



Whitehorse
Manningham
Libraries
open for discovery

Proudly owned by



Library Plan 2017- 2021

Year 2 Action Plan 2018/19

Adopted 30 May 2018

Whitehorse Manningham Libraries

WMRLC LIBRARY PLAN 2017 – 2021: YEAR 2

ANNUAL ACTION PLAN 2018 – 2019

INTRODUCTION

The Corporation is required under the Local Government Act (1989) to identify its strategic direction in a four-year Library Plan.

The objective of the Annual Action Plan is to detail the actions that will be implemented to achieve Corporation objectives and key strategies articulated in the Library Plan and to detail the Strategic Resource Plan (SRP) that describes the resources required for the year to achieve the Library Plan.

The Library Plan 2017 - 2021 informs this Annual Action Plan for Year 2: 2018 – 2019.

VISION, MISSION AND VALUES

Our Vision

A library open for all to discover a world of possibilities.

Our Mission

To provide opportunities that inspire our community to read, learn, connect and create.

Our Values

The following principles guide the way WMRLC operates:

- Respect
- Integrity
- Community driven
- Collaboration
- Excellence

MEASURING OUR SUCCESS IN 2018/19

The Corporation is required, under the Local Government Act (1989) to identify key indicators that will assist the Corporation to monitor the achievement of its objectives. These indicators reflect the broad progress and are not necessarily measures of specific Library actions and strategies.

The Corporation aims to maintain or improve performance in a range of areas.

Key indicator measures in 2018/19 will include, but not necessarily be limited to:

| Indicator | Measures |
|-------------------------|--|
| Library membership | Active members (LGPRF measure) |
| | Total members |
| Library visits | |
| Library visits | Total library visits |
| | Library visits per capita |
| | Library visits per staff EFT |
| Collections | |
| Collections | Total number of physical items |
| | % physical items purchased in last 5 years |
| | Turnover rate- physical items |
| | Total number of ebooks |
| | Total number of ebook loans (downloads) |
| | Turnover rate – digital items |
| Loans | |
| Loans | Total loans of physical items |
| | Total loans (physical) per staff EFT |
| Library Programs | |
| Library Programs | Total number program attendees |
| | Total attendees at adult programs and events |
| | Total attendees at children's/youth events |

| Indicator | Measures |
|------------------------------|---|
| Computers and Wi-Fi | Number of public access computers |
| | Computer bookings (fixed pc's) |
| | Total Wi-Fi sessions |
| Library income | |
| Library income | Operating income from Council |
| | Operating income from Council per capita |
| | Operating income from State Government per capita |
| | Council income as % of total income |
| Library expenditure | |
| Library expenditure | Total operating expenditure |
| | Operating expenditure per capita |
| Staffing | |
| Staffing | Total staff EFT |
| | Staff EFT per '000 population |
| Customer satisfaction | |
| Customer satisfaction | Customer satisfaction rating |

WML ACTION PLAN 2018 – 2019

The Action Plan is linked to the objectives and key strategies articulated in the Library Plan 2017 – 2021.

All activities identified in this Action Plan will be subject to the financial limitations and parameters of the 2018/2019 annual operational budget.

Goal 1: Read, Learn and Discover

Contribute to community and individual wellbeing by providing accessible and engaging collections, resources and programs that encourage life-long learning and reading for pleasure.

