

NSW working groups review 2016

Part 2: Report on the findings of the surveys of the public library network including working group members and steering committees

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Background and objectives of the review

The New South Wales Public Libraries Learning and Development Framework (endorsed by PLCC in March 2014) identifies three mechanisms to achieve learning and development outcomes: learning and development programs, learning communities and networks, and policies and guidelines. The state wide working groups are the main learning communities open to NSW public library network staff participation. There is no direct cost for staff participation in these groups and the professional development opportunities they provide, however staff time and transport costs to attend meetings do apply.

NSW public library statistics indicate that the total staffing for public libraries in 2014/15 was:

- 1,277 FTE staff working in metropolitan library services = 55%
- 1,052 FTE staff working in non-metropolitan library services = 45%
- 2,329 FTE staff in total

At the April 2016 meeting of the Strategic Network Committee, a review of public library working groups was approved. The factors to be considered included:

- Planning and coordination, including encouraging new staff to take on these roles
- Group terms of reference and reporting arrangements
- Library manager / senior staff sponsorship of groups
- Communication (eg. elists, wikis and social media tools, calendar for meeting dates and times)
- Supporting participation of regional and remote staff
- Record keeping

This involved:

- A review of existing arrangements for working groups, including identifying key success factors and opportunities for improvement.
- Engaging the key stakeholders in information gathering and determining future learning and development priorities for the public library network.
- Agreement on the role and scope of learning communities in the NSW public library network that is endorsed by the NSWPLA, PLCC, Strategic Network Committee, public library network managers and staff and State Library stakeholders.
- The future of working groups as learning communities determined, including governance, terms of reference, reporting and lines of communication, options for communication tools, evaluation and processes for establishing and winding up groups as required.
- Improved communication between working groups, the public library network and the Strategic Network Committee in the development of strategic goals, learning and development priorities and tool development, responding to industry trends and community needs, evaluation of activities.
- Scope of the role of State Library with working groups determined.

Survey Methodology

Two surveys were conducted. One was for the working group executives, seeking information about how the groups currently run and the strengths, weaknesses, opportunities and challenges they perceived affected their working groups. These respondents were the secretaries, chairs and steering committees. Information was provided by the working groups about who to contact.

The second survey was for all public library network staff including library managers. It sought information from those who participate in working groups, former working group members and also staff who have not participated in working groups seeking their opinions about the groups and their purpose.

Survey One: steering committees and executive members of working groups

An email was sent to the steering committee and group executive, including library manager representatives for groups that have them. Forty people were emailed, and 22 completed the survey. This gives a response rate of 55%. The working group with the highest number of steering committee members had the lowest return rate. This provided balance so that no working group had a significantly higher representation than any other. The participants were 55% from metropolitan libraries, 36% from country libraries and 9% State Library¹. This survey was open for completion from 21 September to 5 October 2016.

Groups that were not represented in the survey responses are groups that are not currently active, or exist as lists and therefore no one could be included as executive.

Survey Two: the public library network including working group members

There are 2329 public library staff in NSW².

The survey was emailed to the following NSW public library email lists:

- collecting which has 217 subscribers
- evaluation which has 150 subscribers
- literacy which has 250 subscribers
- making which has 198 subscribers
- marketing which has 254 subscribers
- mobiles which has 92 subscribers
- multicultural which has 217 subscribers
- older people which has 236 subscribers
- pln which has 1271 subscribers
- reference which has 357 subscribers
- regional library manager which has 25 subscribers
- young people which has 520 subscribers
- ALIA NSW local studies (number of subscribers not available)

¹ The two State Library respondents were from Legal Information and NSWnet as they coordinate two subject specific working groups. PLS consultants did not complete the survey.

² Public library statistics 2014-15 <http://www.sl.nsw.gov.au/public-library-services/advice-best-practice/public-library-statistics> [accessed 6 January 2017]

The total number of email list subscribers is 3787. These numbers were recorded on 6 January 2017. Some people are subscribed to more than one list, and some of the NSW public library staff are subscribed to none. The survey data was collected between 10 and 24 October 2016.

We received 196 responses. This is a response rate of 8.4% of NSW public library staff. While this is a low figure factors such as time of year of the survey and interpretations about what participation in working groups means may have caused the low rate of return. The participants were 56.7% from metropolitan libraries, 16.6% from country libraries (single council services), 24.4% from regional libraries 0.5% from the ACT.

Survey One results: steering committees and executive members of working groups

This survey will be designated by the prefix S1 for all the questions.

1. S1: Name of the working group

Answer Choices	Responses
Collection Development Group	0.00% 0
Corporate Libraries	4.55% 1
Document Delivery Working Group	4.55% 1
Drug Info contacts	0.00% 0
Evaluation (formerly PLEG)	0.00% 0
Home Library Services Working Group	9.09% 2
LIAC contacts	4.55% 1
Literacy Working Group	9.09% 2
Local Studies Working Group	9.09% 2
Making working group	0.00% 0
Marketing Working Group	9.09% 2
Mobile Libraries	4.55% 1
Multicultural Working Group	4.55% 1
NSW.net content working group	4.55% 1
Readers' Advisory Working Group	18.18% 4
Reference and Information Services (RISG) working group	13.64% 3
Regional Library Managers	0.00% 0
Young people in NSW public libraries working group	4.55% 1
Other (please specify) Responses	0.00% 0
Total	22

The *Learning and Development Framework* endorsed by PLCC in March 2014 identifies three mechanisms to achieve learning and development outcomes: learning and development programs, learning communities and networks and policies and guidelines. “Learning communities and networks are communities of interest which enable the sharing of information and experience in a specified learning area.”³ Working groups are learning communities.

Note it is expected that some of the named working groups were not represented in survey responses where they exist as online only communities of interest (eg. the making group is an email list and a series of video talks organised by Public library services staff, the collection email list is also an email list rather than a working group, the discussion of evaluation takes place across different working groups rather than one, and the regional library managers group have not met for some time).

³ Learning and Development Framework <http://www.sl.nsw.gov.au/public-library-services/professional-development/public-library-learning-and-development-framework>

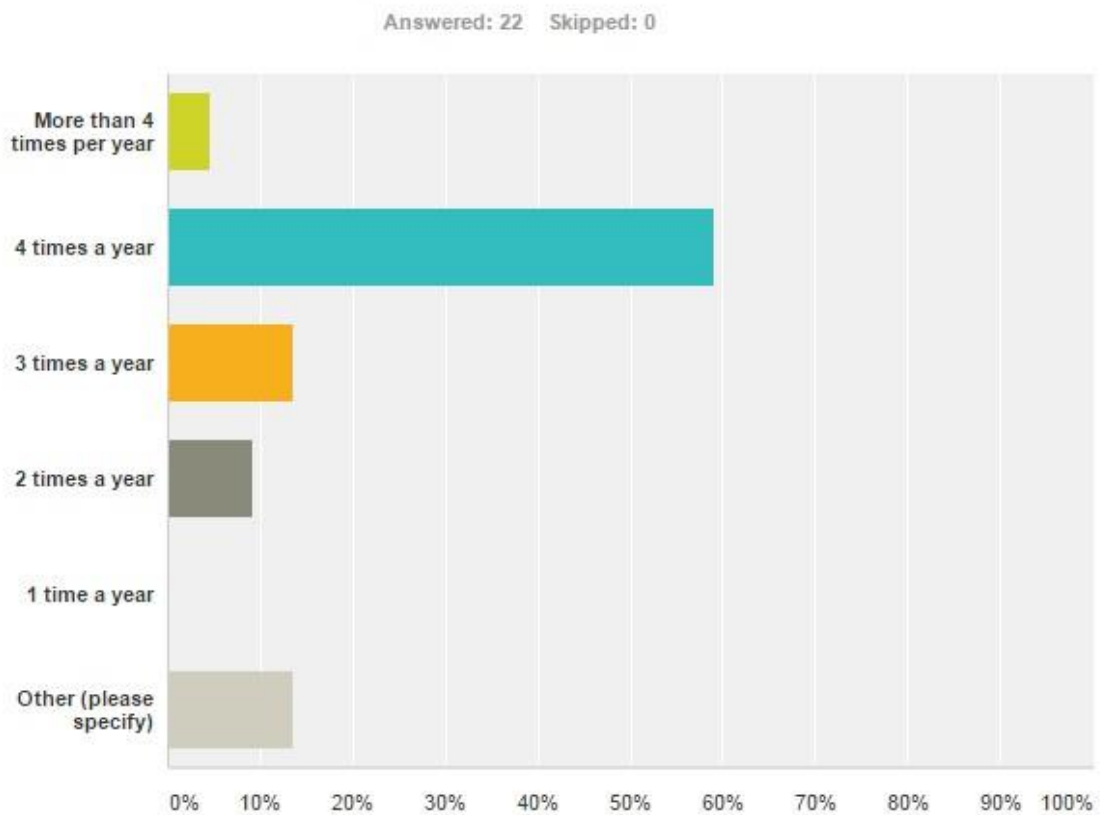
2. S1 Who are the leaders / organisers for your working group?

This question was designed to explore the organisational structure of working groups. This shows a mix of chair/secretary and steering group structure. About one third of the groups have library manager representative. Most of the groups have a Public Library Services (PLS) staff member working with the group.

Role	Percentage and number	
Chairperson	63%	14
Secretary	50%	11
Steering committee members	54%	12
Does your group have a library manager representative?	36%	8
Does your group have a Public library services liaison person	86%	19

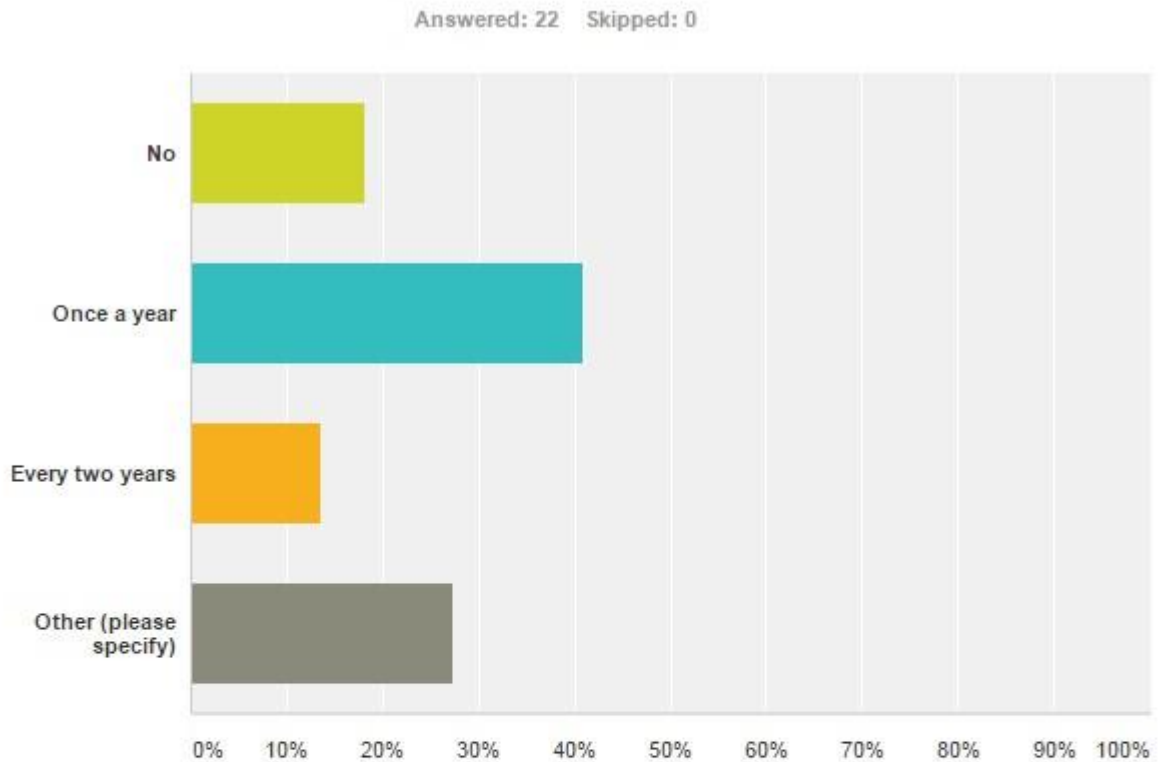
4. S1 How often does your working group hold meetings?

This question was to find out how frequently each group holds meetings. Separate investigation of this was done using wikis and other sources. This verified the information which was provided in the survey.



Answer Choices	Responses
More than 4 times per year	4.55% 1
4 times a year	59.09% 13
3 times a year	13.64% 3
2 times a year	9.09% 2
1 time a year	0.00% 0
Other (please specify)	13.64% 3
Total	22

5. S1 Does your group hold seminars, workshops or forums?

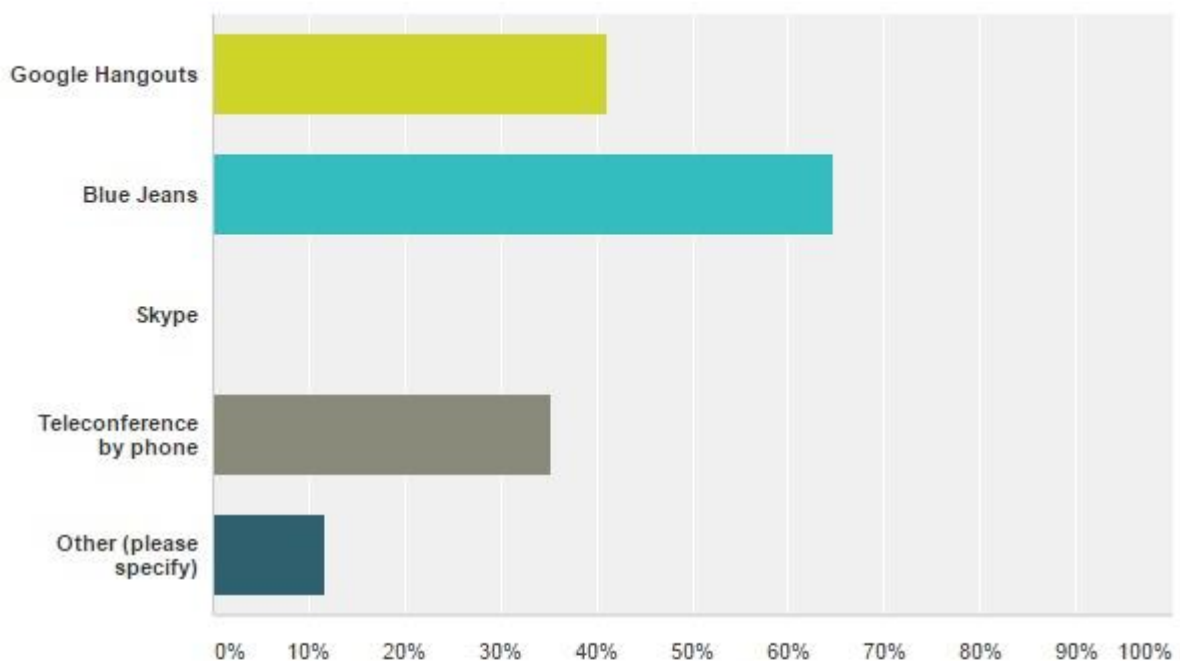


Answer Choices	Responses
No	18.18% 4
Once a year	40.91% 9
Every two years	13.64% 3
Other (please specify)	27.27% 6
Total	22

The other responses demonstrated the different needs of groups with some holding forums twice a year and others at irregular intervals.

