exploring new ways of service delivery, both physically and digitally.

Quality of life and cultural expression at a local level are key priorities of Dún Laoghaire-Rathdown County Council as highlighted in the Corporate Plan. In ***Opportunities for All***, the library is viewed as a cultural space, a meeting

place for both people and ideas, creating opportunities to enhance community life. Creating new ways for the public to engage with libraries and explore experimental learning opportunities is critical.

dlr Library Service aims to deliver in a local context the overarching national policy themes of *Opportunities for All*:

- Economic Development
- Creativity and Social Cohesion
- Cultural Identity



2 Introduction and Methodology

Dún Laoghaire-Rathdown County Council's mission is to:
'lead in the delivery, co-ordination and regulation of quality public services for our communities, in partnership with our stakeholders.'

The corporate values of DLR County Council underpin the approach to delivery of a vibrant and dynamic library service and in summary they include:

- **Accountable**
Dún Laoghaire-Rathdown County Council will be fully responsible for all its decisions, and account for its actions in a fully transparent and visible manner.
- **Customer focused**
Dún Laoghaire-Rathdown County Council will behave in a fully inclusive manner and treat all our customers with respect, understanding and dignity in delivering high quality services.
- **Proactive**
Dún Laoghaire-Rathdown County Council will act progressively and positively and show leadership in decision making.
- **Excellence Driven**
Dún Laoghaire-Rathdown County Council will strive to consistently reach the highest standards of behaviour, service delivery and customer service.
- **Cost Conscious**
Dún Laoghaire-Rathdown County Council will ensure that decisions in all aspects of our business will be made with cost consciousness and value for money as key principles.
- **Courageous**
Dún Laoghaire-Rathdown County Council will take decisions at all times in the interests of its residents and businesses and will bring a robust and innovative approach to conducting our activities.

Within this context, dlr Library Service is required, under the Local Government Act 2001 to prepare and adopt a Library Development Plan and programme for the operation and development of its library service; Sections 78 (5) and (6) of the Local Government Act 2001 provide that:

- (5) *A library authority shall from time to time, or if requested by the Minister, prepare and adopt a programme for the operation and development of its library service (in this section referred to as the “library development programme”).*
- (6) *Every library development programme prepared by a library authority under subsection (5) shall include-*
 - (a) *an outline of the existing library services,*
 - (b) *the development objectives and priorities for the library service,*
 - (c) *the measures taken or proposed to be taken to secure those development objectives,*
 - (d) *the financial or other implications of the library development programme,*
 - (e) *such other matters as are considered necessary by the library authority or as the Minister may specify in writing.*

This new Library Development Plan 2016-2020 has been developed to build on the work of previous plans and is influenced by local, national and international strategies and standards. It sets the direction for the future of the Library Service with a programme of goals and plans that are responsive to changing community needs.

This Plan has been developed following public consultation and consideration by the Community Development, Culture and Ageing Strategic Policy Committee (SPC). dlr Libraries engaged in a collaborative planning process with staff and public alike. Staff engagement was achieved through a working group and Citizen Space, DLR’s online consultation hub. Library staff were invited to have an input into a new Mission Statement in the context of the DLR Corporate Plan and **Opportunities for All**.

They also engaged in a SWOT analysis and were invited to make suggestions on any aspect of the service they wished to review. dlr Libraries surveyed the public via the website, branch network, and through the Public Participation Network. A high response rate of 290 replies was achieved. Two open evenings were hosted in dlr LexIcon and Dundrum Library. All suggestions were taken on board in writing this plan and an ambition of this plan is to meet the needs of local communities where practical and reasonable.

The consultation identified a number of issues but specifically indicated that dlr Libraries need to focus on:

- Buildings
- Customer care
- Collection development
- Opening hours
- The library's role as a community space
- Quiet spaces
- Enhanced signage
- Wifi infrastructure

This Plan has sought to address the issues raised and build on progress to date. dlr Libraries will continue to consult with local communities to ensure that the service is responsive to public needs. The plan will be periodically reviewed to assess performance against objectives and updated accordingly.

3 The DLR Library Service Operating Environment

3.1 Overview

Dún Laoghaire-Rathdown is spatially the smallest county in Ireland covering an area of 125km², though it has the 6th highest population of all local authorities in the country. The 2011 Census, confirmed the County's population as 206,261, an increase of 6.3% (+12,223) since 2006.

The County is endowed with some of the region's best and most important economic and natural resources. It is a thriving and distinctive county of contrasts with small areas of both significant affluence and of disadvantage. Economic activity is focused on key business districts including Dundrum, Sandyford and Dún Laoghaire along with key centres such as Blackrock and Stillorgan with future growth at Cherrywood which represents the County's largest development zone and is expected to be developed during the next decade. The County is also home to the largest university in the State, University College Dublin, the County's largest employer.

The County's socio-economic profile includes many inherent advantages such as a well-educated workforce and a range of high quality indigenous and foreign firms operating in the area. DLR has both the lowest unemployment rate and the highest level of educational attainment of any County in the State. Employment in Dún Laoghaire-Rathdown is predominantly in the professional, technical, managerial, government, and commercial sectors.

The census data also shows a higher percentage of elderly persons (almost 15% of the population compared to 12% nationally) and a diverse population, with 11% of residents identified as non-Irish nationals. In addition, some 11,000 people are registered in the county as unemployed, and the county also has a high number of third level students in residence.

Meeting the needs of such a diverse community offers real opportunities for providing more tailored and innovative library services to support community development.

3.2 dlr Library Service

dlr Libraries are a core element of Dún Laoghaire-Rathdown County Council (DLRCC). The Library Service, including the Arts Service, forms a key part of the new Economic, Community and Cultural Development Department within DLRCC which was created in November 2015.

This Directorate is responsible for the development and implementation of the Local Economic and Community Plan and all areas of Economic Development, including the Local Enterprise Office (LEO). It is also responsible for Community Development; the Library Service and the Arts Office form the cornerstones of the Cultural element of the Department.



This new Directorate will help to ensure an integrated approach and stronger linkage between economic, community and cultural development with Libraries and Arts playing a key role.

Currently dlr Libraries employ 79 full time equivalent staff who deliver the library services for 368 hours per week. The aim is to further develop the service to support community development, in keeping with the national strategy as outlined in *Opportunities for All*. “Public libraries promote community cohesion and well-being, economic growth and cultural identity.”

GRADE	NUMBER (Full-time Equivalents)
County Librarian	1
Senior Executive Librarian	3
Senior Librarian	11
Senior Staff Officer	1
Librarian	8
Staff Officer	5
Senior Library Assistant	5
Assistant Staff Officer	1
Library Assistant	35
Clerical Officer	3
Support staff	6
Total	79

All figures correct at 31/12/15

dlr Library Service will implement the national workforce plan for libraries during the life of this development plan, in keeping with guidance in *Opportunities for All* which recognises the importance of workforce development to library service delivery. There is a commitment to establish an ongoing programme in leadership development for library managers within the Performance Management Development System (PMDS) and Competency Framework.