| Strategy | Action | Timeframe | Responsibility |
|---|---|---------------|--|
| 1.1 Provide high quality collection resources relevant to the needs of our diverse community. | 1.1.1 Review and update the Collection Management Policy and implement the Collection management plan with a special focus on growing e-resources and Adult Literacy resources. | June 2019 | Collections & Information Services (CIS) |
| | 1.1.2 Analyse usage and trend data for all collections and resources to inform the collection management strategy. | June 2019 | CIS |
| | 1.1.3 Provide targeted CALD communities with an opportunity to assist in the development of collections. | June 2019 | CIS |
| | 1.1.4 Implement recommendations from the Library Collection Management Review Audit. | June 2019 | CIS |
| | 1.1.5 Benchmark library collection performance against comparable library services. | June 2019 | CIS |
| 1.2 Celebrate the power of reading and literature to enrich lives. | 1.2.1 Trial the <i>Your Reading Shelf</i> book recommendation and selection service. | December 2018 | CIS |
| | 1.2.2 Provide opportunities for our community to engage with authors to enhance the reading experience. | June 2019 | CIS, Branch Services |
| | 1.2.3 Update Reader Development strategy in line with state-wide Special Interest Group direction. | June 2019 | CIS |
| | 1.2.4 Explore opportunities to host a Chinese Literature Festival in partnership with neighbouring library services. | December 2018 | CIS |

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| | 1.2.5 Deliver the annual YA (Young Adult) Literature Festival. | Dec 2018 | CIS, Youth Services |
| | 1.2.6 Investigate opportunities to expand reader to reader engagement. | June 2019 | CIS |
| 1.3 Provide access to information services and programs that support life-long learning for all in the community through our physical, online and outreach platforms. | 1.3.1 Utilise a range of media formats to inform the community of library programs and events. | June 2019 | Corporate Services (CS), CIS |
| | 1.3.2 Implement the upgrade of the Library Management System. | December 2018 | CIS |
| | 1.3.3 Develop a Learning Strategy to provide a framework for a cohesive calendar of programs that supports life-long learning, increases digital literacy promotes the sharing of knowledge and Information. | June 2019 | CIS |
| | 1.3.4 Deliver a quarterly program of learning events that is aligned with organisation priorities and meets community expectations. | June 2019 | CIS |
| | 1.3.5 Investigate opportunities to extend CALD children's and youth programs. | June 2019 | CIS, CALD, Youth Services |
| | 1.3.6 Investigate opportunities for peer to peer learning. | June 2019 | CIS |
| 1.4 Deliver programs and services that foster the development of literacy to help strengthen community competency. | 1.4.1 Implement the WML Literacy Strategy. | June 2021 | CIS, Branch Services |
| | 1.4.2 Investigate opportunities to extend early literacy programing to include "Mother Goose" parent-child programs and "Sensitive Storytimes". | June 2019 | CIS, Youth Services |

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| | 1.4.3 Work in partnership with CALD organisations to strengthen literacy programs for their communities. | June 2019 | CIS, Branch Services |
| 1.5 Deliver programs and services that provide opportunities to explore the past and discover the future. | 1.5.1 Deliver a targeted calendar of events for adults, youth and children. | June 2019 | CIS, Branch Services |
| | 1.5.2 Pursue opportunities to collaborate with other groups and agencies, along with grant and external funding opportunities, to support the delivery of more extensive community engagement and participation programs. | June 2019 | CIS, Branch Services |
| 1.6 Skilled staff available to help people access the resources and information they need. | 1.6.1 Support staff skills development through a targeted staff development program. | June 2019 | CS |
| | 1.6.2 Ensure recruitment and staffing deployment is aligned with the WML People and Skills Strategy and Customer Service Charter. | June 2021 | CS, Branch Services |
| | 1.6.3 Annual review of People Skills strategy to ensure human resources are aligned with organisational objectives. | December 2018 | CS |
| | 1.6.4 Implement recommendations from social media training for staff to assist with the promotion of our services and libraries. | February 2019 | CIS, CS, Branch Services |

Goal 2: Connect, Collaborate and Participate

Our library provides opportunities for social connection and community engagement. We actively invite and develop collaborative community partnerships to achieve mutual benefits.

| Strategy | Action | Timeframe | Responsibility |
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| 2.1 Work in partnership with our member Councils, community organisations, service providers, commercial sectors and volunteers to deliver collaborative services. | 2.1.1 Continue to identify potential partnership and funding opportunities to enhance library programs and services. | June 2019 | CIS, CS, Branch Services |
| | 2.1.2 Expand and review the Youth Outreach Program | June 2019 | CIS, Youth Services |