6. S1 Does your group use technology for some video conferences or teleconferences?

Answered: 17 Skipped: 5

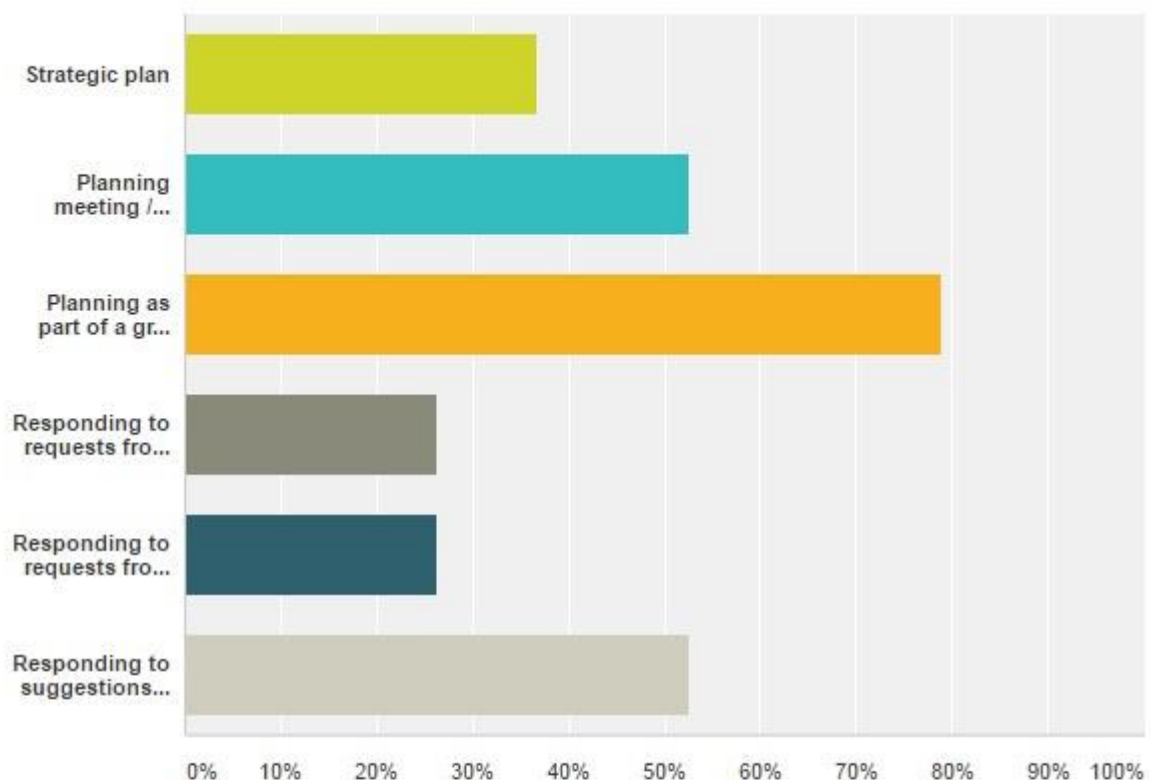


Answer Choices	Responses
Google Hangouts	41.18% 7
Blue Jeans	64.71% 11
Skype	0.00% 0
Teleconference by phone	35.29% 6
Other (please specify)	11.76% 2
Total Respondents: 17	

The other responses were not precise answers. Five of the survey participants did not answer the question. It may be because they chose not to answer it, or did not answer it because an option to answer 'no' was not provided.

7. S1 How does your working group plan its activities?

Answered: 19 Skipped: 3



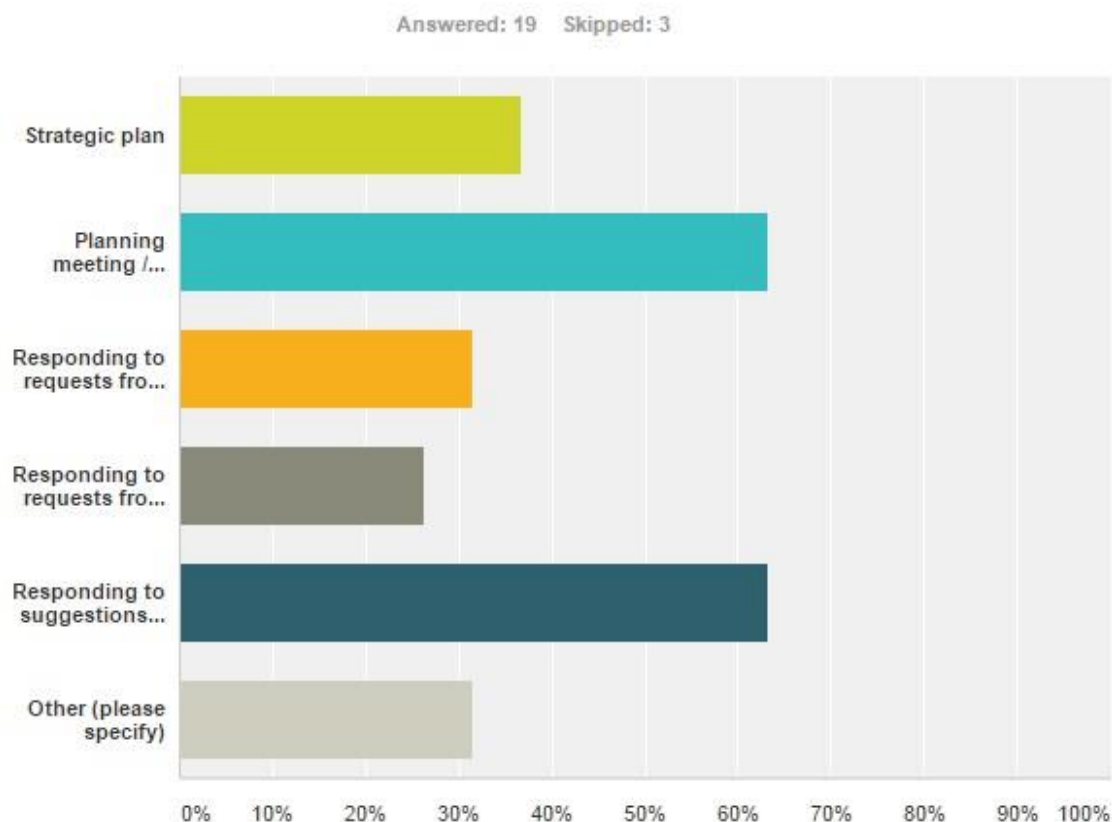
Answer Choices	Responses	
Strategic plan	36.84%	7
Planning meeting / teleconference	52.63%	10
Planning as part of a group meeting	78.95%	15
Responding to requests from other groups	26.32%	5
Responding to requests from library managers	26.32%	5
Responding to suggestions from PLS team members	52.63%	10
Total Respondents: 19		

Comments from respondents :

- *The activities are organised in response to ideas of other organisations, community groups, members of the Group, etc.*
- *seminar and meeting feedback from public library staff from around the state consideration of innovations and developments in RA from around the world also, use Google drive for access to documents and information for planning*
- *I am still to ascertain the way we will work and plan*
- *we ask group members to undertake specific evaluations and also to recommend any product for review that they think would be of interest to the NSWPLN*

This shows different ways for planning to take place, and different influences which are possible.

8. S1 How does your group executive / steering committee plan its activities?



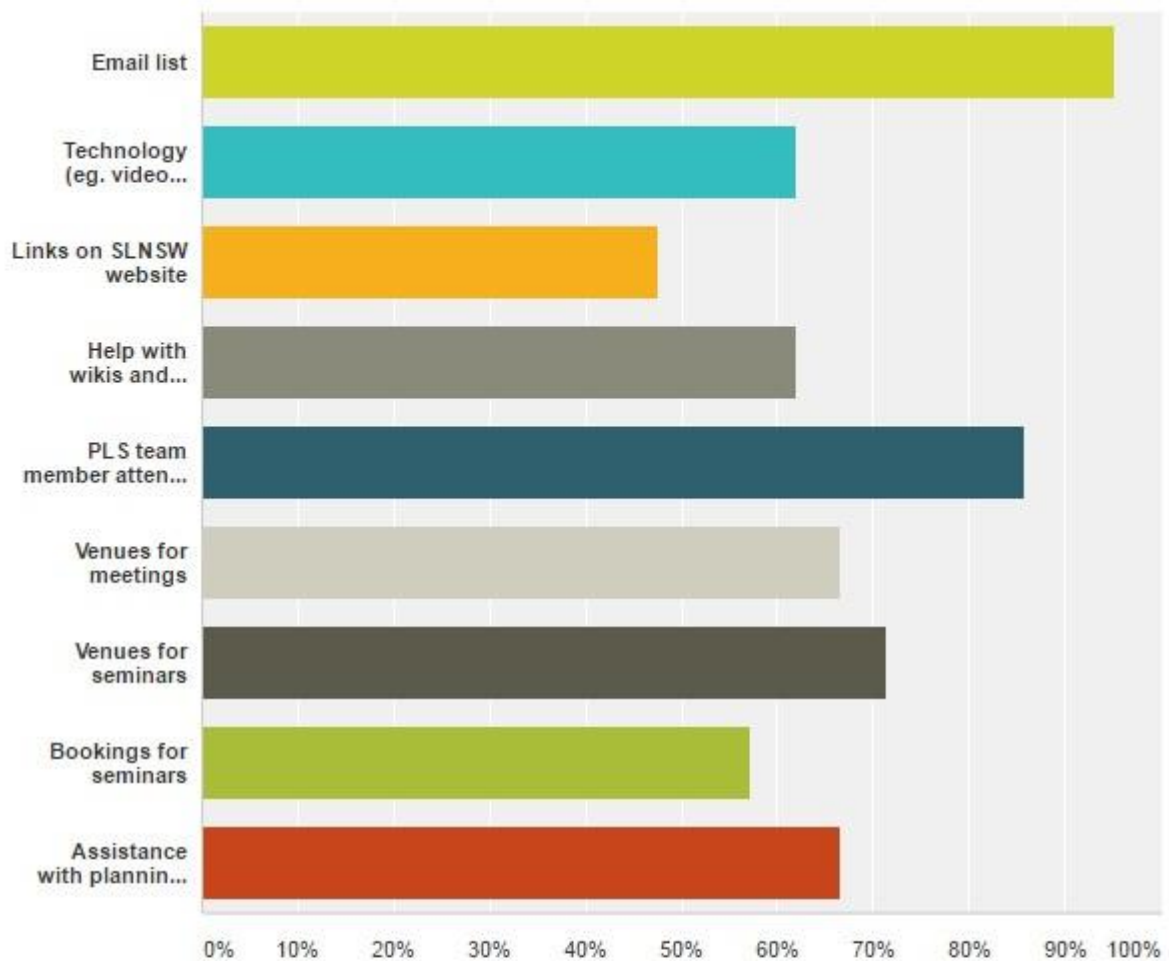
Answer Choices	Responses
Strategic plan	36.84% 7
Planning meeting / teleconference	63.16% 12
Responding to requests from other groups	31.58% 6
Responding to requests from library managers	26.32% 5
Responding to suggestions from PLS team members	63.16% 12
Other (please specify)	31.58% 6
Total Respondents: 19	

The other methods include:

- *The activities are organised in response to ideas of other organisations, community groups, members of the Group, etc.*
- *Examining requests and suggestions (often verbal, given at general Local Studies group meetings, suggested by committee members or based on group perception of new and innovative projects etc.)*
- *Feedback from annual seminar*
- *seminar and meeting feedback from public library staff from around the state consideration of innovations and developments in RA from around the world also, use Google drive for access to documents and information for planning*
- *Our group is small. We do not have a formal committee or executive.*

9. S1 What support does your working group receive from State Library of NSW?

Answered: 21 Skipped: 1

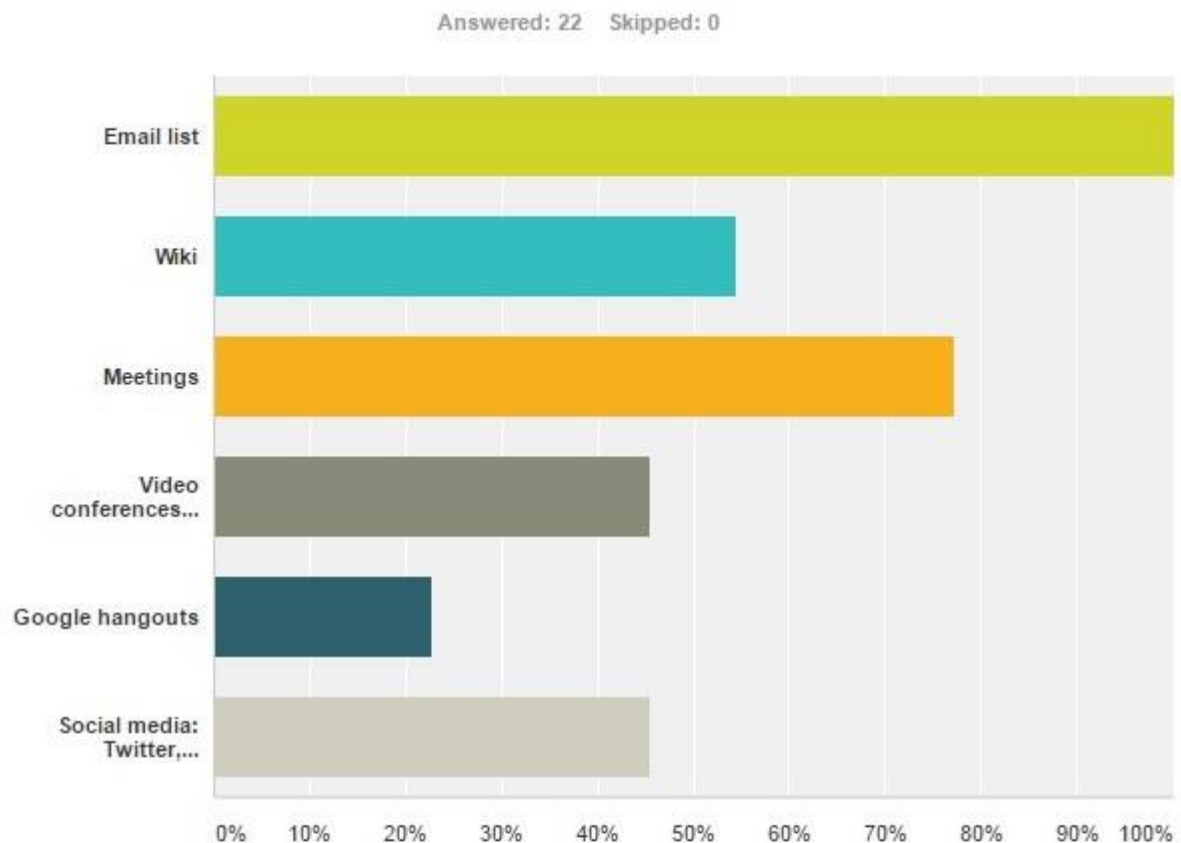


Answer Choices	Responses
▼ Email list	95.24% 20
▼ Technology (eg. video conferences, live streaming, teleconferences)	61.90% 13
▼ Links on SLNSW website	47.62% 10
▼ Help with wikis and social media tools	61.90% 13
▼ PLS team member attends meetings	85.71% 18
▼ Venues for meetings	66.67% 14
▼ Venues for seminars	71.43% 15
▼ Bookings for seminars	57.14% 12
▼ Assistance with planning, events, projects and research (eg. surveys)	66.67% 14
Total Respondents: 21	

The comments include:

- The State Library website promotes/uses the tools and materials created by the Group (the Multicultural Glossary, Pamphlets, promotional banners); publishes the articles written by the Group members in PLN, provides access to Pinterest, Twitter etc.
- Fare assistance for distant meetings if requested?
- Mentoring is also provided for individual Members of the Working Group

10. S1 What communication tools does your group currently use?



Answer Choices	Responses	
▼ Email list	100.00%	22
▼ Wiki	54.55%	12
▼ Meetings	77.27%	17
▼ Video conferences (Blue Jeans)	45.45%	10
▼ Google hangouts	22.73%	5
▼ Social media: Twitter, Facebook, Pinterest, Instagram, Other	45.45%	10
Total Respondents: 22		

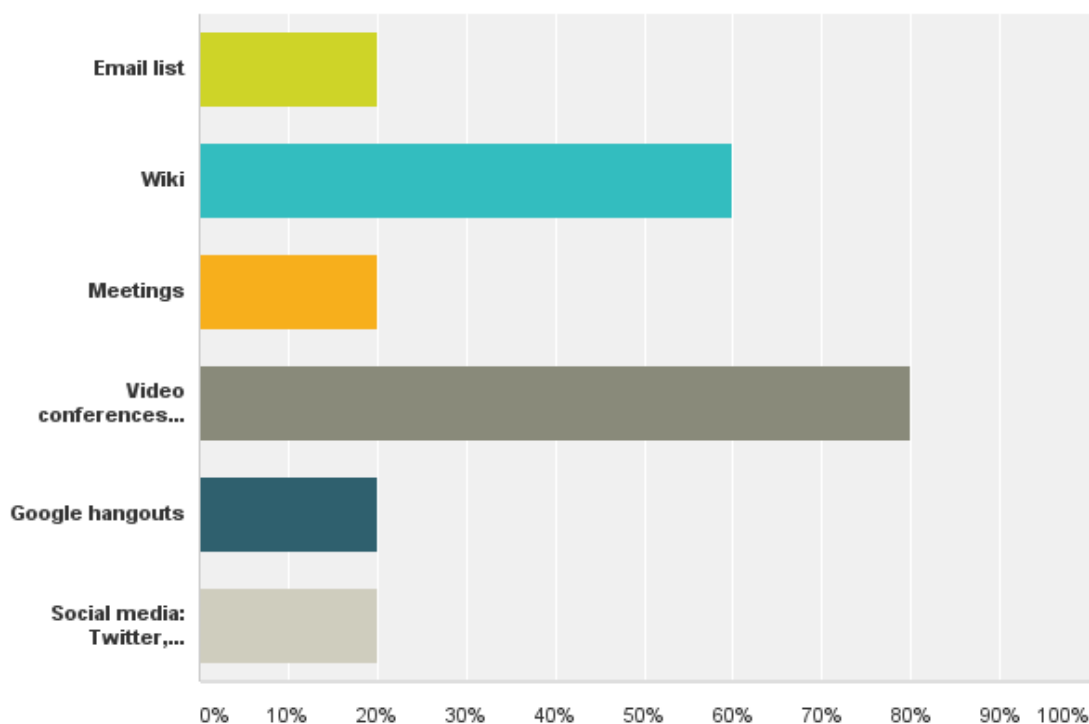
The comments includes other communication tools such as:

- *Video conferences happen when conditions allow.*
- *Google drive; RedBubble*
- *Annual Forum, twice yearly enewsletter*

11. S1 What additional communication tools does your group need - or would they like to try?

Q11 What additional communication tools does your group need - or would they like to try? (tick all that apply)

Answered: 5 Skipped: 17



The majority of respondents skipped this question, which may mean that they are happy with the communication tools currently available to them. Some groups have not yet begun using video conferences. Wikis are essential for storing minutes etc. in an accessible location.