On a national level the Library Service works with other library authorities on the procurement of stock and the rollout of the new national Library Management System. The Library Service participates in the Summer Reading initiatives with 12 other local authorities. The Service works closely with a wide range of cultural institutions and organisations such as Embassies, Poetry Ireland, Children’s Books Ireland, Kid’s Own, the Irish Meteorological Office, Science Week Ireland in addition to educational institutions such as University College Dublin, Dún Laoghaire Institute of Art, Design and Technology, the local Further Education Colleges, Blackrock Education Centre and all Dún Laoghaire-Rathdown primary and secondary schools.

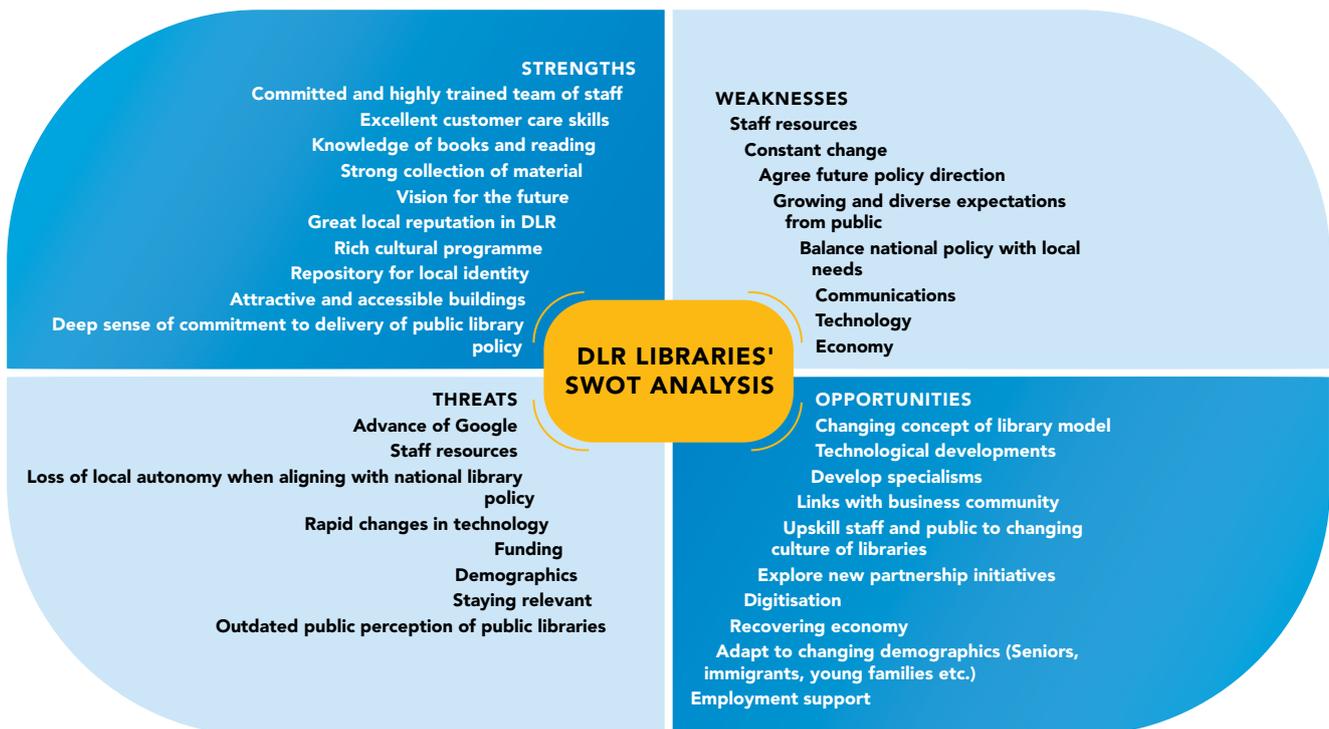
On a local level, dlr Libraries work with a variety of community organisations such as local residents groups, active retirement groups and local history groups. Within the local authority, Arts and Libraries co-produce the very successful “Mountains to Sea dlr Book Festival.”



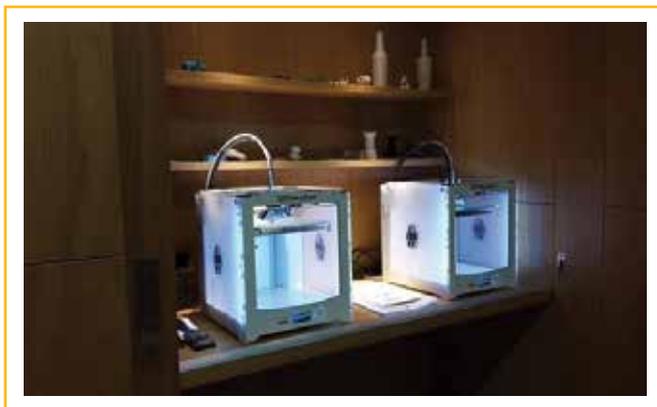
The Library Service manages 8 branch libraries, varying in size and demographics. The main remit of the previous dlr Library Development Programme (2010-2013) was new and improved library infrastructure with significant investment made in the fabric of the buildings. Many of the aims have been delivered, including dlr Lexlcon in Dún Laoghaire as well as refurbished libraries throughout the County.

Library membership has gone from strength to strength. Since 2008 dlr Libraries have seen membership increase by 38% and issues by 26%. In December 2015 there is a total patron registration number of 77,890, which at 38% of the population is one of the highest in the country. Annual issues are in the order of 1.4 million items. The exceptional growth in library usage is a testament to the investment by

DLR County Council in the service and especially in library infrastructure in recent years.



3.3 Use of Technology



The demand from the public for remote access to collections and the service continues to grow. There were 1.8m visits to the dlr Libraries main web page in 2015. dlr Libraries has promoted its 24/7 virtual library through its many online services, such as downloadable e-books, e-audio books, language learning and newspaper research, all from the comfort of home or office, regardless of location or time of day.

dlrLexIcon is creating experimental learning opportunities for the community in a public library environment. This involves a creative technology approach that will provide not only games and rapid prototyping but also personalised tech programmes for teens and the wider community. The establishment of the LexIconLab and the appointment of the first Creative Technology Curator has ensured access to equipment for people of all ages. Families engage with age appropriate technologies and interactive learning tools. The Lab provides learning opportunities for 3D design and printing technology.

The Library Service seeks to empower citizens by providing access to digital and information skills and will continue to explore the potential for emerging technologies and to improve accessibility for local communities. It will do this in the context of the DLR digital strategy.