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| | to provide parents of children in childcare with an opportunity to access the library through their childcare centre. | | |
| | 2.1.3 Participate in Council events and programs and provide a venue to support targeted Council initiatives. | June 2018 | CIS, Branch Services |
| | 2.1.4 Integrate the investigation of sponsorship opportunities into program planning processes. | December 2018 | CIS, Branch Services, CS |
| | 2.1.5 Work with community partners to explore ways to deliver outreach programs to vulnerable and disadvantaged community members. | June 2019 | CIS, Outreach, Youth Services |
| | 2.1.6 Continue to explore opportunities to deliver services that support small and/or early stage business development in collaboration with member Councils and the State Library Victoria. | June 2019 | CEO |
| | 2.1.7 Attend quarterly meetings with communications teams from Cities of Whitehorse and Manningham to confirm forthcoming library programs for promotional purposes. | June 2019 | CIS, CS |
| | 2.1.8 Meet and engage with local organisations to develop mutual relationships for cross over promotions. | June 2019 | CIS, CS |
| 2.2 Explore new ways for people to connect with technology, ideas and others through participatory programs, events and activities. | 2.2.1 Pursue opportunities for grants and external funding that relates to enabling community access to new and emerging technology. | June 2019 | CIS |
| | 2.2.2 Identify and introduce new library digital literacy programs that enable community digital inclusion. | June 2019 | CIS |
| | 2.2.3 Monitor trends in emerging technology and access models in public libraries. | June 2019 | CIS |
| | 2.2.4 Review Makerspace program model and | December 2018 | CIS |

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| | movement of equipment around the region. | | |
| | 2.2.5 Investigate opportunities to extend the Brain Training outreach sessions to more aged care facilities. | June 2019 | Branch Services, Outreach |
| | 2.2.6 Expand digital inclusion programs that are offered to community care facilities. | June 2019 | Branch Services, Outreach |
| 2.3 Create free and safe physical and online spaces and services that facilitate social connection. | 2.3.1 Implement risk assessments for all community programs and events. | March 2019 | CS |
| | 2.3.2 Develop treatment plans to facilitate social connection in a safe environment. | June 2019 | CS |
| 2.4 Communicate with our community to help people discover the value of the library and what it has to offer them | 2.4.1 Implement the WML Marketing Plan. | June 2019 | ALL |
| | 2.4.2 Implement a proactive and targeted membership recruitment and retention strategy, in line with the Marketing Plan. | June 2019 | CS, CIS, Branch Services |
| | 2.4.3 Liaise with member council communications department to maximize opportunities to market WML to the community. | June 2019 | CS, CIS, Branch Services |
| | 2.4.4 Measure and evaluate the effectiveness of marketing campaigns and collateral. | June 2019 | CS, CIS, Branch Services |
| | 2.4.5 Explore the most effective methods to communicate with our CALD communities. | June 2019 | ALL |
| | 2.4.6 Develop a Language Services Guide that provides guidance and consistency on the languages publications will be produced in and the types of publications that will be translated. | June 2019 | CS |
| | 2.4.7 Develop a new <i>Welcome to the Library Guide</i> . | December 2018 | CS |
| 2.5 Participate in state-wide and national public library initiatives to increase awareness and engagement with library services. | 2.5.1 Participation in the 1000 Books Before School Program | June 2021 | CIS, Branch Services, Youth Services |

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| | 2.5.2 Actively participate in PLVN and Special Interest Groups | June 2019 | ALL |
| | 2.5.3 Actively participate on the State Library Victoria/ Public Library Victoria Network state wide CREATE, ADVOCATE, READ and LEAD & LEARN projects | June 2019 | ALL |
| | 2.5.4 Participate in the Summer Reads and National Simultaneous Storytime initiatives. | June 2019 | CIS |

Goal 3: Experience

Our libraries are important civic spaces where all the community should feel welcome. We strive for excellence in all aspects of our services to ensure a positive and responsive experience for all customers.