12. S1 How does your group currently share information?

The public library network	<ul style="list-style-type: none"> members of the Group are responsible for the further dissemination within their workplace affiliation with NSW MPLA email list (x19) Wiki (x3) Seminar and presentations (x3) Meetings (x2) phone call social media Database Contacts
Library Managers	<ul style="list-style-type: none"> The Group's members are responsible for conveying information to their Managers; Managers are informed about the actions of the Group

	through NSWPLA <ul style="list-style-type: none"> • word of mouth from members • Elists (x17) [pln] [managers] • Wikis (x2) • Seminars (x5) • meetings (x3) • articles in PL news (x2) • social media
Within your own workplace	<ul style="list-style-type: none"> • The members of the Group are responsible for broadcasting the news, latest developments etc. to their colleagues • Used to give reports at staff meeting, but ILL services aren't seen as important so no longer bother. • team meetings (x5) • Elists and forwarding email (x10) • I forward meeting minutes to my Team Leader • newsletters • phone call • information shared informally • via training • social media
Other related industry groups	<ul style="list-style-type: none"> • Some reps of other related industry groups attend the meetings and are included in the mailing list; the members of the Group are responsible for communicating the Group's messages for any relevant industry groups • occasional articles in InCite; presentations at seminars/conferences • alia local studies web list • I have directly emailed the Chairperson of the Marketing working group to enquire about promotion on their facebook page • email/phone call • email list (x5) eg ALIAread • occasional articles in InCite • presentations at seminars/conferences • social media (x2) • SLNSW rep reports on activity to NSLA

13. S1 What are your suggestions for better communication?

The survey of PLN and working group members highlighted the strong popularity of email as a communication method. This correlates with the responses in this survey from steering committee members and group executives of suggestions for better communication:

Comments:

- *Stringent updating of the mailing lists*
- *exploring the effective use of social media*
- *a dedicated space on the State Library's website for exchange of ideas among all different working groups*
- *Interest from library managers and the PLA in general would be helpful.*
- *Greater involvement from the State Library to align goals, programs and activities.*
- *Additional sharing of information and expertise from the State Library.*

- *We would like somewhere to store our Meeting Minutes and Agendas - I have enquired with NSWPLA about placing them on their website- still not sure what to do, or maybe I missed something.*
- *I would like to see more managers taking an active role in promoting access to the various e-lists available for their staff so that the flow of information from the group to those staff is unimpeded*
- *I think our dedicated database contacts LISTSERV combined with the PLN LISTSERV works well to communicate on matters related to eresources.*

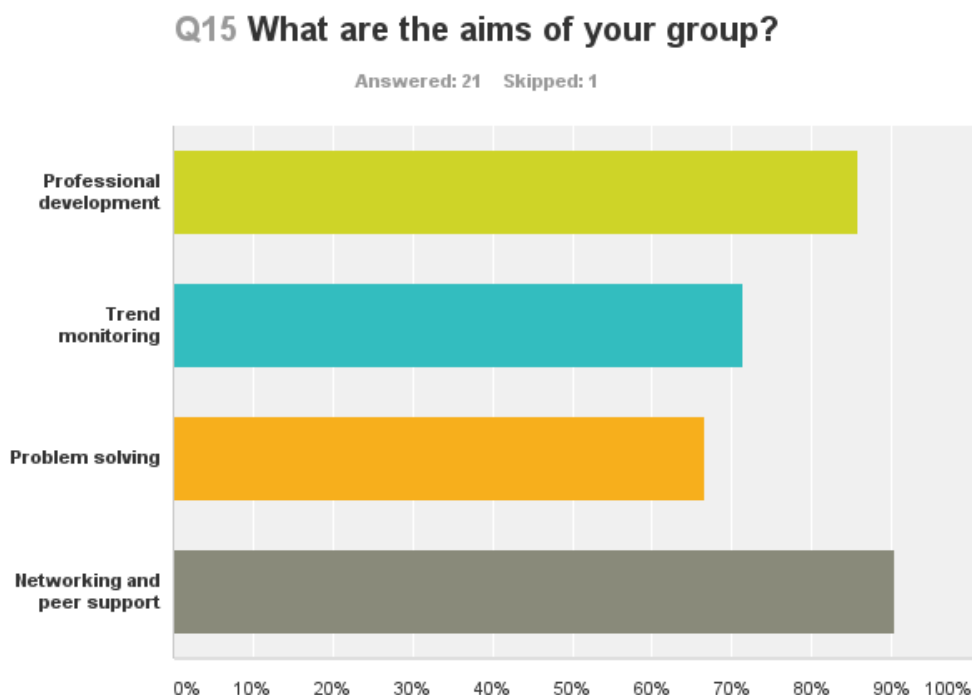
14. S1 Who are the people the working group seeks to engage?

Working groups across the NSW public library network seek to engage specialist staff including early adopters (x11), library staff generally (x5), library managers (x3), community members (x2), service providers (x1)

These comments indicate that some mechanism for keeping library managers informed about the projects and outcomes of working group activities could be valuable (eg. points of communication, blog posts, feedback to Strategic Network Committee, etc.).

- *As per the Strategic Plan, the Group seeks to equip their members with professional skills and be a forum of ideas exchange in the field of the provision of multicultural library service in purpose to maximise the uptake of library resources by the CALD public*
- *ILL Officers.*
- *Library staff working with adults with reading difficulties*
- *trend setters in reference and info services; reference and info services staff in all public libraries; library staff and managers in general to show them what is out there!*
- *NSW public library staff who provide reference and information services within their library service*
- *Local Studies Librarians*
- *Adults with limited literacy (reading and writing skills in English)*
- *Public library staff, general readers*
- *frail aged people, carers, people with a disability*
- *colleagues, service providers, relevant organisations, library managers*
- *Specifically NSW public library staff. The RA group also produces resources for the Read Watch Play project that is designed to be shared with library and community members around the world.*
- *all public library staff who provide readers advisory services to their community readers - of all formats*
- *Public library staff providing reference/information services to council staff as a client group.*
- *Those working in programming and events, PLNSW, general public awareness of libraries*
- *Library staff and volunteers working with children and youth.*
- *Librarians working in Readers' Advisory Services*
- *mobile librarians, outreach librarians and managers.*
- *NSWPLN staff involved in the selection and use of Eresources and discovery solutions.*

15. S1 What are the aims of your group?



Other aims include:

- raising the profile of specific services to target groups
- encouraging cooperation between public libraries, SLNSW and other organisations
- evaluating resources

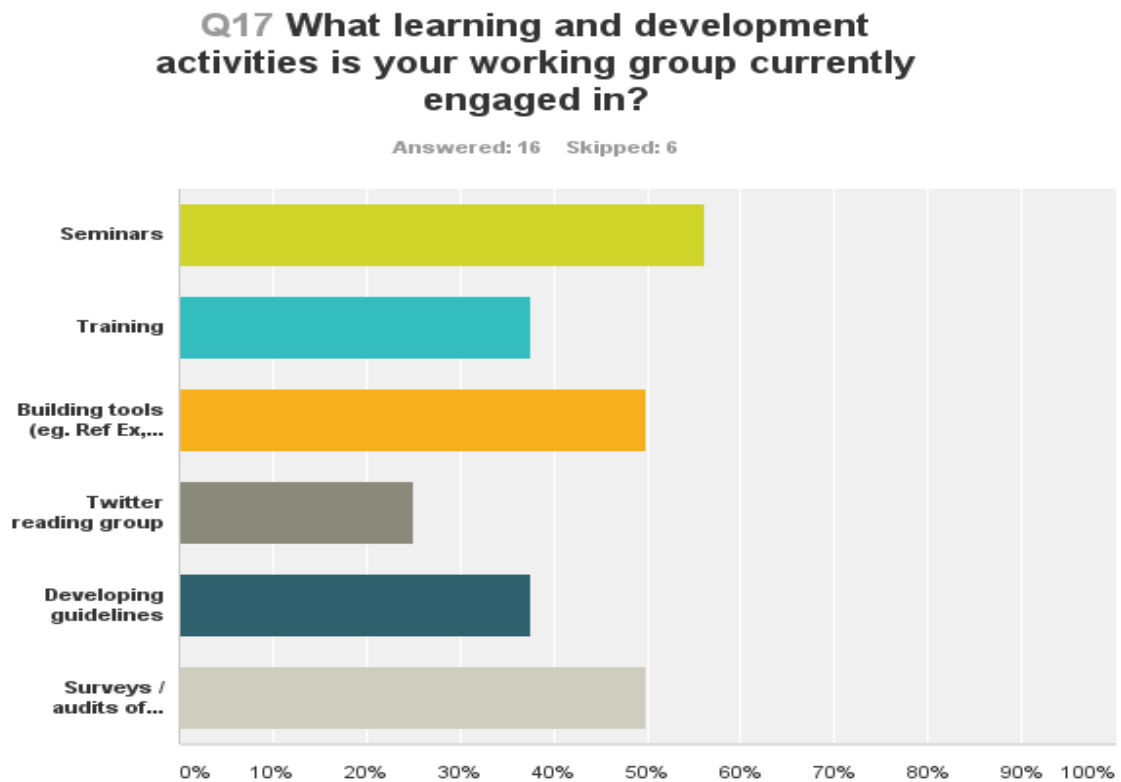
Quite a few groups have explicit aims and mission statements specific to their group and target audiences.

16. S1 What are the main challenges for your group?

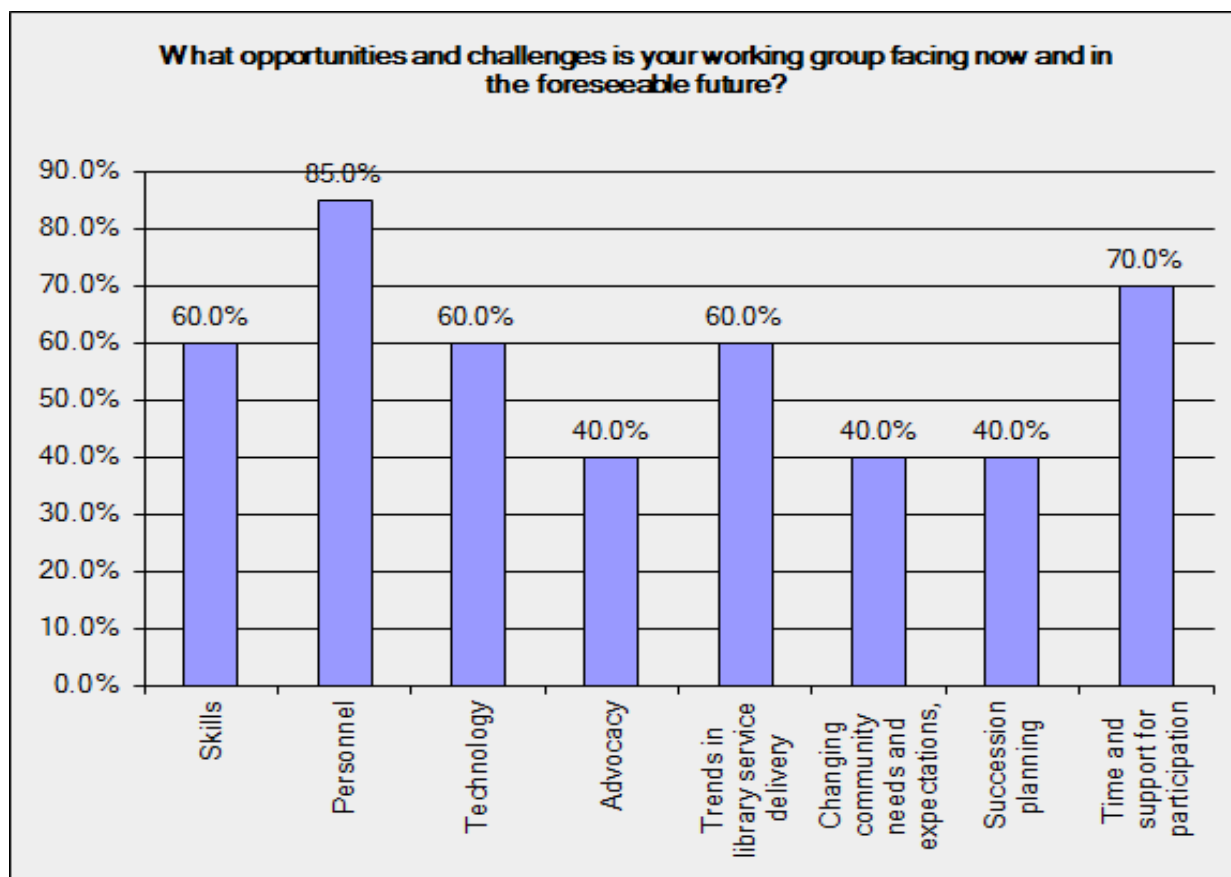
- *members representing different LGAs with varied needs, resources and practices*
- *cultural diversity of NSW*
- *limited availability of resources in some languages and formats*
- *inconsistent support for new emerging communities*
- *limitations of LMS with script support*
- *lack of interest from managers - we haven't had a management rep since ... retired.*
- *amalgamations in general will decrease the number of ILL officers in general so retaining membership is an issue*
- *getting the group together has been an issue this year. Meetings are not seen as high priority and so staff are not released for attendance and all libraries/staff do not have the knowledge or technology available to use web options as mentioned above.*
- *Identifying clients with reading difficulties without the resources to create campaigns that do not require reading to be accessed and that do not stigmatize clients.*
- *Support for training of staff in recognising and identifying the needs of clients with low literacy*

- *Many libraries do not have a "marketing expert" among staff, as such it is more of an afterthought than a core part of planning. It is challenging having the same attendees each meeting.*
- *perception that reference is a dying art*
- *the tyranny of distance - balancing the needs / demands of metro & country library staff & ensuring that opportunities for both are fair & equitable; maintaining sufficient volunteer members to get the work done*
- *Coming up with fresh ideas to try to stay ahead of the curve. Attracting new people to be part of the working group.*
- *Finding available time to do regular work and to organise meetings. Changing Local Government scene and Local Studies staff turnover in wake of Council amalgamations. Getting word out to isolated Local Studies Librarians that the group exists and that meetings are held. ALIA list software not always reliable, so it is sometimes unclear whether communications are getting out properly.*
- *Adults with limited literacy skills can be an 'invisible' group that is hard to document, therefore making the gathering of statistics to justify and gain a grant for promotion and program purposes, very difficult.*
- *Distance - making sure that anyone anywhere can participate in the meetings*
- *Lack of time and support to develop and implement new ideas and promote the Home Library Service.*
- *Time to participate, an equal share of workload, some clarity of roles and expectations*
- *engaging the support of managers to provide volunteer staff to the steering committee & to help with planning and running of the annual seminar;*
- *responding to the changing needs of Readers Advisory services in public libraries;*
- *ensuring that all public library staff have access to the avenues of communication (especially the e-lists) available to them*
- *The trend away from the provision of dedicated corporate library services in local government.*
- *Attendance at meetings remains a core group, often invitations are accepted and declined due to other work priorities*
- *I find that without assigned roles there is no drive to get things done and it falls to SL to get the ball rolling for each of our planning meets and events.*
- *Time is always an issue for projects that are often seen as an "extra". The value of the group is evident and allocating time (including personal time) is always a priority.*
- *Can be a sizeable workload spread across a small number of members. In the past member contribution has been problematic however; we have articulated the expectations more succinctly to the NSWPL Association and this has resulted in a productive and engaged membership.*

17. S1 What learning and development activities is your working group currently engaged in?



18. S1 What opportunities and challenges is your working group facing now and in the foreseeable future?



Overview:

- Amalgamations are affecting participation in some working groups as it may impact on support for participation, time for attending meetings and the number of staff likely to be working in specialised roles.
- Some issues are identified as both challenges and opportunities - a *raison d'être* for the existence of working groups (see highlighted comments)
- Support for the working groups through regular participation and manager support is highlighted as important.
- Importance of having an online presence for working groups (eg. wiki), potentially with consistency and some SLNSW oversight is identified as an opportunity. Some groups already have well managed online wikis and resources that they use to share information and plan collaboratively, others need support to get these resources in place.
- Blue Jeans is an effective online video conferencing tool assisting some library staff to participate in working groups remotely and allowing steering committees to work more efficiently.