3.4 Dún Laoghaire-Rathdown Branch Libraries

Library Service provision is delivered throughout the County across 8 branch libraries. Below is an outline description with a map. A target for this plan is to continue to increase membership and seek new ways of reaching communities by improving our services and access through both the virtual library and potentially new models of service delivery, including Open Libraries (see Appendix 2).



Blackrock Library

The original Carnegie Library was fully extended and refurbished and the space has been extended from 454m² to 537m². It boasts a bright, fresh, airy and spacious interior with enhanced public internet and self service facilities. A reading room, extra seating and study spaces along with a lovely new children's library is provided. In 2015 5,893 patrons were registered members of Blackrock Library.

Cabinteely Library

Designed by R.M. Butler and built in 1912, the library is a designated protected structure. Plans were approved in Summer 2015 for a modest extension to provide a public toilet and office space for staff. This work is due for completion in Summer 2016. In 2015 4,770 patrons were registered members of Cabinteely Library.



The Central Library accommodates general reading rooms with a rich collection of some 80,000 books, DVDs and CDs.

The Dún Laoghaire-Rathdown Municipal Gallery, Studio, Café and meeting rooms are housed in the building.

Moran Park has the potential to play a key role as a local amenity. It has been extensively landscaped and redeveloped. It hosts events, exhibits, film screenings, markets and performances. Car parking for 100 cars is provided.



Dalkey Library

The library in Dalkey opened in 1989. The existing building is 397m². In 2012 the library underwent considerable refurbishment with improved facilities for the public and the opening of the Maeve Binchy Garden. In 2015 7,021 patrons were registered members of Dalkey Library.



In 2015 15,572 patrons were registered members of dlr Lexlcon. On busy days, dlr Lexlcon has some 2,500 users, and is growing in popularity as a place to visit, particularly with events such as Family Days, Mountains to Sea dlr Book Festival and Science Week programme.

Deansgrange Library

The library at Deansgrange is more than thirty-five years old and provided some 665m² of space until a new extension of some 120m² was completed in 2012. It is the second busiest branch in Dún Laoghaire-Rathdown. In 2015 11,673 patrons were registered members of Deansgrange Library.



Since it opened the Lexlcon has welcomed some 500,000 visitors through its doors and has firmly established itself at the heart of the community providing space for learning and research, to develop, create and share ideas.

Dundrum Library

The library is a 2-level Carnegie building designed by R.M. Butler and opened in 1914. It is a designated protected structure. Some minor refurbishment works were completed in 2010. It is hoped to upgrade the library during the life of this Library Development Plan, subject to funding. In 2015 15,992 patrons were registered members of this Library.



dlr Lexlcon / Central Library and Cultural Centre

In December 2014 the Lexlcon had a soft opening for the public, with the official opening in April 2015. This iconic public building is a crucial part of a programme of regeneration in the town of Dún Laoghaire. It is a vibrant centre of learning and creativity for all those who live, work in and visit the county and is at the heart of the community.

Shankill Library

Designed by R.M. Butler this Carnegie Library was built circa 1912. The building is a designated protected structure. It is the smallest public library in the County at 165m². Some minor works were carried out in the late 1970s and further developments were completed in 2014. In 2015 3,429 patrons were registered members of Shankill Library.



Stillorgan

The library in Stillorgan is housed in a 1970s prefabricated structure, adjacent to a shopping centre. The structure is now thirty-five years old and was extensively renovated in 2010. Usage remains strong with 10,212 patrons registered as members in 2015. The provision of a new public library for Stillorgan remains a key objective of the Council and will be explored as part of any future redevelopment proposals for the Stillorgan area.



3.5 Library Collections and Resources

The central function of a public library is to select, acquire, retain, preserve and provide access to collections. The goal of dlr Libraries is to ensure that the library collection is enhanced, upgraded and delivered in a variety of formats to meet the needs of patrons.

The Dún Laoghaire-Rathdown Library Service Collection Development Policy was updated in 2015. It will ensure access to ideas and information and will promote the pleasure of reading, the desire for knowledge and the love of life-long learning. The Policy serves as a working document and planning tool for the selection, acquisition and de-selection of stock. It ensures a consistent and balanced growth of the Collections, aids communication between branches, facilitates interlibrary co-operation and resource sharing. It relates directly to the mission statement of the Library Service and is regularly reviewed and updated when necessary.

The Dún Laoghaire-Rathdown County Library Service Collection Development Policy is available on the Library website at libraries.dlrco.ie

Under LGMA National Standards dlr Libraries will seek to deliver the recommended per capita stock expenditure of €3.77 per head of population by 2019.

3.6 Cultural Programme

In 2007 Dún Laoghaire-Rathdown Library Service published a **Culture Strategy 2007-2010**. It was prepared by the Library Service in the context of the **Branching Out** reports of the Department of the Environment, Heritage and Local Government, which envisaged a strong and definite cultural role for public library services. It built on three core elements of **People, Place & Programme**. The key issues identified in dlr Libraries at the time were: balancing historical provision with new & emerging needs, library cultural programme complementing other DLR activity, gaining a real sense of community needs around cultural provision and assessing a changing society.

The Dún Laoghaire-Rathdown Library Development Programme 2010-2013 set out certain objectives for the Service with a particular focus on capital development but in the context of cultural development. Some of the cultural achievements included:

- Mountains to Sea dlr Book Festival
- dlr Library Voices Series
- Investment in e-resources
- Writers in Residence
- Developing partnerships with other cultural institutions

dlr Lexlcon, the Central Library and Cultural Centre, opened to the public in 2014. This facility is changing and challenging cultural provision in the County as it responds to the demands and expectations of the public. It offers a rich and varied cultural programme where all are welcome. DLR invests in a rich cultural programme which continues to bring new audiences to the library environment and is recommended in *Opportunities for All*.



3.7 Libraries Funding and Income

dlr Libraries have an operational budget which comes directly from dlr County Council with a small proportion of income (2%) generated by way of fines, fees and printing.

Adopted Revenue budget:	2014 €	2015 €	2016 €
Library Service Operations	4,102,900	4,545,800	4,981,400
Purchase of books, CDs etc.	476,600	576,600	576,600
Total	4,579,500	5,122,400	5,588,000

Under the National Library Management System (LMS), dlr library income will reduce significantly as reservation charges and fee income have been reduced and standardised across the country. As such, to help ensure that the service and diversity of offer is maintained, opportunities to secure income for services ancillary to the Library Service will be considered, where appropriate.