| Strategy | Action | Timeframe | Responsibility |
|--|--|---------------|---------------------------|
| 3.1 Implement a customer focused service model that facilitates positive service interactions and user experiences. | 3.1.1 Ensure policies and practices support inclusive and user-friendly access to services | June 2019 | CS, Branch Services |
| | 3.1.2 Implement policies and practices that support improved customer service outcomes. | June 2019 | CS, Branch Services |
| | 3.1.3 Review practises/methods in place to communicate effectively with members with English as an Additional Language about library services and membership conditions of use. | December 2018 | CIS, CS, Branch Services |
| | 3.1.4 Review, analyse and respond to customer feedback to identify areas for service improvements. | June 2019 | ALL |
| 3.2 Provide safe, welcoming and accessible physical spaces that encourage use by all in the community. | 3.2.1 Work with member Councils to maintain, improve and enhance library building facilities. | June 2019 | CEO, Branch Services |
| | 3.2.2 Finalise upgrade of external signage at library branches to reflect new branding. | June 2019 | CEO, CS |
| | 3.2.3 Investigate opportunities to incorporate Dementia Friendly features into library branches. | June 2019 | CIS |
| | 3.2.4 Review internal signage and way finding at library branches with the view to improving ease of location /access to collections and other resources. | June 2019 | CS, Branch Services |
| | 3.2.5 Investigate the use of bilingual signage. | June 2019 | CS, CALD, Branch Services |
| 3.3. Work towards creating inspiring and flexible spaces that adapt to the changing needs and expectations of the community. | 3.3.1 Monitor use of library spaces and review schedule of furniture replacement to identify near future needs and ensure priorities and budget distribution reflect changing use of library spaces. | June 2019 | Branch Services |
| | 3.3.2 Participate in the planning of library facilities in | June 2021 | CEO, Branch Services |

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| | collaboration with member Councils. | | |
| 3.4 Ensure the library's digital spaces are accessible and easy to navigate. | 3.4.1 Review existing library technologies provided at branches and online against current community trends and expectations | June 2019 | CIS, Branch Services |
| | 3.4.2 Collaborate with vendors to simplify access to online resources and services. | June 2019 | CIS |
| | 3.4.3 Review information on website and online spaces to ensure accuracy and currency. | June 2019 | CIS, CS |
| 3.5 Implement policies and services that are responsive to community expectation and reduce barriers to access. | 3.5.1 Update and implement the CALD services strategy | June 2019 | Branch Services, CIS |
| | 3.5.2 Perform a review of all customer service processes and documentation. | June 2019 | Branch Services |
| | 3.5.3 Analyse usage data and customer feedback to determine the need for any adjustment to branch opening hours and identify options for change. | June 2019 | Branch Services |
| | 3.5.4 Investigate opportunities to reduce barriers to access to library services for disadvantaged and vulnerable community members. | June 2019 | CIS, Branch Services |
| 3.6 Maintain a technology infrastructure that ensures reliable connectivity, security and capacity for growth. | 3.6.1 Ensure a stable environment to enable high level of reliability to support access to online services | June 2019 | ICT |
| | 3.6.2 Roll out a new ICT Help Desk system and review associated processes and procedures. | June 2019 | ICT |
| | 3.6.3 Ensure software and hardware environments are maintained and evolved to meet business requirements | June 2019 | ICT |
| | 3.6.4 Implement a Wide Area Network upgrade to ensure the continues to support business needs | December 2018 | ICT |
| | 3.6.5 Roll out a Windows 10 and Office 2016 software upgrade. | June 2019 | ICT |

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| | 3.6.6 Implement IT refreshment/replacement schedule and RFID replacement schedule. | June 2019 | ICT |
| | 3.6.7 Review and document the Corporation's ICT policy and strategy | September 2018 | ICT |
| 3.7 Provide rewarding volunteer experiences that enhance and extend the library's service offering. | 3.7.1 Review volunteer recruitment processes, positions and programs. | December 2018 | CS, Branch Services, Outreach |
| | 3.7.2 Review Work experience and industry placement practises to ensure the experience is a valuable one for all parties. | December 2018 | CS, Branch Services |
| | 3.7.3 Provide resource support for the engagement and recognition of volunteers | June 2021 | CS, Branch Services |