KEY: Comments highlighted in blue were recognised as both opportunities and challenges

Skills

Opportunities	Challenges
<ul style="list-style-type: none"> growing needs should ensure staff upskilling and knowledge Libraries are slowly placing more focus on marketing a core pillar of planning and hiring/developing staff with the adequate skills and expertise. Reference skills changing, opportunity to be encourage/support/train staff in changes Providing 3rd party information support; adapting to new tech is an ongoing challenge and an enormous opportunity; developing / sharing / maintaining marketing / promotional skills (eg, RedBubble); the ref-Ex wiki is integral to supporting skill development (& refreshing existing skills) for all library staff with key targeted modules to cover the broad range of reference enquiries There are very intelligent and skilled people in the group. Finishing the local studies guidelines will be great for developing skills of the group Providing 3rd party readers advisory support; adapting to new tech is an ongoing challenge and an enormous opportunity; developing / sharing / maintaining marketing / promotional skills (eg, RedBubble) Marketing - opportunity for other libraries to develop social media skills via NSW public libraries facebook page Currently we have the correct skill set on the CWG 	<ul style="list-style-type: none"> lack of specialised staff in some locations and/or languages To be effective in promotion marketing skills are required Providing 3rd party information support; adapting to new tech is an ongoing challenge and an enormous opportunity; developing / sharing / maintaining marketing / promotional skills (eg, RedBubble); the ref-Ex wiki is integral to supporting skill development (& refreshing existing skills) for all library staff with key targeted modules to cover the broad range of reference enquiries Older people working group - Managing volunteers, diversional therapy resources, community outreach programs Providing 3rd party readers advisory support; adapting to new tech is an ongoing challenge and an enormous opportunity; developing / sharing / maintaining marketing / promotional skills (eg, RedBubble) Capacity to build skills to adapt to changing needs

Personnel:

Opportunities	Challenges
<ul style="list-style-type: none"> appreciation of members skills team members change jobs and libraries, this can provide both challenges and opportunities for the steering committee Opportunities for new committee members to step in 	<ul style="list-style-type: none"> attrition of the staff Amalgamations in general will decrease the number of ILL officers in general so retaining membership is an issue Specialists are part of the group, support at library level for staff to become specialists in the area

<ul style="list-style-type: none"> • <i>We have excellent, engaged people in this group who are enthusiastic and caring about helping adults with limited literacy skills to gain access to public libraries and improve their quality of life.</i> • <i>Professional Development and support from management</i> • <i>Capacity to include more Members in the Working Group</i> 	<ul style="list-style-type: none"> • <i>Having the same group meet is incredibly difficult, especially for smaller libraries or those that do not have a "marketing expert"</i> • <i>Amalgamation may impact on staff being able to be on working group</i> • <i>team members change jobs and libraries, this can provide both challenges and opportunities for the steering committee;</i> • <i>Hard to attract people to join the working group</i> • <i>Challenges to find new committee members willing to make commitment</i> • <i>People's availability changes, numbers fluctuate</i> • <i>Getting folk interesting in doing HLS</i> • <i>Would benefit from more active members, seems to be a perception that the steering group does all of the work and people just turn up at meetings to be spoon-fed ideas.</i> • <i>There are few librarians working in these roles.</i> • <i>Attracting the right people to the CWG in the future</i>
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Technology:

Opportunities:	Challenges:
<ul style="list-style-type: none"> • <i>networking and the use of emerging applications in CALD languages</i> • <i>Wiki or some collaborative online space, easily updated and/or accessed by all, but not duplicated by each working group and managed at the State Level so that someone oversees the currency of the information.</i> • <i>exploring new technologies and helping library staff feel comfortable using them</i> • <i>More meetings being held by Blue Jeans</i> • <i>Opportunities to introduce technologies to Local Studies Librarians through bi-annual meetings</i> • <i>potential unrealized yet, training and delivering of services</i> • <i>Ability to capitalise on technology to disseminate information and engage with readers</i> • <i>Technology has made it a lot easier for the group to operate outside the parameters of traditional face to face meetings.</i> 	<ul style="list-style-type: none"> • <i>limited cataloguing records in scripts, limitations of LMS in supporting scripts, limited availability of e-resources in some languages, applications not available in certain languages</i> • <i>having non-existent or unreliable technology or not being able to access social media</i> • <i>enabling Council to provide access to various technologies instead of locking them down out of fear</i> • <i>Teleconferencing isn't always reliable at different meeting venues.</i> • <i>eContent is a rapidly evolving area, with regards to formats, licensing, access and discovery. Challenging to stay abreast of this environment.</i>

Advocacy:

Opportunities	Challenges
<ul style="list-style-type: none"> <i>promotions of the activities by the SL and public libraries network</i> <i>RedBubble as an invaluable promotional/marketing tool has been worthwhile</i> <i>Services for dementia, support to diversional therapists</i> <i>the twitter reading group has been an enormous opportunity to support library staff and engage with readers, from its small beginnings it has taken on a global scale with participating libraries from Europe & Asia as well as around Australia & New Zealand</i> <i>The Working Group does well in this space</i> 	<ul style="list-style-type: none"> <i>changing boundaries of LGAs</i> <i>With the changing nature of collections to move more and more into a digital environment the challenge of promoting reference & information services & the need for skilled staff is paramount</i> <i>Providing support during the amalgamation of many Libraries</i> <i>awareness of HLS</i> <i>copyright, eContent licensing, interoperability between systems</i>

Trends in library service delivery

Opportunities	Challenges
<ul style="list-style-type: none"> <i>growing technology use</i> <i>opportunity to share discoveries of trends in library service delivery to those staff who may not be able to attend seminars etc</i> <i>Opportunity to position Local Studies services as unique services that help keep Libraries relevant to communities.</i> <i>More community engagement</i> <i>The Working Group also shares "reading on reading" to assist librarians in keeping up with trends in this area</i> <i>eContent licensing models, discovery and access, potential of linked data and bibframe to expose library content to wider audience</i> 	<ul style="list-style-type: none"> <i>decline in face-to-face-interactions, cost saving/cost neutral operations</i> <i>Providing programs to educate and entertain should encourage the delivery of adult Literacy programs</i> <i>finding the right balance of print / online resources and access points for staff and library users</i> <i>staying ahead of the curve so that we can present at seminars what will be happening in the future</i> <i>Aging population and demands on HLS's</i> <i>finding the right balance of print / online resources and access points for staff and readers</i> <i>A move away from the provision of corporate libraries in local government and the subsequent loss of staff in roles with a focus on delivery of library services to council staff.</i>

Changing community needs and expectations

Opportunities	Challenges
<ul style="list-style-type: none"> • <i>partnerships, networking and developing new services to fit the needs</i> • <i>Digital delivery</i> • <i>The Working Group consistently communicates with reading communities to keep up to date with needs and expectations (esp through Twitter Reading Group)</i> 	<ul style="list-style-type: none"> • <i>insufficient funding, varying community attitudes, adequate staffing levels</i> • <i>balancing government move to doing more business online with those portions of the community who do not have internet access in their homes; developing and enhancing digital literacy skills for everyone</i> • <i>Community expects us to know what the next big thing will be in the future</i> • <i>Gap between community conditioned to demand instant access to everything, and existing Local Studies service models which are often understaffed, underfunded and under-resourced</i> • <i>Aging population and increase in older people with vision impairment</i> • <i>Biggest challenge is facilitating discovery and access to a disparate collection of physical and digital content in a manner which meets the expectations of the public.</i>

Succession planning

Opportunities	Challenges
<ul style="list-style-type: none"> • <i>building efficient and applicable tools for the future management of the Group</i> • <i>Great professional development opportunity for people to be involved in the working group</i> • <i>Currently Facebook page is run from Randwick - it was agreed that this should be rotated but this hasn't happened</i> • <i>we refresh 1/2 the group every two years to ensure that we always have experienced members</i> 	<ul style="list-style-type: none"> • <i>adequate membership</i> • <i>very little interest in other members taking on leadership roles within the group.</i> • <i>we continue to ask for new members at meetings & seminars in order to keep the group fresh and cope with any members who leave the group</i> • <i>hard to attract new members</i> • <i>succession planning is a challenge</i> •

Time and support for participation

Opportunities	Challenges
<ul style="list-style-type: none"> • <i>networking and partnerships</i> • <i>Hard to coordinate a time when all members are available but Blue Jeans is a</i> 	<ul style="list-style-type: none"> • <i>negotiating of the managers' approval</i> • <i>This is becoming an issue with amalgamation working parties taking off in my own workplace means I may not have</i>

<p><i>great way to stay in touch and meet remotely</i></p> <ul style="list-style-type: none"> • <i>Members of the Committee often give of their own free time, but equally Councils have been good at providing time to attend meetings</i> 	<p><i>enough time to do my own job plus run the group. Considering not standing for chair next year which means group may be disbanded if no one else is willing to take on the role.</i></p> <ul style="list-style-type: none"> • <i>Definite challenge</i> • <i>it varies - approx 1 hr per week most times but the lead up to the annual seminar can require more; some time is at work some at home; more support from library managers overall for the volunteer work their staff do would be great - that the time they spend working on RISG things is valuable & worthwhile.</i> • <i>Council amalgamations have interrupted the attendance at our meetings this year, but this is settling down, and there is still a lot of interest in attending the meetings.</i> • <i>Low status for Home Library staff with management</i> • <i>Committees member being able to take the time to come to meetings.</i> • <i>Need more managers to support their staff to attend meeting and to participate</i> • <i>all libraries need to put more time into developing content for the Facebook page rather than relying on Randwick to trawl other pages looking for content. Time constraints mean that I have been guilty of this.</i> • <i>Time to plan and attend is minimal and not likely to change</i> • <i>More time, as noted above, to dedicate to the Working Group would be helpful for many Members. Additional funds to support the delivery of seminars and training would also be appreciated.</i> • <i>Always problematic. I try to give realistic time frames for input on issues of importance.</i> • <i>Tools like Blue Jeans increases the productivity of the CWG.</i>
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S1 Questions for executive of working groups

Below are the questions which were asked in the online survey.

1 Name of the working group (NB: if you are involved in more than one working group please complete the survey separately for each group)

2 Who is completing this survey?

Name, role in working group, library, email, phone

3 Who are the leaders / organisers for your working group (only fill in those that apply)

Chairperson

Secretary

Steering Committee members

Does your group have a Library Manager representative? If yes, (name)

Does your group have a Public Library Services liaison person? If yes, (name)

4 How often does your working group hold meetings?

More than 4 times per year

4 times a year

3 times a year

2 times a year

1 time a year

Other (please specify)

5 Does your group hold seminars, workshops or forums?

No

Once a year

Every two years

Other (please specify)

6 Does your group use technology for some video conferences or teleconferences? (tick all that apply)

Google Hangouts

Blue Jeans

Skype

Teleconference by phone

Other (please specify)

7 How does your working group plan its activities? (tick all that apply)

Strategic plan

Planning meeting / teleconference

Planning as part of a group meeting

Responding to requests from other groups

Responding to requests from library managers

Responding to suggestions from PLS team members

Comments

8 How does your group executive / steering committee plan its activities? (tick all that apply)

Strategic plan

Planning meeting / teleconference

Responding to requests from other groups

Responding to requests from library managers

Responding to suggestions from PLS team members

Other (please specify)

9 What support does your working group receive from State Library of NSW? (tick all that apply)

Email list

Technology (eg. video conferences, live streaming, teleconferences)

Links on SLNSW website

Help with wikis and social media tools

PLS team member attends meetings

Venues for meetings

Venues for seminars

Bookings for seminars

Assistance with planning, events, projects and research (eg. surveys)

Comments

10 What communication tools does your group currently use? (tick all that apply)

Email list

Wiki

Meetings

Video conferences (Blue Jeans)

Google hangouts

Social media: Twitter, Facebook, Pinterest, Instagram, Other

11 What additional communication tools does your group need - or would they like to try? (tick all that apply)

Email list

Wiki

Meetings

Video conferences (Blue Jeans)

Google hangouts

Social media: Twitter, Facebook, Pinterest, Instagram, Other

Comments

12 How does your group currently share information with

The public library network

Library Managers

Within your own workplace
Other related industry groups
Note this required free text answers

13 What are your suggestions for better communication?

Note this required free text answers

14 Who are the people the working group seeks to engage?

Note this required free text answers

15 What are the aims of your group?

Professional development
Trend monitoring
Problem solving
Networking and peer support
Comments

16 What are the main challenges for your group?

Note this required free text answers

17 What learning and development activities is your working group currently engaged in?

Seminars
Training
Building tools (eg. Ref Ex, HLS risk guidelines, etc.)
Twitter reading group
Developing guidelines
Surveys / audits of public libraries
Comments

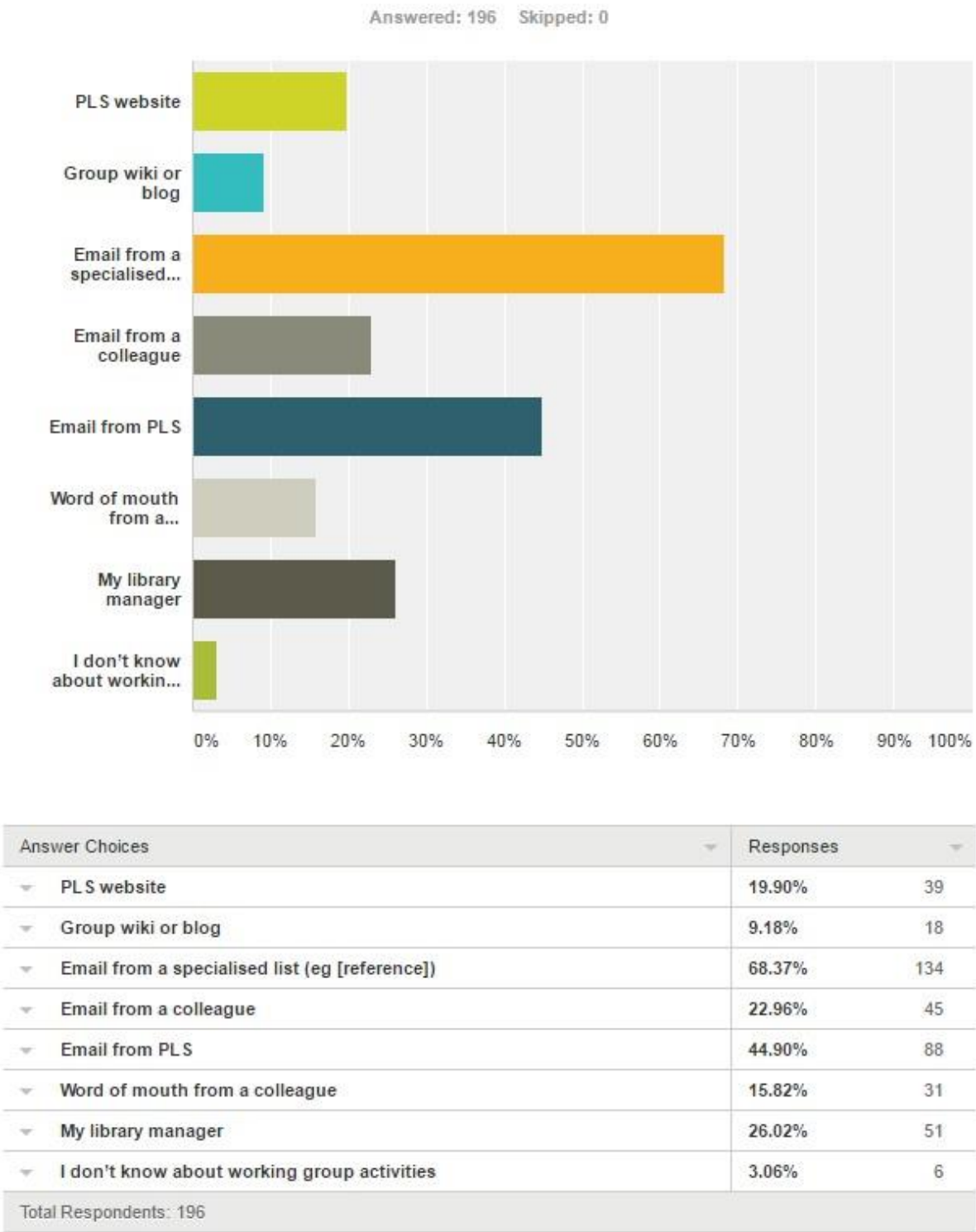
18 What opportunities and challenges is your working group facing now and in the foreseeable future?