The 2016-2020 Library Development Plan will consider the following:

- Explore new means of generating an income stream
- Generate fees for some elements of the cultural programme
- Generate income from meeting room rentals and car park at the dlr Lexlcon
- Where grant aid is available nationally and through the EU, dlr Libraries will seek support

3.8 Libraries Capital Projects

In recent years Dún Laoghaire-Rathdown County Council has invested significantly in a rolling library development programme. Some €40m was invested in the Library Service during the life of the last plan. This investment helped to improve the Service and grow patronage, and delivered the dlr LexIcon for Dún Laoghaire, as well as refurbishments to Deansgrange, Blackrock and Stillorgan Libraries. Grant aid in the order of €1.1m was received from Central Government. The remainder of the funding was generated from development levies and sale of Council assets. This overall investment has helped to sustain and grow the service and ensure that the dlr Library network is accessible, comfortable and welcoming to all in our communities.



During the life of this development plan further investment will be made in public libraries. Funding is provided for facilities management and maintenance of the buildings. A rolling maintenance programme is planned.

DLR County Council prepares and submits a 3-year capital programme for Council approval having regard to the availability of resources, and the programme is reviewed and updated annually. The Council funds its capital programme from a source of areas including;

- Development levy receipts
- Grant and third party funding
- Other capital funding from sale of assets or return on investments.

During the period 2016–2018, the Council is committed to capital projects that provide the infrastructure required to facilitate development in the County, that address the deficits in community and recreational amenities which have been highlighted, and that help to boost economic recovery and employment and ensure a reasonable balance across the County.

The current 2016-2018 capital programme includes the following Library projects

- Cabinteely Library – rear extension and minor improvements – completion 2016
- Samuel Beckett Civic Complex, Ballyogan – Library fitout – post 2018
- Stillorgan Library – Feasibility Study - €6m from 2016 – 2018

On the basis of the current growth and identified demands, there are initial plans for new libraries at Ballyogan, Stillorgan and Cherrywood, subject to resources.

Samuel Beckett Civic Complex Phase 1 at Ballyogan is nearing completion. This is providing community and leisure facilities and phase 2 is expected to include the new planned library. Grant aid will be sought where possible to support this key development.

3.9 Achievements of the Library Development Programme 2010-2013:

The Library Development Programme 2010-2013 identified key objectives for the library service with a particular focus on a building programme. As outlined above, Dún Laoghaire Rathdown County Council invested significantly in the library service, which subsequently delivered successfully on the objectives and goals of the Programme, and library membership, usage and footfall grew exponentially during the life of the Programme.

I. STRATEGY AND PLANNING

Strategic policy for dlr Libraries was devised in the following documents:

- Culture Strategy 2007-2010
- Marketing Strategy and Plan 2009-2012
- Collection Development Policy 2015
- Local History Plan 2012-2014
- Local History Plan 2014-2015
- Local Studies Guidelines 2015-2019

II. LIBRARY USER EMPOWERMENT

- Self-service facilities introduced across the entire service, including loans, returns, remote and in-house printing, development of the website for 24/7 reserves, renewals and research. In 2015 self-service accounted for 71% of all borrower transactions in the branches.
- Increased opening hours from 315 hours in 2010 to 368 at end of 2015
- Strong growth in library membership from 55,378 in 2010 to 77,890 by end of 2015
- Investment in IT. Automated services included the provision of free Wifi, public Internet pcs and laptops, and the upgrade of broadband provision in the branches.

III. LIBRARY COLLECTION DEVELOPMENT

- Continued investment in Library Collection by DLR
- Collection Development Policy devised and implemented
- Collection reflected the needs and interests of dlr communities
- Collection maintained at circa 400,000 items
- Strong investment made in e-resources and delivery of e-books
- Investment in Local Studies Collection and Services
- Value for money: dlr took the lead role in tendering for shared book fund expenditure between local authorities in Dublin

IV. LIBRARY SPACES

Major capital investment in:

- Extension and refurbishment of Blackrock Library
- Refurbishment and landscaping works at Deansgrange and Dalkey Libraries
- Refurbishment of Stillorgan Library and provision of public toilet facilities in branch libraries
- Delivery of dlr LexIcon Central Library and Cultural Centre in 2014

Other enhancements included the centenary celebrations of Cabinteely, Dundrum and Shankill Libraries in 2012 and the creation of the Maeve Binchy Garden at Dalkey Library.

V. LIBRARY CAPITAL PROGRAMME (LAST 4 YEARS):

	€
Deansgrange Library	1 million
Stillorgan Library	300,000
Dalkey Library	300,000
Dundrum Development	397,000
ICT Investment	250,000 +
dIrl LexIcon	37 million
Total:	39 million+

VI. CULTURAL PROGRAMMING

There continues to be significant investment in cultural programming in DLR:

- Vibrant culture programme across the county
- dIrl Library Voices recognised as providing public access to international authors
- Successful delivery of Mountains to Sea dIrl Book Festival
- Appointment of a number of Writers and Readers in Residence
- Development of outreach and partnerships with other institutions



VII. STAFF DEVELOPMENT

Commitment to changing work practices has been significant:

- Work rotas changed to align with other Dublin Authorities and as a result days in lieu were saved
- Working hours increased under national agreements with opening hours also increased
- With the move to self-service, staff committed to upskill and engaged with technology
- PMDS (Performance Management Development System) was used as a vital tool for to identify training gaps and offer relevant courses as part of Continuous Professional Development

3.10 Summary

The library service saw significant and positive growth during the period 2010 to 2015, with a number of libraries such as Blackrock and Deansgrange being refurbished and the iconic dIrl LexIcon opening with more than 500,000 visitors in 2015. Patronage continues to grow strongly, and people expect more from their libraries all the time. This is in keeping with international trends where the role of public libraries is changing dramatically. They are no longer seen as repositories of collections but as information centres, communication hubs, meeting places, and vibrant community spaces.

Public libraries play a key role in terms of community development and offer a safe space where all citizens are welcome. Looking forward, the Library Development Plan for 2016-2020 has a number of challenges and opportunities to address for the future provision of the Service:

- Achieving a responsive and efficient operation of branch libraries while expanding programming beyond the boundaries of the buildings

- Reaching out, engagement, social inclusion and application of other models of service delivery such as on-site or off-site, partnerships, pop-ups and more
- The design, technology, and infrastructure innovations required for libraries in local communities in the 21st century
- Enabling access to the digital world while continuing to circulate books and print resources
- Improving capacity to serve as civic/community hubs, while accommodating a broad range of cultural programmes, from book clubs to internet classes and technology training
- An expansive role as a community/cultural centre; becoming more than an information resource, and evolving over time to meet local community needs and reflect local identities
- dlr Libraries must identify ways of meeting the growing demands of the public, and get the balance right, in terms of meeting expectations for:
 - Silence and noise
 - Private and social
 - Physical and digital resources
 - Increased access and lower charges
- With the implementation of the workforce plan and changing organisational structure there will be a more streamlined approach to work. Staff will be empowered by technological advances to improve service delivery
- Given the broader customer focus for libraries, DLR will enable staff to play their part in delivering a broader community and cultural offer through the Library Service
- Identifying objectives, training, improved communication and consultation will be a priority

Looking forward, collaborative working with partners will be key to ensuring that the Library Service can play its part in delivering on community needs and expectations, and support broader Council aims related to supporting business and job creation, community development and social inclusion.