Skills
Personnel
Technology
Advocacy
Trends in library service delivery
Changing community needs and expectations,
Succession planning
Time and support for participation

Survey Two results: the public library network including working group members

This survey will be designated by the prefix S2 for all the questions.

1. S2 How do you find out about working group activities, including seminars, meetings and projects?

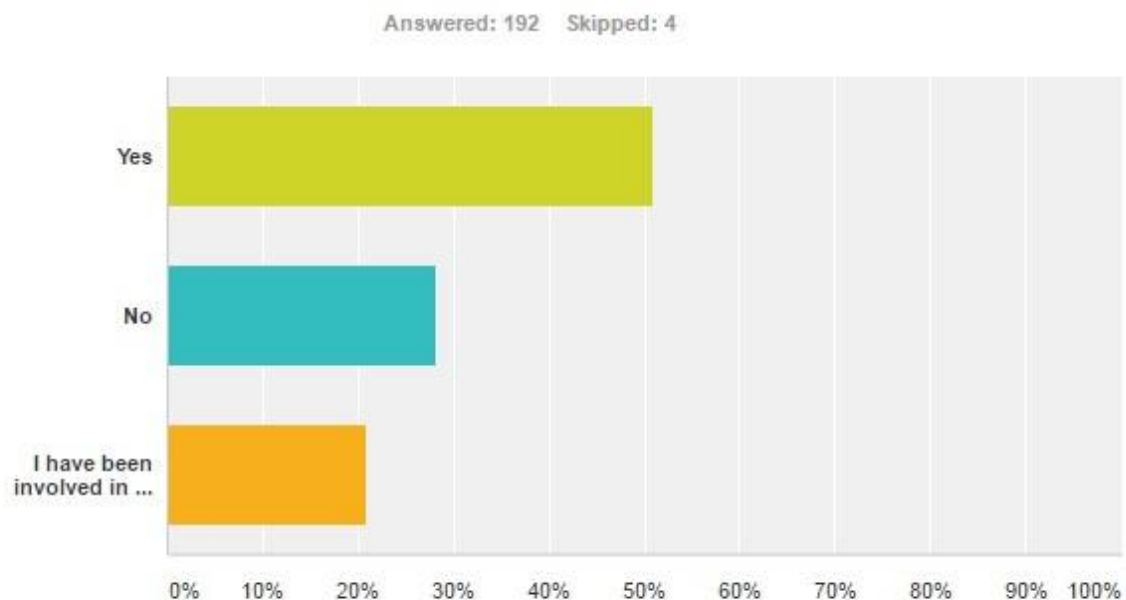


The dominant method of finding out about working groups is by email from a specialist list. 68% of respondents use this method, followed by 44% who find out from PLN. This highlights the importance of these methods. About half the respondents found out about working group activities

from their manager or colleagues, showing that this communication in work places is very important too.

Implications from these responses are that while email is the most important way of finding out about what is happening in working groups, that word of mouth from colleagues and library managers is also very important. This means that it is important for colleagues and library managers to be encouraging about participation in working groups.

2. S2 Are you currently participating in a working group?



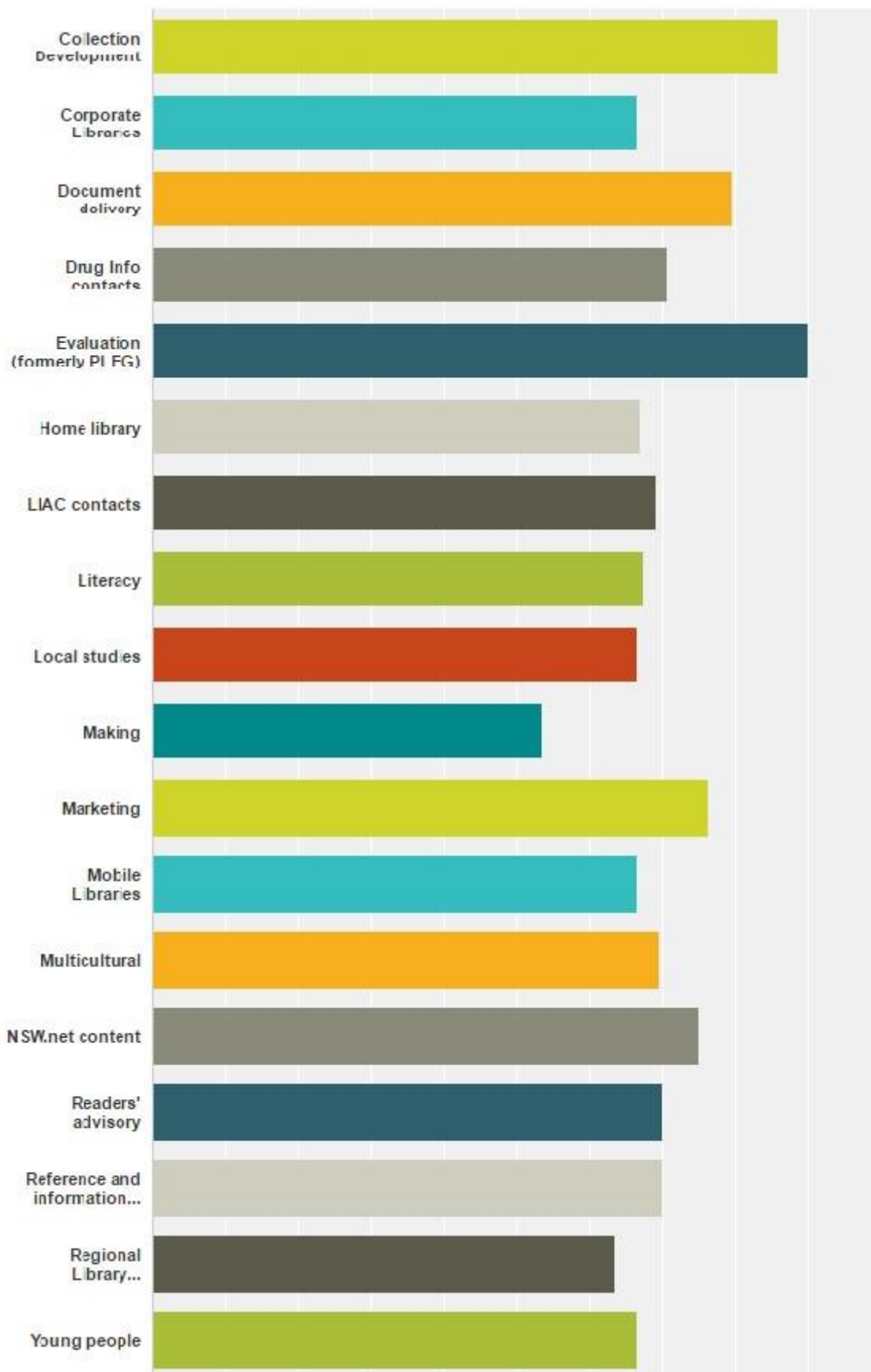
Answer Choices	Responses	
Yes	51.04%	98
No	28.13%	54
I have been involved in a working group in the past	20.83%	40
Total	192	

The responses to this question show that people move in and out of working groups. The comments also showed different interpretations of what participating means, and this is helpful, for example:

- *I am participating remotely but have not yet been able to get to a meeting.*
- *Just reading the messages*
- *Well I go to some meetings and receive emails - that counts right?*
- *I am on the email lists, but not an active participant*
- *Yes two but Local History - as it moves all over the state I can not attend.*
- *I try to go to working group meetings when I can, or send someone from our library to attend*

Implications from this data is that these comments highlight that participation is demonstrated in many different ways. It may be reading reading emails, reading minutes, discussion in the workplace about the meetings or minutes, or using the resources produced from the different groups. It is helpful if managers and supervisors can actively promote participation, but because of the various communication tools, it is not dependent on this. Keen individuals may participate by methods such as by email, video conference and reading minutes. Participation may take place from a workplace, with no travel, or may involve going to a meeting or seminar. Showing up is not the same as participating.

3. S2 Please indicate the working groups you participate in now, or have participated in in the past.

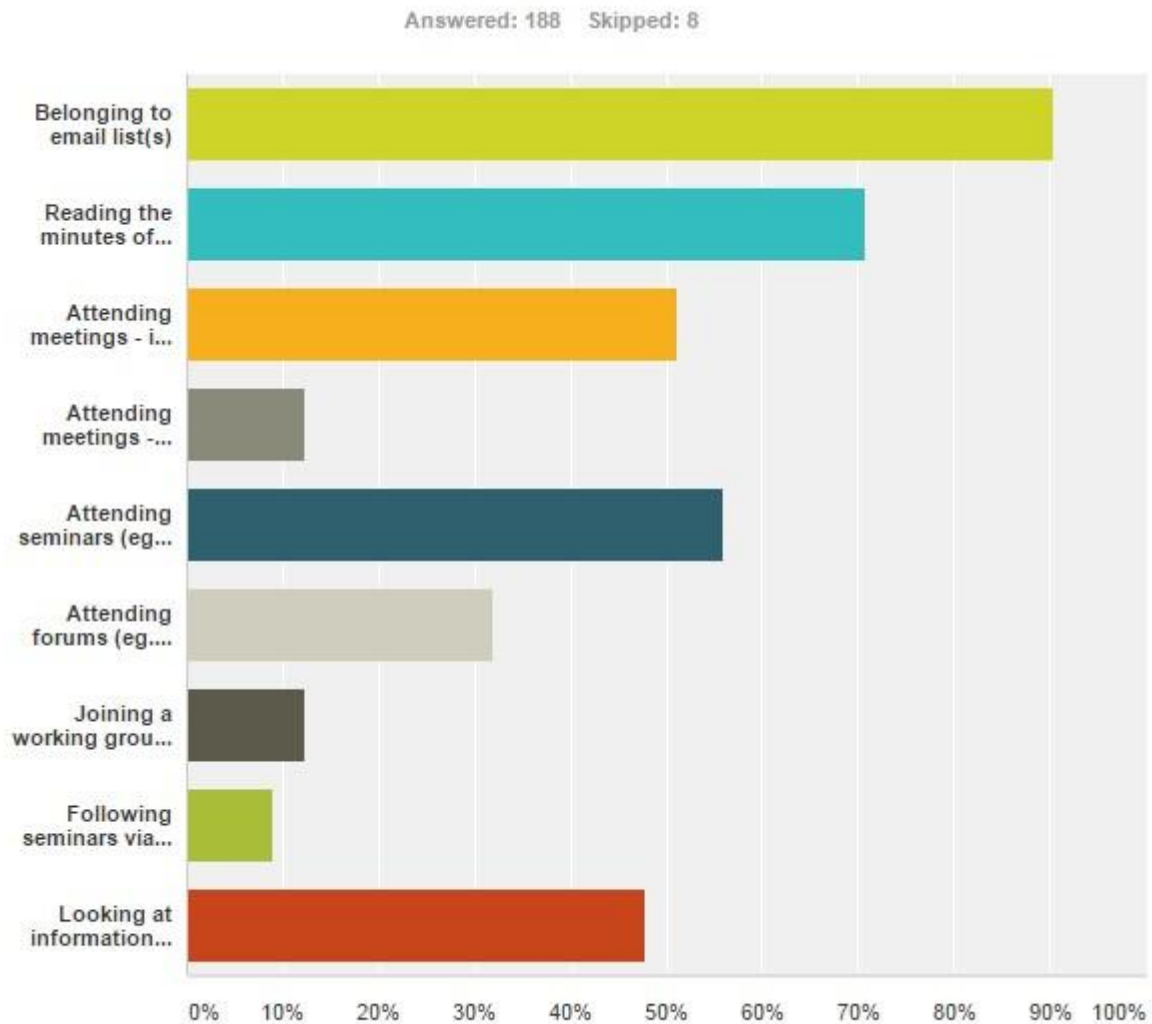


	current	past participant	N/A	Total	Weighted Average
Collection Development	13.51% 5	35.14% 13	51.35% 19	37	1.72
Corporate Libraries	8.33% 2	4.17% 1	87.50% 21	24	1.33
Document delivery	19.44% 7	27.78% 10	52.78% 19	36	1.59
Drug Info contacts	39.22% 20	27.45% 14	33.33% 17	51	1.41
Evaluation (formerly PLEG)	8.82% 3	35.29% 12	55.88% 19	34	1.80
Home library	45.10% 23	23.53% 12	31.37% 16	51	1.34
LIAC contacts	43.40% 23	26.42% 14	30.19% 16	53	1.38
Literacy	40.82% 20	22.45% 11	36.73% 18	49	1.35
Local studies	37.21% 16	18.60% 8	44.19% 19	43	1.33
Making	43.75% 14	3.13% 1	53.13% 17	32	1.07
Marketing	32.00% 16	36.00% 18	32.00% 16	50	1.53
Mobile Libraries	16.67% 4	8.33% 2	75.00% 18	24	1.33
Multicultural	38.00% 19	24.00% 12	38.00% 19	50	1.39
NSW.net content	22.86% 8	22.86% 8	54.29% 19	35	1.50
Readers' advisory	42.86% 21	28.57% 14	28.57% 14	49	1.40
Reference and information services	39.13% 18	26.09% 12	34.78% 16	46	1.40
Regional Library Managers	27.59% 8	10.34% 3	62.07% 18	29	1.27
Young people	50.00% 30	25.00% 15	25.00% 15	60	1.33

The main information from this table is that it shows that there were responses from a range of working groups, so this shows that the survey was representative across a range of groups.

Implications are that there are a lot of ways to interpret participation. Not all the listed groups have been working groups, and some have been but no longer are.

4. What working group activities do you participate in?



Comments include:

- *Presenting on topics at seminars, developing content for RISG wiki, working on ref-ex*
- *I belong to email lists and read minutes, so effectively I would say I don't participate - not because I don't want to - it is because my Manager is task oriented*
- *Take minutes at meetings only in the absence of the elected person.*

It shows that there may need to be discussion about what participating in a working group looks like, and it will have a varied look. It is likely to include a combination of some of the following:

- receiving emails from the working groups
- reading minutes
- discussing the working groups at work – with manager and/or co-workers
- participating in the meetings, this could be via videoconference
- participating in seminar, this could be via videoconference
- participating in topic specific videoconference
- editing a wiki or other social media
- working on collaborative training or other collaborative project
- suggesting a project or focus for a group to explore,
- trend watching and providing information to a group
- encouraging the participation of other
- information sharing in any format

Implications for this are to encourage a greater understanding of what participation means, using a broad approach. This may lead to a greater ownership of the working groups as well as a greater understanding that participation is a distributed entity and that it is not about all being in the one place.