4 Vision, Mission and Values

4.1 Vision

The overarching vision for DLR County Council is to ‘Shape a Better Future for Our County’. In that regard, dlr Libraries will strive to become the premier public library service in the country by providing a first class library and cultural service to the people of Dún Laoghaire-Rathdown.

This is an exciting time for public libraries in Ireland as they evolve within society and take their place at the very heart of their local communities. Libraries offer safe, democratic spaces for learning, creativity, exploration, and innovation and provide local communities with a sense of identity.

4.2 Mission

to connect and empower people, inspire ideas and support community potential



4.3 Values

In seeking to deliver on the Vision, the Library Service will aim to act at all times in accordance with the DLR County Council agreed core values which guide our organisation and its staff:

- Accountable
- Customer Focused
- Proactive
- Excellence Driven
- Cost Conscious
- Courageous

dlr Libraries embrace these values and aim to attain them through:

- Excellence in delivery of **customer care** to library patrons
- Promotion of **access for all** to library services
- Exploration of new models of **service delivery**
- Creation of spaces and an environment where **inspiration** will thrive
- Exploration of the **potential of technology** in a public environment
- Investment in the continued development of a rich **library collection**

As public libraries evolve and respond to the ever changing needs of our community, dlr Libraries will remain committed to DLR’s core values which support a vibrant community.

5 Strategic Objectives and Goals 2016-2020

Connecting and Empowering People

dlr Libraries seek to connect people through vibrant cultural and outreach programmes, provision of safe public buildings and the use of developing technology. We have trained and professional staff who advocate an excellent customer service.

Following an extensive refurbishment programme, library buildings improved dramatically during the life of the last Library Development Programme and offer safe, comfortable spaces where all are welcome. dlr Libraries have a rich library collection and seek to make it available both physically and electronically. We have invested heavily in e-resources and will continue to explore new service delivery mechanisms via social media.

Inspiring Ideas

dlr Libraries support lifelong learning and seek to develop a culture of creativity and innovation. Libraries have no boundaries and stimulate the imagination through the provision of a rich and relevant collection and an active, engaging culture and technology programme. We will provide access to information through technology and continue to develop digital skills in the context of the Council's Digital Strategy.

Supporting Community Potential

When local communities access high quality resources, they are empowered by learning, information and experience; the community prospers. dlr Libraries are at the heart of local communities, where access is for all. We wish to foster community collaboration and will



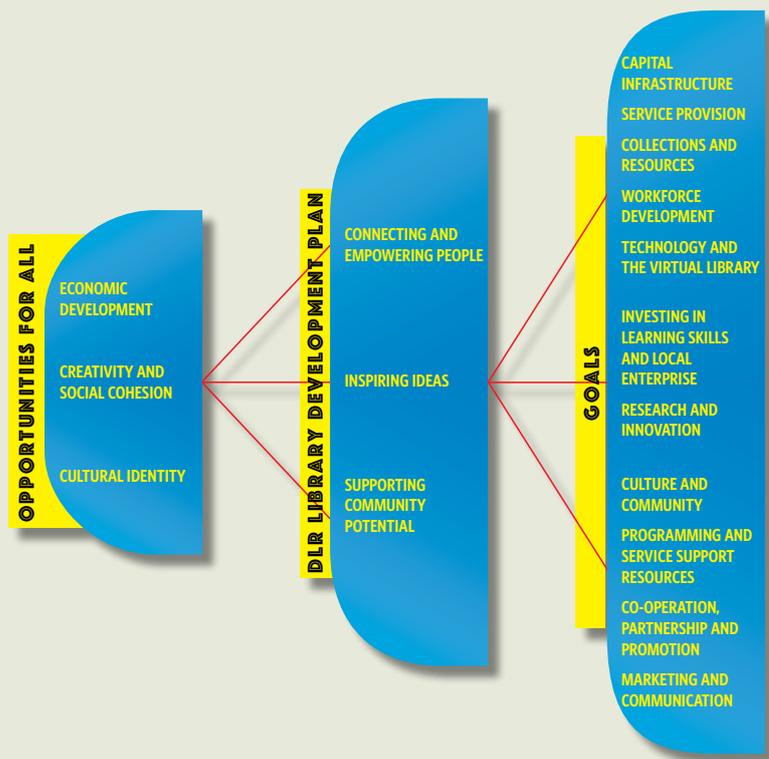
work with the Local Community Development Committee to achieve this. Cultural programming complements the physical library and reaches beyond the boundaries of the buildings.

The aim is to deliver in a local context the overarching national policy themes of the *Opportunities for All* strategy, namely Economic Development, Creativity and Social Cohesion and Cultural Identity.

- dlr Libraries will focus on supporting **Economic Development** by providing access to high quality information and by up-skilling staff in the process. We will build capacity to provide business and job skills support.
- dlr Libraries will work with local communities to stimulate **Creativity and Social Cohesion** and contribute to quality of life issues. This demands new and exciting ways of approaching work. Libraries provide welcoming spaces for patron use both virtually and in local communities. dlr Libraries will explore potential to deliver 'Open Libraries'. (See Appendix 2)

Patrons have indicated through surveys and comment cards that they want safe, comfortable accessible spaces to visit for work, study and pleasure. Evaluation of requirements such as these will be carried out regularly and new ways of delivering the service will continue to be explored.

- dlr Libraries will explore **Cultural Identity** through varied developmental programmes and events and by creating access to the rich collections held in safe keeping for the community. dlr Libraries will also work with partners on the Cultural events programme to ensure support in achieving its objectives.



Goals and Objectives	
<p>GOAL 1 CONNECTING AND EMPOWERING PEOPLE:</p> <ul style="list-style-type: none"> 1.1 Capital infrastructure 1.2 Service provision 1.3 Collections and resources 1.4 Workforce development 1.5 Technology and the virtual library (Digital First) 	<p>GOAL 3 SUPPORTING COMMUNITY POTENTIAL:</p> <ul style="list-style-type: none"> 3.1 Culture and community 3.2 Programming and service support resources 3.3 Co-operation, partnership and promotion 3.4 Marketing and communications
<p>GOAL 2 INSPIRING IDEAS:</p> <ul style="list-style-type: none"> 2.1 Investing in learning skills and local enterprise 2.2 Research and innovation 	

GOAL 1. CONNECTING & EMPOWERING PEOPLE

The Library Service is used by a complex and changing community of users, all making demands on available resources. The aim looking forward is to ensure that the Library Service and the resources available provide the opportunity to connect and empower people to achieve their potential. A number of key actions are set out below to assist in achieving this goal.