5. S2 Please indicate what you find useful about working groups?

Answer Choices	Responses
Belonging to email list(s)	90.43% 170
Reading the minutes of working group meetings	70.74% 133
Attending meetings - in person	51.06% 96
Attending meetings - remotely (eg. via teleconference / videoconference)	12.23% 23
Attending seminars (eg. Reference @ the Metcalfe, Seniors in Focus, Pre-bookweek Extravaganza)	55.85% 105
Attending forums (eg. LIAC and Drug Info)	31.91% 60
Joining a working group steering committee	12.23% 23
Following seminars via Youtube live streaming, Twitter etc.	9.04% 17
Looking at information available online after seminars (eg. PLS blog posts, wikis, Slideshare, YouTube, Storify, etc.)	47.87% 90
Total Respondents: 188	

Comments include:

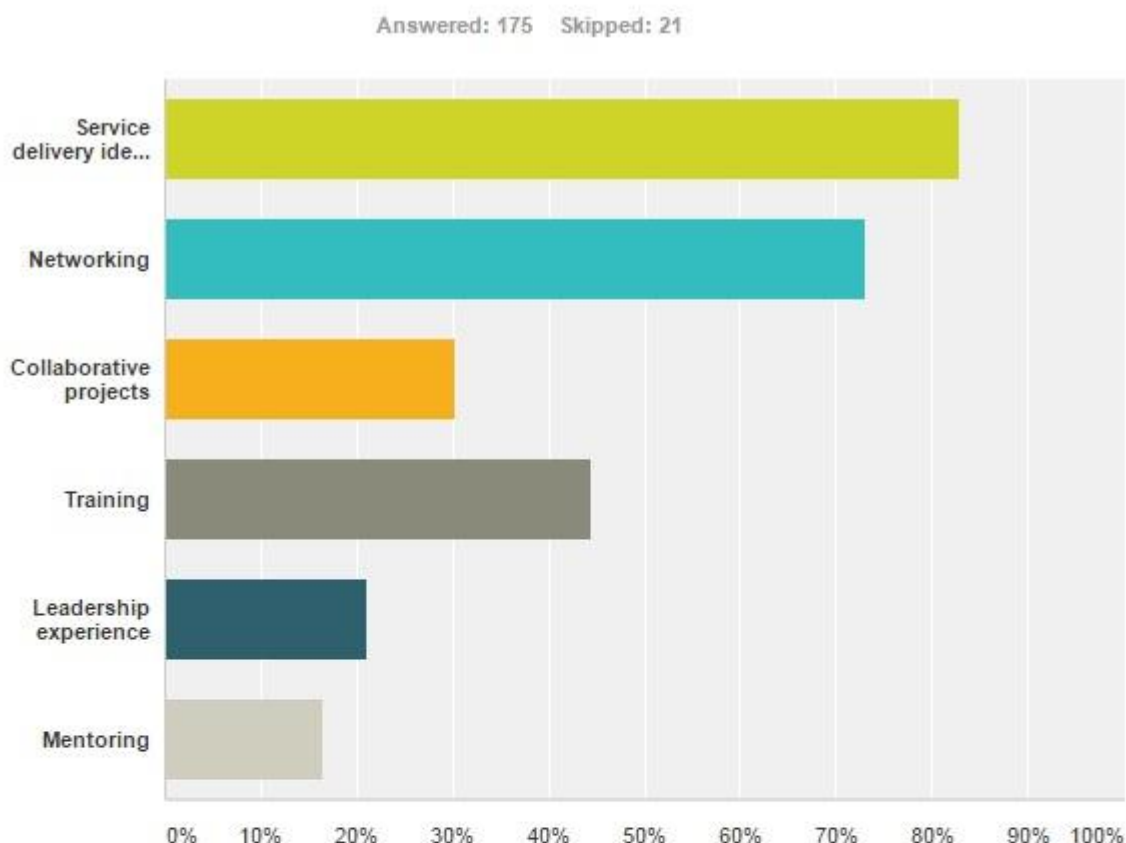
- *The RISG group is a very active group that uses technology effectively to communicate and collaborate. This group is also good at sharing information on a range of topics and is especially open to using new technologies to try them out and share the pros/cons. It also has a good professional focus that looks outside of their immediate workplace for inspiration and ideas.*
- *There is little opportunity to engage further due to work hours and front-of-house requirements*
- *I believe networking through to mentoring would be very useful - it is just that I have not been selected by manager to take part - despite putting myself forward.*
- *Event info and resource purchasing suggestions/recommendations.*
- *Discussion of what works well and what problems are. . . . often leads to informally achieving some consistency across the state.*
- *I am a remote library and attending seminars etc is difficult but the networking is invaluable.*
- *The Young People e-list is a great source of information, and I often post and get responses to my questions*
- *Help via email eg answering specific questions*

The implications from these responses are that:

- Email is very important for communication

- Meetings and their minutes are important. The participation in a meeting may be on site or online. While less people mentioned the importance of the online meetings not every group has had an online meeting or included this as part of a meeting.
- Seminars are important, as is the information which is available online after some of them.
- These responses demonstrate the importance of different ways of being able to participate and the value in documentation whether in the form of minutes or resources from seminars being available afterwards.

6. S2 What do you think works well with the working groups you are involved with?



Answer Choices	Responses
Service delivery ideas that you have been able to use in your library	82.86% 145
Networking	73.14% 128
Collaborative projects	30.29% 53
Training	44.57% 78
Leadership experience	21.14% 37
Mentoring	16.57% 29
Total Respondents: 175	

Comments include:

- *The RISG group is a very active group that uses technology effectively to communicate and collaborate. This group is also good at sharing information on a range of topics and is especially open to using new technologies to try them out and share the pros/cons. It also has a*

good professional focus that looks outside of their immediate workplace for inspiration and ideas.

- *There is little opportunity to engage further due to work hours and front-of-house requirements*
- *I believe networking through to mentoring would be very useful - it is just that I have not been selected by manager to take part - despite putting myself forward.*
- *Event info and resource purchasing suggestions/recommendations.*
- *Discussion of what works well and what problems are. . . . often leads to informally achieving some consistency across the state.*
- *I am a remote library and attending seminars etc is difficult but the networking is invaluable*
- *The Young People e-list is a great source of information, and I often post and get responses to my questions*
- *Help via email eg answering specific questions*

Implications from these responses are that:

- Service delivery ideas which can be taken back to the work place are very important. This is the most important feature for participants. Also of importance are networking, training, collaborative projects and the opportunity for leadership experience
- Working groups are tools to help NSW public library staff be more effective in their work places, so participation is a way to assist staff develop in their roles.

7. S2 Is there another public library industry area that you think needs a working group?

81% of respondents said no. The other 29% offered many suggestions which, when aggregated in the table below, demonstrate need/interest and in some cases a possible lack of awareness of existing groups and their scope:

New groups / focus identified	Existing groups may include this focus
community engagement customer service disabilities services industry advice for non-library background managers of public libraries programs and event mgt (x3) technology and LMS (x6) trends and foresight (x3) volunteer management	book clubs collections emerging leaders English language class management eresources (x3) family history makerspaces / STEM marketing young adult

Implications:

- Some existing working group descriptions may not adequately describe the topics they cover.
- Some PLN staff may not be aware of existing groups, more marketing of groups and their focus areas could be beneficial.
- Some requested working groups could indicate a need for existing groups to expand their scope or hold some focussed events or seminars on identified topic areas (eg. young adult, family history)

See the raw comments in **Appendix one**

Implications from these responses are that better understanding of what some of the existing working groups do is required. These answers show either a gap in communication or a gap in what some existing groups are doing.

8. S2 What could work better with the working groups?

There were 66 responses to this question. Common themes in the responses included:

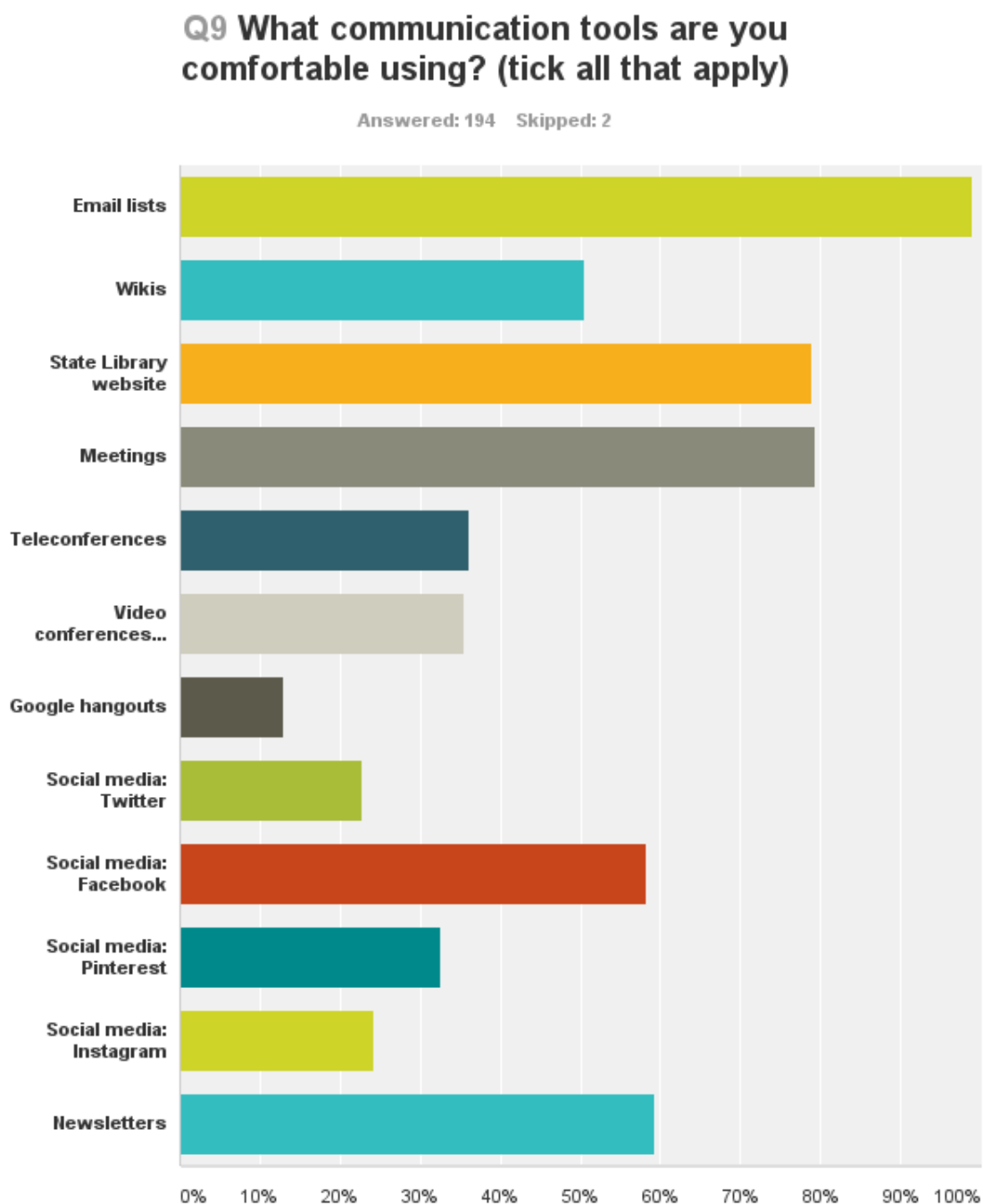
- Requests for more consideration of the needs of regional library workers including: opportunities for participation via technology (x10), holding meetings regionally (x4) and requests for more events to be held at the State Library for transport access (x6).
- Issues with communication (x9), dropping off email lists (x1), lack of searchable email archive (x1) inconsistent online presences (x2). *“Unless the different working groups publicise meetings / minutes etc through elists, there is a need to participate regularly to be ‘in the know’ about any particular one.”*
- Requests for more regular scheduling of meetings (x4) and advance notice of meeting dates (x2)
- Recognition of the importance of leadership and management support (x5)
- Some participants also took the time to comment on their positive experiences.
- *“Very happy with HLS working group. Meeting always well run and well attended - and I always learn something and come away with new ideas.”*
- *“I think they work as well as they can given that some members are spread across the state.”*

Implications:

- Successful pilots of Blue Jeans and Google Hangouts in some working groups should be expanded to provide more opportunities for regional participation via technology. When meetings are held in regional locations, the same opportunity could be provided for metropolitan participants via technology. Note this has already happened with some of the working groups.
- Communication needs to be improved including scheduling meetings and advising dates well in advance, improving the access to and standardisation of online presences for all groups.
- Group meetings and / or events could include one per annum at the State Library for ease of access and consideration should also be given to holding some meetings in regional areas.

See the raw comments in **Appendix two**

9. S2 What communication tools are you comfortable using?



Respondents identified other communication tools they also like to use including Doodle for scheduling meetings and YouTube.

Some people identified limitations including:

- Access to social media tools in the workplace is limited (x3) *“Social media is tricky as Council limits what we have access to for work.”*
- *“Information on working groups is very hard to find on the State Library website.”*
- Group use of social media forces some people out of their comfort zones (x2) *“Personally I am not a great fan of social media but I appreciate the promotional opportunities they offer to collaborative efforts (like activities of a working group)”*

Implications:

- The popularity of email as a form of communication with all respondents means information on the State Library website about email lists should be easier to find and the archives need to be searchable.
- Information on working groups should be easier to locate on the State Library website including links to wikis and other social media tools used by the groups as well as email lists.
- At least an annual promotion of the email lists - encouraging public library staff to talk with their colleagues about what email lists are available. By promoting on email lists we are only reaching those already subscribed. To reach other people need to use some word of mouth.

10. S2 Do you have any other comments?

The following comments are direct quotes from the survey responses

- *Working groups are so very important in the current climate. Public Libraries are changing and public demands of the local library are changing. We need to ensure Australian libraries don't go the way of the UK libraries. I suppose overall libraries need to promote - continually remind the public and the government of the professionalism, knowledge and source of fun that can be of ongoing usefulness to a community. Working groups can assist this process.*
- *Information sharing on regular basis*
- *I really enjoy participating in the RISG working group and steering committee. It is a great professional development activity and I have been lucky that I have always been supported by my supervisors/managers to do this. I am concerned that not enough younger/less experienced staff are given the opportunity to participate as this will not only disadvantage skills development across public libraries but also reduces the pool of expertise upon which we can draw. I would like to see more active acknowledgement by library managers in the form of emails promoting participation in the groups to their staff, and perhaps an acknowledgment of participation each year of the people who contributed in each group - this might help raise the profile of the groups and recognise the amazing amount of work and contributions that some people make. This could be as simple of a email to group members saying thank you (perhaps timed to coincide with Library and Information Week?) and that they could use of evidence of professional development?*
- *So much good information gets shared in response to questions asked on the Elists including supporting documentation. It would be good to be able to capture this so it can be used and built on rather than just in a deleted or forgotten email.*
- *Quite a few of the staff here are on the working group lists which are quite useful for us in a regional centre, as we don't have the same ability to attend seminars, training etc as the metropolitan libraries. Email and other social media & internet outlets are sometimes our only way of communication with colleagues and keeping up to date and sharing ideas etc. We also have an added issue in that of our small staff number, only 2 are full time, which restricts the ability to attend training & meetings. We would love to see more regional options for meetings and training and collaborating with colleagues.*
- *I have been involved with Multicultural Working Group about 28 years and found very useful, created many projects and mentors for many. Personally i was involved in many projects over the years and contributed in many of them including the articles in Break through. I am sure we are one of the successful working groups and produced many document, initiated many firsts, arranged many seminars in our field which was faced with many challenges in the past. I believe participants of this working group learnt a great deal of even just being part of this group. It helps individuals where they stand in*

learning what everyone is doing in all sort of fields and develop something at their working institutions. Multicultural Working Group has been a part of my professional development in many aspects and proud to be part of this group.

- *Our council IT equipment is not good for teleconferences and videoconferences.*
- *Partner with CSU for participation of "Young people in NSW public libraries working group" as I would consider myself in this category and would be interested in this working group but have never heard of it previously.*
- *I am capable of using all of the above methods of communication, however I find that we are bombarded by information and there is too much to keep up with. we are all busy in our libraries with increasing workloads and it is impossible to read everything that comes through. Often the information on a blog or wiki is very basic, so not inclined to click through to the detail.*
- *Unfortunately technology is as much a barrier as an enabler for participation, for non-metro libraries in particular. Old browsers, and limited access to other social media, mean that even things like google.docs, doodle calendar or video conferencing just don't work, and limit the ability for more meaningful distance participation. Access to good minutes, and the annual seminars are vital.*
- *I tend not to attend the working group meeting but those I have tend to take up a lot of time, with few outcomes. There seems to be a lot of admin, travel time, and repetition of, eg, descriptions of experiences at other libraries. Perhaps the frequency of meetings could be reduced (eg, biannual) with greater emphasis on online meetings?*
- *Home Library Service WG does an excellent job and I have come away with many improvements to our current service. Comparisons with other libraries is invaluable.*
- *Thanks for the opportunity to provide input*
- *The only working group with which I am involved is the PLN mailing list but I'm sure that for those who are engaged they are very useful tools. Lack of time, lack of technological expertise and being a generalist library manager rather than a specialist all militate against my engagement in working groups.*
- *I'm glad this review is happening. I think the groups need rejuvenating and a demonstrative commitment from State Library, NSWPLA, managers and staff. Some of the groups are a leftover from bygone days and need updating. Evaluation has continued after PLEG but I'm not sure what they are actually doing. Do we need groups for LIAC & Drug Info now? Is there still a need for a corporate libraries working group?*
- *I regard my involvement in these working groups as fundamental to my profession - to my professional development and for providing the best possible service to my library's customers. I am passionate about reading, collections, information, and technology and having working groups exploring these fields and opening up new ideas for service delivery is incredibly important to me. Thanks to my involvement in various working groups I have been able to extend my skill-base and establish networks that would not have been possible otherwise. I have had the opportunity to present and co-present at seminars and conferences, to write and co-write papers for library journals, to implement new ways of exposing library services and collections to the public - physically and online. Library staff would be lost without our working groups. Where else can we find valuable training tools like Ref-Ex? Where else can we maximise on the vast knowledge within the network via email, wiki, and seminars to know the best approach to a particular concern or develop? Where else can we find the tools and strategies like Read Watch Play to promote services and engage with our public? It is thanks to the work of these working groups that public libraries have been able to grow and expand.*
- *Full participation is limited. Ideas and links are wonderful but often do not have time to take read / advantage of what is being offered.*

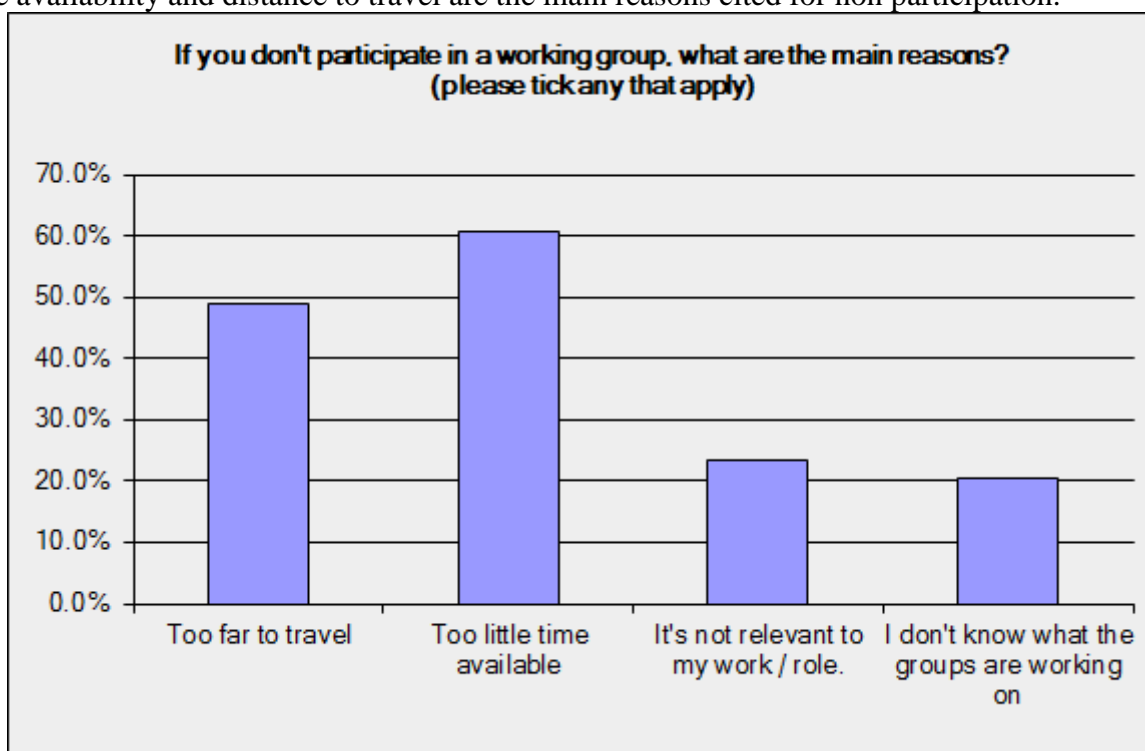
- *Thank you for providing these groups, they are professional life savers. With a healthy exchange of ideas, the HLS support group has kept us inspired to try new ideas.*
- *I tend to find the meetings are often a long way to travel so a central location would be best - such as the SLNSW.*
- *Good work on the progress you are making with working groups.*
- *The working groups are good for hearing what other libraries are doing successfully and finding inspiration. Sometimes it is too far to travel to attend the working group, particularly given the start time is usually quite early. I find the group meetings better when there is something new happening/new ideas/new programs etc to be shared. Otherwise it can sometimes feel as though we are discussing the same thing each time and not learning about anything new.*
- *It is hard to find time to get to working groups so they have to be very worthwhile. Rather than just sitting and listening to people talk, make it more interactive, not just for those who are willing to stand up and give their 2 cents worth. Not everyone does that. Smaller workshops within a meeting day would be more beneficial. Gives those with a smaller voice, a chance to speak. A more focussed session of something that would benefit your library.*
- *We are hoping to have a Mobile Library Service. Would appreciate assistance and input from The State Library of NSW*
- *Home Library state wide working Group is well organised and full of interesting ideas. It is my great pleasure to participate in the quarterly meetings.*
- *HLS working group is terrific*
- *I've found the Working Groups and the training, conferences and email lists invaluable over the years in connecting with other library services and in staying up to date with trends and improvements in our profession.*
- *I have been aware that since there have been budget cuts at the State Library and the resulting staffing cuts that maintaining the admin for these groups has become more onerous for some staff at the State Library, as they are called upon to do more and more to keep the momentum of these groups and the focus towards positive goals etc. If there was one recommendation I would like to pass up, it is that I think the absolute world of the staff that work at the State Library and that in overworking them to the point where they feel like they cannot be the advocates for other library staff, a disservice is being done to all libraries. Libraries thrive on being able to share information, ideas and materials and we cannot do this if we don't have time to do anything extraneous other than the routine day to day tasks.*
- *These working groups are invaluable. keep up the great work.*
- *I think it's getting harder to do these things - as we are all so busy. I'm happy they still exist though and welcome ideas to use the technology to bring us all closer. I have looked at a few meetings and said - wish I could go to that - but I don't have a whole day spare!*
- *I would like to be more involved in Libraries. My role ... is Libraries and Learning Programs Coordinator: Diversity (this covers cultural diversity, accessibility, Indigenous cultures, LGBTI and marginalised communities). I would like to be able to join a series of working groups which deal with these audiences within a library context.*
- *It maybe my lack of info - but it appears that the working groups exist and don't report back regularly - say quarterly to any management groups to ensure what they are don't meet the relevant Library KPIs. I think the groups should report back the regional managers meetings - it should be mandatory. Staff are released from their work with little accountability.*
- *There seems to be a blurry line between working group meetings and the seminar days, content seems to be shared between the two? Perhaps just some greater clarity about*

what each group aims to achieve and which staff would gain most from attending/being involved.

- *I've found the literacy group very useful. We've had some excellent concrete results stemming from our membership. For instance ... Library organised literacy tutoring training for 15 community members and library staff at the end of last year. Group members facilitated my contact with the tutors with my group membership also going a long way to facilitating the very reasonable price for a two day workshop. The very notion of the training stemmed from my participation in the group. The library now facilitates an adult literacy support program with 5 community members currently being assisted by our community literacy tutors.*

11. S2 If you don't participate in a working group, what are the main reasons?

Time availability and distance to travel are the main reasons cited for non participation.

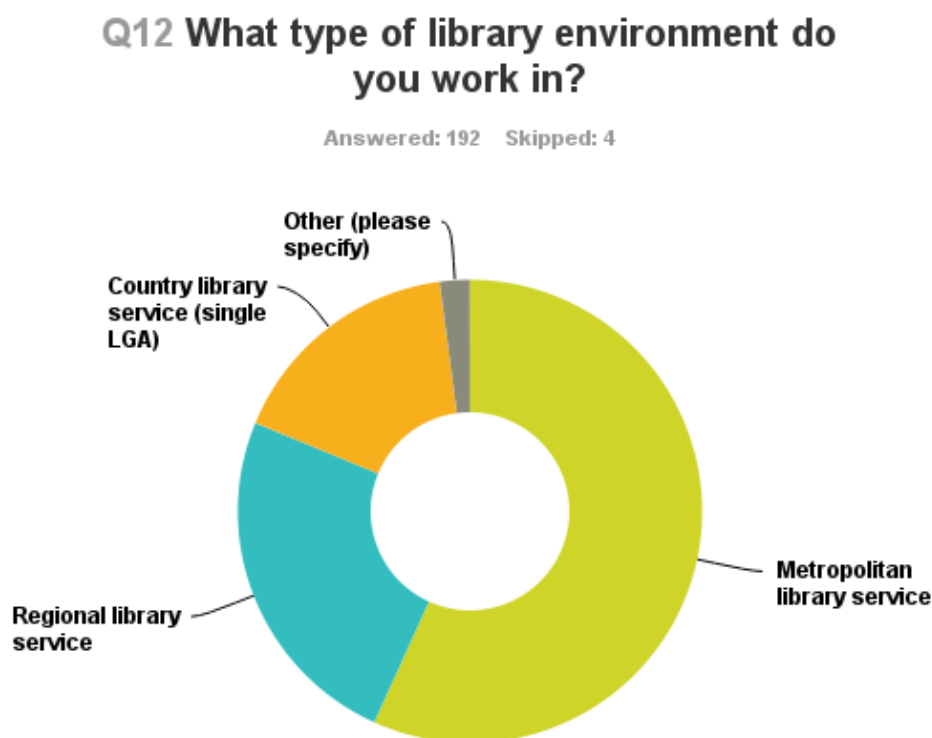


Comments from survey respondents include:

- *it's usually old ideas that don't not beyond my own skills and knowledge. It takes a long time to achieve something/project/aim and it's not very efficient. Sometimes the steering committee treats others like low/no skilled people or it's always a very few talking and others listening.*
- *The amount of time taken with travel equals the amount of time in meeting & makes for a long day unless combined with some other activity on the same day e.g. workshop in the pm .*
- *I hope to be able to attend meetings next year. Hopefully there will be at least on in a regional area that is easier to access.*
- *Too short notice sometimes*
- *Budget*
- *Perhaps most often it is a matter of conflicting priorities that stops me from attending the meetings.*
- *technology*
- *Travel from far western Sydney is a hassle, events really have sound top class to attend. Both all day or evening events make for a long day, train travel is at least 1:15 hour plus connections one way.*

- *Much leaner staff roster these days - difficult to allow time to attend meetings etc.*
- *Health issues prevent me from attending and participating in a working group.*
- *I have to drop out of meetings and working groups as part time hours do not always link up.*
- *Earlier in the year I changed my role from HLS Officer to the HLS Courier. Our HLS Officer attends the working group.*
- *Amalgamation has moved our library into another Council area.*
- *I have never been given the opportunity to be included*
- *Just new to NSW (5 half months now-give me time) - reasons not attending will be distance, budget.*
- *The other issue I think is that I am unsure of what working groups are out there. When I get my feet then I will go searching.*
- *Some groups are too large and it becomes a situation where there is a speaker and audience rather than collaborative and driven by one person.*
- *not sure about the level of accountability of the groups*
- *e.g. I was unaware of the collection development group - not sure how relevant this is to me or what they are working on - hard to know what's going on if you aren't already on the email lists*
- *Ups and downs of things to do - like being involved in groups - just depends on priorities.*
- *Library Management disinterest in involvement and/or feedback*

12. What type of library environment do you work in?



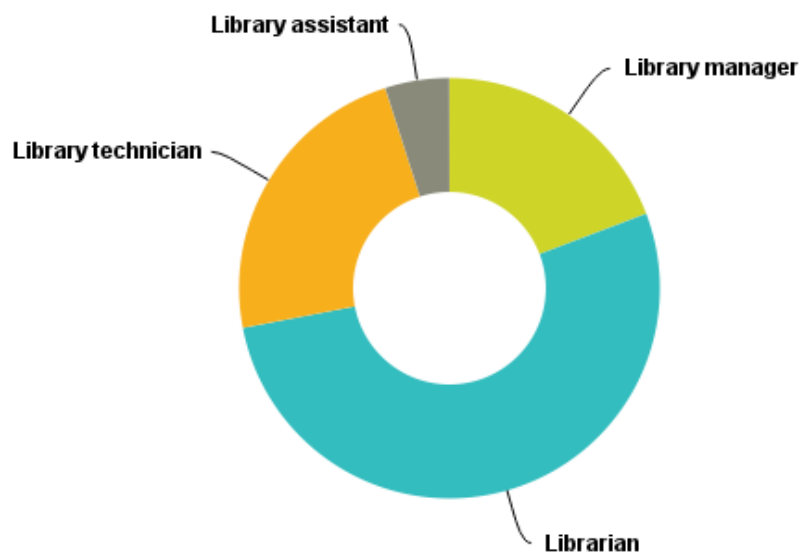
NSW public library statistics indicate that the total staffing for public libraries in 2014/15 was:

- 1,277 FTE staff working in metropolitan library services = 55%
- 1,052 FTE staff working in non-metropolitan library services = 45%

13. What type of role do you work in?

Q13 What type of role do you work in?

Answered: 182 Skipped: 14



14. Are you happy to be contacted for further discussion?

81 respondents provided details for further follow up. There are several library managers as well as other staff.

S2 Questions for members of working groups

Below are the questions which were asked in the online survey.

Q1 How do you find out about working group activities, including seminars, meetings and projects? (tick all that apply)

- PLS website
- Group wiki or blog
- Email from a specialised list (eg [reference])
- Email from a colleague
- Email from PLS
- Word of mouth from a colleague
- My library manager
- I don't know about working group activities
- Other (please specify)

Q2 Are you currently participating in a working group?

- Yes
- No
- I have been involved in a working group in the past

Comment also available

Q3 Please indicate the working groups you participate in now, or have participated in in the past. (tick all that apply)

- Collection Development
- Corporate Libraries
- Document delivery
- Drug Info contacts
- Evaluation (formerly PLEG)
- Home library
- LIAC contacts
- Literacy
- Local studies
- Making
- Marketing
- Mobile Libraries
- Multicultural
- NSW.net content
- Readers' advisory
- Reference and information services
- Regional Library Managers
- Young people

Q4 What working group activities do you participate in? (tick all that apply)

- Belonging to email list(s)

- Reading the minutes of working group meetings
- Attending meetings - in person
- Attending meetings - remotely (eg. via teleconference / videoconference)
- Attending seminars (eg. Reference @ the Metcalfe, Seniors in Focus, Pre-bookweek

Extravaganza)

- Attending forums (eg. LIAC and Drug Info)
- Joining a working group steering committee
- Following seminars via Youtube live streaming, Twitter etc.
- Looking at information available online after seminars (eg. PLS blog posts, wikis,

Slideshare, YouTube, Storify, etc.)

Comments also available

Q5 Please indicate what you find useful about working groups?

- Professional development
- Seminars
- Industry trend monitoring (eg. emerging technologies, new reports and research)
- Tools the group develops (eg. ref-ex, risk management guidelines)
- Projects the group runs (eg. collection audits)
- Networking with colleagues
- Ideas and inspiration for service delivery
- Mentoring

Comments also available

Q6 What do you think works well with the working groups you are involved with? (tick all that apply)

- Service delivery ideas that you have been able to use in your library
- Networking
- Collaborative projects
- Training
- Leadership experience
- Mentoring

Comments also available

Q7 Is there another public library industry area that you think needs a working group?