Aim/ Action	Proposed Outcome/ Deliverable	Implementation
1.1 Capital Infrastructure		
Cabinteely Library	Two new single-storey extensions to be added to the rear of the library to accommodate accessible toilet facilities, baby changing area and new staff office	2016
Dundrum Library	General maintenance upgrade in 2016. By 2020, subject to resources, a scoping exercise to review and consider future service needs	2020
Stillorgan Library	A feasibility study is to be undertaken for a new library as part of the wider plans for Stillorgan	Between 2016 and 2018
Ballyogan	A new library is proposed as part of Phase 2 of the Samuel Beckett Civic Complex	Subject to approval of plans
Cherrywood	A new library is proposed as part of the overall development at Cherrywood	Subject to plans coming forward for approval and resources

1.1 Capital Infrastructure	Proposed Outcome/ Deliverable	Implementation
Opening hours	Review opening hours and assess potential to meet customer needs for increased opening hours, including lunchtime and Sunday opening	2016
New models of service delivery	Examine new models of service delivery such as the Open Library model and exploit the Virtual Library to full potential	Ongoing
Inclusivity	Promote inclusivity through partnerships with key stakeholders	Ongoing
Membership for children	Participate in the Libraries Ireland Plan to provide automated registration for membership to all children by 2017	2017
Universal membership	Participate in the provision of a universal membership system	Ongoing
'Right to Read'	Become a "Right to Read" champion as per recommendation in <i>Opportunities for All</i>	2017
1.3 Collections and resources		
Library collection	Ensure provision of rich library collection that is accessible to all both physically and remotely	Ongoing
E-resources	Provide accessible e-resources (books, periodicals, audio books, newspapers, language learning, online courses and other reference tools) through the library website	Ongoing
Local Studies	Invest in Local Studies collection and make it accessible by exploring digitisation projects	Ongoing

Increase per capita spend	Achieve the per capita stock fund target identified by the Local Government Management Agency (€3.77)	2019
1.4 Workforce Development		
New models of work	Support continuing development for library staff by exploring new models of work	2016 and beyond
Workforce Plan	Implement a Workforce Plan in line with national guidelines and DLR policy	2016
CPD	Support Continuing Professional Development for staff	Ongoing
1.5 Technology and the Developing Library	Explore, exploit and invest in mobile and digital technology	Ongoing

GOAL 2. INSPIRING IDEAS

Following national policy in *Opportunities for All*, dlr Libraries will support economic advancement during the life of this plan.



Aim/ Action	Proposed Action/ Deliverable	Implementation
2.1 Invest in learning skills and local enterprise through a collaborative approach	Liaise with the Local Enterprise Office to scope potential to support enterprise in DLR	Ongoing
2.2 Research and find innovative means of delivering programme	Nurture partnerships with key stakeholders and explore new ways of service delivery, both physically and virtually	Ongoing

Goal 3. Supporting Community Potential

Quality of life and cultural expression at a local level are key priorities of Dún Laoghaire-Rathdown County Council as highlighted in the DLR Corporate Plan 2015-2019. In *Opportunities for All*, libraries are identified as

the focus for the celebration of local and national culture and creativity. The library is viewed as a cultural space, a meeting place for both people and ideas, creating opportunities to enhance community life.

Aim/ Action	Proposed Outcome/ Deliverable	Implementation
3.1 Culture and Community		
Local programming initiatives	Continue to facilitate initiatives such as the Babies Love Books Scheme, Family Fun Days, LexIconLab programme, Writer in Residence and Reader in Residence events etc.	Ongoing
Community Facilitation	Enable libraries to be a central facilitator of the educational, recreational, cultural and information needs of the community	Ongoing
3.2 Programming and service support resources		
Programming	Deliver innovative and creative programming responsive to local community needs, including non-library members	Ongoing
Experimental learning opportunities	Create experimental learning opportunities for local communities, including Digital First	2016-2020
3.3 Co-operation, partnership & promotion		
New co-operative ventures	Explore new models of service delivery such as the Callout for Creative Practitioners to ensure quality and creativity	2016 and 2017
Partnerships	Harness working relationships within DLR and with key outside stakeholders	Ongoing

Enterprise	Nurture an enterprise culture in association with the Local Enterprise Office (LEO)	2016 and 2017
Academic partnerships	Partner with UCD on mutual-interest educational, archival and digitisation projects	2016-2020
Library Management System	Participate in the rollout of the Library Management System	2016 and 2017
Local community development	Work with the Local Community Development Committee (LCDC) to strengthen community engagement	Ongoing

3.4 Marketing and communications

Local and national promotion	Explore publicity potential for libraries in the context of local and national policy initiatives	2016 and 2017
CRM	Engage in DLR's Customer Relationship Management System	Ongoing
Citizen Space	Utilise Citizen Space - DLR's online public consultation hub	2016-2020
Non library users	Promote the benefits of the library service to non-users	Ongoing



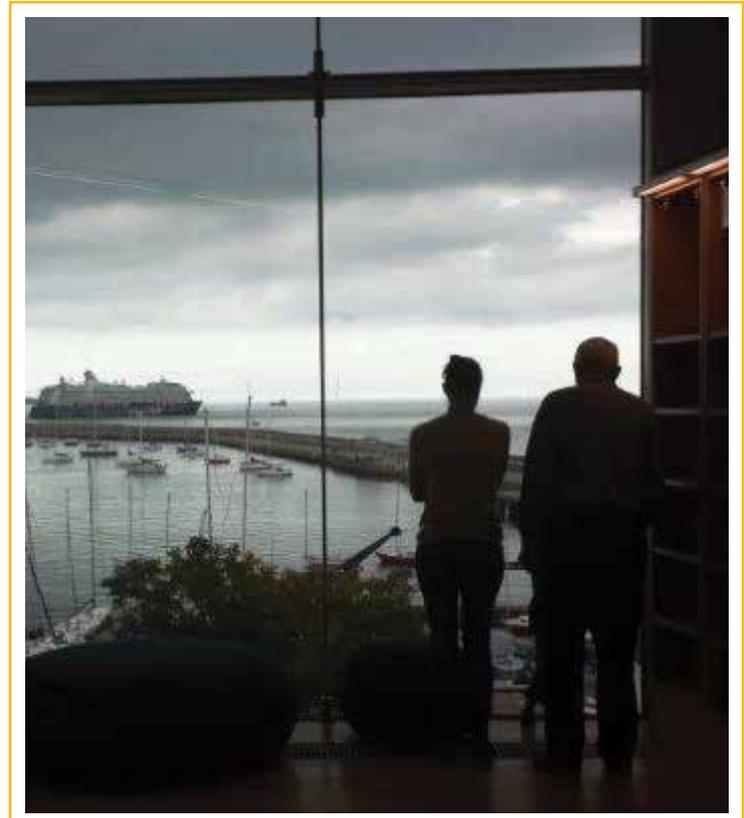
6 Implementation & Monitoring

dlr Libraries will continue to evolve during the life of this Development Plan and meet the challenge of responding to the changing needs of library patrons.

This strategy has been formulated in the context of the DLR Corporate Plan 2015-2019 and has been informed by government policy. dlr Libraries are accountable through the Annual Service Delivery Plan, Management Reports and the DLR budgetary process. We will monitor progress through the national performance indicators and the National Oversight and Audit Commission (NOAC).

dlr Libraries report to the Dundrum and Dún Laoghaire Area Committees. We are also accountable to the Community Development, Culture and Ageing Strategic Policy Committee.

As indicated in the Plan, dlr Libraries will consult on a regular basis with local communities and ensure that the Library Service is responsive to local needs. The plan will be reviewed on a regular basis and dlr Libraries will build on the mission of **connecting and empowering people, inspiring ideas and supporting community potential.**



Appendices

APPENDIX 1 LIBRARY SERVICES

Library Collection

Books, audio books, newspapers, music CDs, Playaways, sheet music, periodicals, DVDs, games, language courses, picture books, Barrington Stoke Readers, Adult Quick Reads and dual text

Special Collections

- Local Studies material
- Schools Collection / Classroom sets / Bookclub sets / Block loans etc
- Interlibrary Loans Service
- Home Library Service

Specialist Book Services

- Bookclubs
- Creative writing
- Reading recommendations

Technology

- Book a pc remotely
- Online catalogue
- Manage your library account
- Remote printing to library
- pc and laptop access
- 3D printing
- Scanning documents

Physical Spaces

- Civic spaces accessible to all
- Music room (piano and harp available in Dalkey Library)
- Meeting rooms (Blackrock, Deansgrange and Lexlcon)
- Study spaces (check capacity for local library)
- Exhibition spaces
- Lexlcon exhibition spaces
- Studio at Lexlcon / 125-seat theatre space
- Municipal Gallery

Other Services

- Photocopying
- Community noticeboards
- Government and Council information

E-Resources (remote access)

- Downloadable e-books and e-audio books
- International newspapers online
- Journals and magazines online
- Podcasts of Library Voices series
- Dictionary of Irish Biography, Encyclopaedia Britannica, Borrowbooks, AskaboutIreland
- Language learning
- Online education courses

Accessible Online Within Branches

- Irish Newspaper Archive
- Irish Times
- OSI Maps
- JSTOR
- RIAN

Ongoing events in many branches:

- Bookclubs, storytime, informal language exchange sessions, parent and toddler groups, theatre group, creative writing, computer classes, Scrabble clubs, chess clubs.
- Club Leabhar (Dundrum & Lexlcon)
- Baby Book Club (Stillorgan, Blackrock and Dalkey)
- Musical Memories (Deansgrange)
- Enterprise Network (Deansgrange)

APPENDIX 2 OPEN LIBRARIES

An innovative service, Open Libraries grants members the freedom to use the library at the hours that suit them best.

In 2014, an Open Libraries initiative was successfully piloted in a number of Irish libraries throughout the country, offering seven day opening from 8 am to 10 pm. Staffing levels and opening hours remained constant, while the extended hours were unstaffed.

During extended hours, users gain access to the library via an automated system by using their membership card and an authorised PIN. Library services are available to the public on a self-service basis, borrowing and returning items, using the internet via library pcs or via Wifi using

their own devices, browsing, printing, photocopying, individual study and community activities and meetings. At scheduled times, library staff continue to provide expert and additional services, support users and develop community engagement and programming.

Open Libraries clearly has the potential to transform the use and value to the public of the services and the civic space provided by local authorities while also directly addressing community needs. The open libraries' system is particularly well established in public libraries throughout Denmark where it had been introduced into 180 libraries by 2013. The Danish experience has shown that libraries open during longer hours attract a broader range of customers with significantly increased usage from the 35–55 year old group in the evening.

APPENDIX 3 LIBRARY STOCK NOVEMBER 2015

	BLACKROCK	CABINTEELY	DALKEY	DEANSGRANGE	DLR BOOKSTORE	DLR FICTION STORE	DLR LEXICON	DLR LIBRARY HQ	DLR LOCAL STUDIES	DUNDRUM	SHANKILL	STILLORGAN	GRAND TOTAL
Adult Fiction	6022	4227	5066	8703	169	2672	17605	936	0	7547	5115	8331	67250
Adult Nonfiction	8905	5621	7353	11041	17544	457	20550	176	55	10650	5377	13525	104484
Adult Reference	339	374	257	661	937	41	478	702	15	666	258	482	5248
Junior Fiction	6322	6621	5740	10920	44	526	17210	815	1	10792	4683	9298	72991
Junior Non-Fiction	2141	2340	2809	3569	38	28	6804	47		5013	1573	4535	28904
Young adult Fiction	833	831	732	1357	3	12	4258	95	0	1243	740	1388	11496
Young adult Non-Fiction													
Classroom sets	26	63	34	71	0	0	121	1	0	61	44	94	515
CD_ROM	0	0	0	0	0	0	1	5197	0	0	0	0	5198
Film	22	14	27	28	0	0	16	5	0	41	12	40	251
Gaelige	2756	2173	2290	4017	41	1	7825	47	2	3192	2306	3452	29076
Games	243	363	410	396	419	13	1244	16	2	645	222	427	4432
Language courses	105	312	41	371	2	0	517	3	0	335	81	409	2176
Literacy	96	86	68	105	0	0	129	3	0	87	52	157	842
Local Studies	24	63	20	120	2	1	100	0	0	96	68	139	634
Maps	44	20	17	8	50	1	32	62	8760	86	60	71	9212
Music CDs	77	40	8	26	4	1	110	3	0	21	15	6	394
Music Scores	930	887	466	1622	3	4	2389	8	0	1122	1278	1122	9837
Talking books	0	0	2	0	7	0	615	1	0	0	0	1	626
Grand Total	834	867	812	1688	22	70	2832	50	0	1474	753	1911	11383
Grand Total	29719	24902	26152	44703	19285	3827	82836	8167	8835	43071	22637	45388	364949

APPENDIX 4 OPERATIONAL STRUCTURE

	Staff complement	Weekly Opening Hrs	Notes
Blackrock	4	37.5	
Cabinteely	3	30	
Dalkey	4	37.5	
Deansgrange	6	49	
dlr Lexlcon	16	57	
Dundrum	6	48	
Shankill	3	30	
Stillorgan	6	49	
Library HQ	31		HQ figure includes relief pool of 10 staff
Support staff	10		Includes van driver and library cleaners
Total	89	338	

All figures correct at 31/12/15

APPENDIX 5 DLR LIBRARIES MEMBERSHIP AND ISSUES 2010-2015

YEAR	MEMBERSHIP	ISSUES
2010	55,378	1,385,153
2011	57,957	1,356,036
2012	57,007	1,378,989
2013	59,005	1,423,010
2014	62,707	1,426,680
2015	77,890	1,402,557

APPENDIX 6 PESTLE

PESTLE

Political, Economic, Social, Technological, Legal, Environment analysis

A PESTLE provides the framework necessary for strategic planning. The elements identified under this process provide context and demonstrate an understanding of the dynamic environment in which we operate.