- Yes
- No

Comments also available

Q8 What could work better with the working groups?

Note this required free text answers

Q9 What communication tools are you comfortable using? (tick all that apply)

- Email lists
- Wikis
- State Library website

- Meetings
- Teleconferences
- Video conferences (eg. Blue Jeans, Skype, etc.)
- Google hangouts
- Social media: Twitter
- Social media: Facebook
- Social media: Pinterest
- Social media: Instagram
- Newsletters

Q10 Do you have any other comments?

Note this required free text answers

Q11 If you don't participate in a working group, what are the main reasons? (please tick any

- Too far to travel
- Too little time available
- It's not relevant to my work / role.
- I don't know what the groups are working on

Comments also available

Q12 What type of library environment do you work in?

- Metropolitan library service
- Regional library service
- Country library service (single LGA)
- Responses
- Other (please specify)

Q13 What type of role do you work in?

- Library manager
- Librarian
- Library technician
- Library assistant

Q14 Are you happy to be contacted for further discussion? (optional)

The required name, email, phone details

Recommendations

The following themes emerge strongly from the participants in the consultation

- Public library staff choose to participate in working groups in many different ways including reading or sending email, video conference and reading minutes. Participation may take place from a workplace, with no travel, or may involve attending a meeting or seminar.
- Email is important, 90.4% of respondents value this, with 70.7% valuing reading the minutes
- Contributors to the working groups gain much value for themselves and their workplaces– *Service ideas I have been able to use in my library* 80.8%, *Networking* 73.1%, *Training* 44.5%
- PLS staff involvement contributes value to these groups and facilitates many of their fundamental activities including communication (email lists, video conferencing), learning and trend monitoring, and event coordination.
- The working groups contribute unique value for professional development and networking, there are very few industry alternatives available for public library network staff.
- Regional and remote participation is important across the working groups. Exploiting technology further to enhance communication and taking deliberate steps to disseminate information from working group activities is valued.

The review recommendations have implications for each of the main stakeholder groups which is indicated by the following key: WG = working group members; LM = library managers; PLS = Public Library Services consultancy team at the State Library of NSW.

Planning and coordination, including encouraging new staff to take on these roles

1. Public libraries are encouraged to include orientation to working groups as part of induction for new staff or staff moving into new roles (LM)
2. Working groups are encouraged to recruit a diverse range of staff to steering committees to bring wide ranging viewpoints, skills and ideas, and to model inclusive leadership within the profession (WG, LM, PLS).
3. Working groups are encouraged to include comprehensive planning once a year, to plan topics, venues and dates. (WG)
4. Working groups are encouraged to invite libraries via a general call out (eg. email) to host meetings. This allows for more local staff participation and facilitates longer term planning for working group activities. (WG, LM)
5. Working groups are encouraged to use online tools like wikis, Google Hangouts, Slideshare, Eventbrite and SurveyMonkey as they are low cost/free, efficient and accessible. (WG, PLS)
6. Working groups are encouraged to elect steering committees to share the load of running the groups. Experience in these leadership roles provides opportunities for skill development. (WG, LM)
7. PLS team members can be used as facilitators for group planning and can assist with event coordination. (PLS, WG)
8. PLS team members are to update the description of working groups, on the State Library of NSW website, based on information provided by each working group. (PLS)

Group terms of reference and reporting arrangements

9. Most groups have terms of reference, and a model is available. (see Appendix Four)

10. All working groups are required to keep minutes of meetings and to share them widely with the public library network.(WG)
11. Library managers are encouraged to include working group updates as standing items on zone meeting agendas. (LM)
12. PLS team members are encouraged to take an active interest in multiple working groups in order to encourage the cross fertilisation of groups, identifying best practice for library reviews, and gathering input to policy development. (PLS)

Library manager / senior staff sponsorship of groups

13. As working groups communicate to the wider public library network via the [pln] email list, it is recommended that all library managers subscribe to this list. (LM, WG)
14. Library managers can take an active interest in the professional development of network staff via encouraging their participation within the working groups.(LM)
15. Library managers can also suggest priority topics for working groups to investigate that have relevance to the wider public library network (LM)

Communication (eg. elists, wikis and social media tools, calendar for meeting dates and times)

16. Email lists continue to be the most popular option for communication and the continued use and support of email lists is important to the working group participants.
17. Working groups are encouraged to include points of communication for library managers and other library staff when notification about new minutes are distributed via email on the pln list and the relevant subject specific list – to be emailed by chair or steering committee members, including links to the online minutes rather than sending attachments. (WG)
18. Working groups are required to make their meeting minutes available online, to improve access, transparency and foster wider participation. (WG)
19. Working groups are encouraged to have an online place for shared content, including presentations, tools, projects, survey findings. This space should be considered an interactive, online workshop space, which is open to all public library staff to manage, to contribute and edit content. (WG, PLS)
20. The use of online tools by working groups should be supported including email lists, Google Drive, Blue Jeans / video conferencing, etc. (PLS) Several online tools managed by working groups (eg. YouTube and wikis) facilitate wider dissemination of information and foster remote participation as well as online conversations and promotion via social media (eg. Twitter and Facebook).
21. Library managers are encouraged to make working group updates a standing item on staff meeting agendas. (LM)
22. Library managers are encouraged to forward emails and minutes from working groups to their staff, including those in branch libraries. (LM)
23. Live streaming via for seminars needs to be facilitated (including videos uploaded afterwards to YouTube) (PLS)

Supporting participation of regional and remote staff

24. Public library staff are to be encouraged to subscribe to the group email lists (LM, PLS)
25. Working groups promote the ability to edit wikis or operate other collaborative tools from any NSW public library location (WG)
26. Working groups are encouraged to use social media (eg. hashtags at seminars for Twitter conversations and Instagram images, Facebook groups) (WG, LM)

27. Library managers are encouraged to volunteer their libraries to host meetings in regional areas (LM)
28. Working groups are encouraged to use video conferencing tools as part of meeting (mixed mode including face to face and streaming) (WG)
29. PLS team members encourage opportunities for video streaming of seminars and other professional development events (PLS)

Record keeping

30. Official records are the minutes of the meetings, reports to library managers, state wide project outcomes/products (for example ref-ex, videos of presentations, slides of presentations). These should be recorded and disseminated to the public library network. (WG)
31. The online storage of official records is encouraged. This ensures that the groups are inclusive and all the information is available to everyone. (WG)

Appendix one - Is there another public library industry area that you think needs a working group?
S2 Q7

- A group formed by people (from library or non library professions) who have some very proactive and trendy thinking and vision regarding public library directions. Those ideas should be way ahead of what we're doing now and foresee the future development impacted by things like IoT, big data, e Cars, etc. Things might not directly related now but will impact our professional area dramatically later on. The group will make influence on our current and future development by providing practice ideas from within library field.
- A working group looking at e-resources and how we might broker consortium deals.
- Program and project management. English class - organising; resource and volunteers recruitment
- Not sure if it needs its own group or is a component of a few existing groups e.g. NSW.net Content, RISG, Readers advisory etc but I think eresources are a growing area that needs to be given greater focus. This is an area where I feel we need to upskill public library staff for the future especially considering issues around licensing of eresources, usage analysis, purchasing models.
- Community engagement - partnering with the community rather than delivering services to them. ABCD, placemaking, community building
- not sure (2)
- LG policies and library staff's support from awards , job descriptions to funding to assist LG representatives, who are involved in public libraries management.
- Acquisitions/Collections
- Technology, Circulation services
- Maybe Library Volunteering
- System administration including LMSs, OPACs, CMSs and other integrated systems and addons
- "Current and Future Trends" - a group leading and instigating uniformed changes in the public libraries
- Specialised YA.
- Digital Development in the Library Industry
- Disabilities services
- Makerspace and STEM in libraries
- Marketing
- More future focused working groups like the making group to provide opportunities for people to come together to look at new and emerging technology and services. I find RISG, Literacy and RA working groups overlap a bit.
- Book Clubs
- Technology
- Now, I am working in the Sydney Mechanic's School of Art Library and I think we need the cooperation with the SL(Multicultural Unit), and this is purely my own idea. thanks
- ICT - similar to PLVN special interest group.
- Something online and technology related
- Customer service
- eResources - promoting, training, how libraries and customers are using them to deliver services
- Family History
- a working group related to programming and libraries (ie public programming and learning)
- There are too many - staffing too tight for this many groups and it will not get any better.
- For young leaders or manager
- Programs and events

Appendix two - What could work better with the working groups?

S2 Q8

- Don't repeat and talk the things/ideas we've been doing for ages. We need new thinking.
- long travel involved for country library staff to attend. Maybe use technology for some parts of the engagement.
- Effective cooperation In partnership
- Hosting meetings remotely
- Making them easier for those living outside the metropolitan area to attend.
- It's sometimes difficult to replace members of working groups/steering committees as people are unsure of the skills or experience required and the time commitment required. I think it would be good if we could have more 'formal' support for library staff (at all levels of education and experience) to be able to participate for a set term e.g. 12 months. In the case of RISG this would allow people to work with the group on arranging the meetings and planning and delivering the Reference seminar - something that could be of great benefit for career development.
- Already moving to use of Bluejeans etc so I don't think you can do any more than exploit technology as it improves
- more opportunities to engage
- From my experience working groups are best when there is a mix of staff from a wide geographic area working on a specific project. I think it is essential to have Manager representation to guide and mentor members and to keep things on track and realistic. Over the years I have made some great contacts through the working groups and networking is one of the huge strengths.
- More meetings in the country areas please! Although Skype, teleconferencing, etc., work reasonably well, there's nothing like face to face meetings and interaction.
- Continuity and regular meetings or seminars
- Short precise meetings
- Not sure.
- established certain services in many locations is necessary along with common goals and similar work
- More regular catch ups and meetings remotely and face to face
- More professional development workshops or seminar days at the State Library. More opportunities for collaborative programs across libraries
- Opportunities for participation for all staff - not just managers.
- Real-time connection with remote library staff members at meetings.
- Meetings could be more structured
- More regular meetings or communication. It's like they forget about us a lot of the time.
- Framework for operation, communication and decision making
- It works well. I have limited time to attend/contribute as have to have work done in advance in order to attend
- I find they stick to the same things that everyone else does, need to discuss things at a higher level
- Ensure that participants don't drop off the email list.

- I am not sure
- Clearer guidelines as to what the groups are actually for. Some people provide great ideas suggestions, and then others appear to put a call out to ask a question which looks more like getting other people to do their work. Encouraging managers not to force reluctant people to attend certain events.
- Possibly meeting at more central locations such as SLNSW.
- The Young People in Libraries working group do not meet very often
- Works very well with the number of meetings already.
- Some groups have excellent leadership like the HLS, other groups are failing, not really understanding their role such as the marketing group
- unsure
- More use of teleconferencing to save on travelling time.
- More online seminars / webinars
- Coordination - who actually runs the group? Support from managers as it can be difficult to get volunteers to do jobs because everyone is too busy.
- Same rep each time to meetings; hard when different people turn up each time
- *Outdated - e.g. why do we still have the reference group? *Need to use different modes of communication using platforms that library staff use e.g. Facebook. There are many professional US library Facebook groups that have a lot of members. *Scope for staff to be involved / attend meetings is limited *Need to adopt a community based approach (for many) to driving the working groups rather than the outdated committee based approach (for a few)
- Unless the different working groups publicise meetings / minutes etc through e-lists, there is a need to participate regularly to be 'in the know' about any particular one.
- not sure....having meetings for regional members in the State library for ease of access. catching a plane then having to get to a metro library is often problematic due to timetable of flights.
- More online interaction- meetings via Skype etc... for regional libraries to contribute/attend
- Standardising online presence, but you're working on this. Also, searchable email list, so you could check a question rather than asking everyone again.
- Amalgamation of some groups
- When there are large meetings, splitting into smaller workshops for better training and networking.
- notification of information sooner
- Clear communication
- Very happy with HLS working group. Meeting always well run and well attended - and I always learn something and come away with new ideas to perhaps implement at work
- Sometimes difficult for the rural libraries to travel so really important to have options for either live streaming or video conferencing
- Discussion is good but 1 or 2 projects per year to create a more cohesive network across the State would be great.
- Have them in the city so easy to attend for all
- More inclusion for people working at various libraries that are not part of the committee

- Limit the amount of emails / conversations that take place over the forum. Some times they are too trivial.
- Not to have the physical meetings out of the metropolitan area. Provide a weblink to country members to participate
- More support from the SLNSW. The marketing group has been on its own for a long time and its been hard to stay on top of things without this support
- Clear deadlines and dates set for Working Group events
- More events, seminars, workshops.
- I think they work as well as they can given that some members are spread across the state
- That they are all video conferencing hook up - virtual meetings
- Getting non metro libraries more involved with meetings and sharing information.
- Better support from libraries supervisors, better projects that focus on outcomes to the state library or public libraries
- I appreciated when there was more regular seminars/workshops at the State Library.
- More notice for meeting days/times. Could these be set and publicised at the beginning of the year so that we can plan around them. Sometimes only 1-2 weeks notice which is often not enough for us to roster staff around.
- Often difficult to attend in person as am from a regional library. I always prefer meetings to be held near a transport hub - such as the State Library. Often they are held at libraries such as Bankstown or Ashfield which are just too difficult to attend.
- Support from management
- The agendas and minutes of each group used to be available on the Metropolitan NSW Public Library Association website but was dropped when it was merged with the country group. Each group has had to create their own wiki or other way of storing this valuable information.
- More people participate
- Meet more often

Appendix three - Locations of working group meetings 2015 and 2016

Working group locations for meetings 2015 - 2016								
	2015	2015	2015	2015	2016	2016	2016	2016
group	location	location	location	location	location	location	location	location
document delivery	State Library	State Library	State Library		State Library	State Library	State Library	
home library services	Hornsby	Gordon	Narellan	State Library	Randwick	Willoughby	Wollongong	Willoughby
literacy	Bankstown	Parramatta	Auburn	State Library	Sutherland	State Library		
local studies	Parramatta	Wollongong			Hornsby	Grafton		
marketing	Ku-ring-gai				Maroubra	Bondi Junction	Rockdale	
multicultural	Liverpool	Randwick	Ashfield	State Library	Auburn	Canterbury	Rockdale	
readers' advisory	Canada Bay	Grafton	Lane Cove		Burwood	Newcastle	Ashfield	
reference and information services	Cabramatta	Auburn	Windsor		Tamworth	online		
young people	no meetings							

Document delivery

2015 State Library of NSW 3 meetings

2016 State Library of NSW 3 meetings

Home library services

2015 Hornsby, Gordon, Narellan, State Library of NSW

2016 Randwick, Willoughby, Wollongong, Willoughby

Literacy

2015 Parramatta, Bankstown, Auburn, State Library of NSW

2016 Sutherland, State Library of NSW

Local studies

2015 Parramatta, Wollongong

2016 Hornsby, Grafton

Marketing

2015 Ku-ring-gai

2016 Maroubra, Bondi Junction, Randwick

Multicultural

2015 Liverpool, Randwick, Ashfield, State Library of NSW

2016 Auburn, Canterbury, Rockdale

Readers' advisory

2015 Canada Bay, Grafton, Lane Cove

2016 Burwood, Newcastle, Ashfield

Reference and information services

2015 Cabramatta, Auburn, Windsor

2016 Tamworth, online

Repeat hosts

Some libraries hosted meetings for more than one working group.

Ashfield hosted meetings for:

- Multicultural
- Readers' advisory

Randwick hosted meetings for:

- Home library services
- Marketing

Auburn hosted meetings for:

- Literacy
- Reference and information services

Wollongong hosted meetings for:

- Home library services
- Local studies

Grafton hosted meetings for:

- Local studies
- Readers' advisory

State Library of NSW hosted meetings for:

- Home library services
- Literacy
- Multicultural

Hornsby hosted meetings for:

- Home library services
- Local studies

Locations of meetings – metropolitan and country split

- Document delivery, literacy, marketing and multicultural held all their meetings in metropolitan locations.
- Home library services held 12.5% of their meetings outside metropolitan locations
- Reference and information services held 25% of their meetings outside metropolitan locations
- Readers' advisory held 33% of their meetings outside metropolitan locations
- Local studies held 50% of their meetings outside metropolitan locations

Appendix four – sample terms of reference

To be discussed with the working groups.