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL	LEGAL	ENVIRONMENT
<ul style="list-style-type: none"> Local Government Act 2001 Local Government Reform Act 2014 40 elected members Public Sector Reform Plan 2011 Croke Park & Haddington Road Agreements Local Property Tax Opportunities for All: A Strategy for Public Libraries 2013-2017 DLR County Development Plan 2010-2016 and 2016-2022 DLR Corporate Plan 2015-2019 Dún Laoghaire-Rathdown annual Capital Programmes New internal structure in Dun Laoghaire-Rathdown County Council e-government International movement of populations 	<ul style="list-style-type: none"> Recovery from recession Competing with other Local Authority priorities More people working from home/Changing work patterns Establishment of LEO (Local Enterprise Office) and (LCDC) Local Community Development Committee Job Skills Programme Entrepreneurship Technological infrastructure Shared services Global economics 	<ul style="list-style-type: none"> Demographic profile Ageing population Accessibility PPN (Public Participation Network) Citizen Space Public Consultation Hub Library as a socially inclusive community & meeting space Lifelong learning Information hub for community Repository for local and historical identity Flexible working hours Young families Student needs Cultural programme CRM (Customer Relationship Management) 	<ul style="list-style-type: none"> Role of Public Library as catalyst for digital literacy Smart Cities Initiative Public Internet access Mobile technology Wifi Social networking and media e-books and e-readers Gaming technology Communal creativity Streamlined work practices Upskilling of staff 	<ul style="list-style-type: none"> LGMA directives and statistics Public Library National Standards and Benchmarks National LMS (Library Management System) Accountability Service Indicators PMDS (Performance Management Development Scheme) FOI (Freedom of Information) Data Protection National Workforce Plan NOAC (National Oversight and Audit Commission) National Procurement Guidelines Statutory Planning Laws 	<ul style="list-style-type: none"> Natural assets Transport networks Proximity to Dublin City Library locations & catchment areas Virtual Environment Energy Initiatives

APPENDIX 7 LIST OF CONSULTEES

- Library staff via working group and survey. Working Group members: Jonathan Duggan, Claire Lyons, Jessica McCarry, Geraldine McHugh, Mairead Owens, Geraldine Whyte; with support from Ciara Jones, Marian Keyes and Eithne Prout
- Community Development, Culture and Ageing Strategic Policy Committee
- Members of the public via an internet survey and two public consultations

Photography: With thanks to Peter Cavanagh, Jason Clarke Photography, Sean Downes, Dennis Gilbert, Ger Holland, Ros Kavanagh, Susan Lynch and Donal Murphy

LOCAL PLANS AND POLICIES

<http://www.dlrcoco.ie>

- Dún Laoghaire-Rathdown Arts Development Policy 2011–2014
- Dún Laoghaire-Rathdown Corporate Plan 2015–2019
- Dún Laoghaire-Rathdown County Development Plan 2016–2022
- Dún Laoghaire-Rathdown Heritage Plan 2013–2019
- dlr Libraries Development Programme 2010–2013
- dlr Libraries Collection Development Policy 2015
- dlr Libraries Local History Plan 2012–2014
- dlr Libraries Local History Plan 2014–2015
- dlr Libraries Local Studies Guidelines 2015–2019
- dlr Libraries Culture Strategy 2007–2010
- dlr Libraries Marketing Strategy and Plan 2009–2012
- Local Area Plans and Urban Framework Plans

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APPENDIX 8 PUBLIC SURVEY - SUMMARY

Issues raised:

- **Opening Hours**
Respondents asked that opening hours should be increased to allow for Sunday opening, later evening and lunchtime opening. Bank Holiday opening was also requested.
- **Community Spaces / Cultural Events**
Respondents recognised role of local libraries as a community hub. They asked for more storytime, more bookclubs and evening events.
- **Layout of Buildings / zoning**
Noise levels were identified as an issue in local libraries. Respondents also requested more signage and access to public toilets.
- **Library Collection**
Requests were put forward for a larger collection of e-books and to make them more accessible. Respondents also asked for more fiction, more young adult material, and more IT books. They also gave suggestions about how we arrange the collection.
- **Wifi, Internet Classes, Website**
Respondents felt that the speed of WiFi needs improvement and website needs to be more user friendly. They suggested that we host more public classes on the uses of technology.
- **Sierra / New Library Management System**
There was a broad recognition that problems need to be addressed.
- **Staffing Numbers and Customer Care**
The majority of respondents commented positively about library staff and their customer care skills. However 10% of respondents were not happy with the existing service both from a staff availability and customer care perspective.
- **Other Issues**
 - Car parking at branches
 - Cost of printing and photocopying
 - Meeting room costs
 - Public unaware of many library services

LIBRARY INFORMATION

BLACKROCK LIBRARY

Main Street
Blackrock
Co. Dublin
A94 X383
Tel: (01) 2888117
email: blackrocklib@dlrcoco.ie

CABINTEELY LIBRARY

Old Bray Road
Cabinteely
Dublin 18
D18 W773
Tel: (01) 2855363
email: cabinteelylib@dlrcoco.ie

DALKEY LIBRARY

Castle St.
Dalkey
Co. Dublin
A96 AK28
Tel: 2855317/2855277
email: dalkeylib@dlrcoco.ie

DEANSGRANGE LIBRARY

Clonkeen Drive
Dublin 18
D18 NY58
Tel: (01)2850860
email: deansgrangelib@dlrcoco.ie

DUNDRUM LIBRARY

Upper Churchtown Road
Dundrum
Dublin 14
D14 VP97
Tel. (01)2985000
email: dundrumlib@dlrcoco.ie

dlr LEXICON

Haigh Terrace
Moran Park
Dún Laoghaire
Co. Dublin
A96 H283
Tel: (01)2801147
email: dlrllexiconlib@dlrcoco.ie

SHANKILL LIBRARY

Library Road
Shankill
County Dublin
D18 DX43
Tel. (01)2823081
email: shankilllib@dlrcoco.ie

STILLORGAN LIBRARY

St. Laurence's Park
Stillorgan
Co. Dublin
A94 XTo2
Tel. (01)2889655
email: stillorganlib@dlrcoco.ie