Goal 4: Value

We apply best practice principles to the way we work to ensure our services continue to be relevant and sustainable.

| Strategy | Action | Timeframe | Responsibility |
|---|--|------------|------------------|
| 4.1 Maintain sound governance practices and ensure compliance with legislative and regulatory requirements. | 4.1.1 Ensure Library Board and Councils are fully briefed on any proposed State Government changes to the Victorian Public Library Agreement and relevant changes to the Local Government Act. | June 2019 | CEO |
| | 4.1.2 Meet all statutory and financial compliance requirements | June 2019 | CEO, Finance, CS |
| | 4.1.3 Review corporate policies | June 2019 | CEO, CS |
| 4.2 Manage risk effectively. | 4.2.1 Implement the Risk Management Strategy. | June 2019 | CEO |
| | 4.2.2 Maintain the Asset Register. | June 2019 | Finance |
| | 4.2.3 Review and update the Business Continuity Plan. | March 2019 | CEO |
| | 4.2.4 Ensure maintenance of an adequate IT Disaster Recovery Plan. | June 2019 | ICT |
| 4.3 Ensure effective business processes and practices are implemented | 4.3.1 Review OHS reporting practices in line with the implementation of the EDRMS. | June 2019 | CS |
| | 4.3.2 Continue to implement the Records and Information Management Strategy. | June 2019 | CS |
| | 4.3.3 Implement Year 3 of the Internal Audit Plan and respond to recommendations that arise. | June 2019 | CEO |
| 4.4 Utilise technology to streamline operations and enhance functionality. | 4.4.1 Review workflows and efficiency opportunities following the implementation of the EDRMS. | June 2019 | CS |
| | 4.4.2 Review the structure of the Intranet following the implementation of the EDRMS. | June 2019 | CS |
| 4.5 Maintain strong corporate performance | 4.5.1 Participate in industry and government statistical | June 2019 | CEO, CS, CIS |

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| reporting practices. | data collection, in line with legislative requirements | | |
| | 4.5.2 Ensure compliance with all annual reporting requirements. | September 2018 | CEO, CS, Finance |
| | 4.5.3. Contribute to our member council annual reporting processes. | July 2018 | CEO, CS |
| 4.6 Implement robust data collection, analysis and evaluation methods to measure outcomes and impacts. | 4.6.1 Undertake collection and evaluation of survey data, activity statistics and customer feedback. | June 2019 | ALL |
| | 4.6.2 Explore and review options for new data collection methods to ensure evaluation is relevant and reflective of all aspects of service delivery | June 2019 | ALL |
| | 4.6.3 Undertake bi-annual Community Survey. | Dec 2018 | CS, Branch Services |
| 4.7 Inform and educate stakeholders on the value of the library in the community. | 4.7.1 Provide regular media releases to inform community of positive aspects of the library service. | June 2019 | CS |
| | 4.7.2 Develop prospectus material on the benefits and value of the library to attract sponsors and educate key stakeholders. | June 2019 | CS |
| | 4.7.3 Embed the library's new vision, mission and values into our programs and services to help inform the community of our purpose. | June 2021 | CS, Branch Services, CIS |
| | 4.7.4 Present and publish key findings from community survey, bench marking results and performance measures. | June 2019 | CS, Branch Services |
| 4.8 Be a leader in our industry by encouraging staff engagement with innovation and emerging trends. | 4.8.1 Expand opportunities to grow relationships with tertiary institutions. | June 2019 | CIS, CS, Branch Services |
| | 4.8.2 Provide student placements that encourage participants to engage or work with public libraries in their future careers. | June 2019 | CS, Branch Services |
| | 4.8.3 Participate in professional bodies, networks and user groups to share knowledge. | June 2019 | ALL |

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| | 4.8.4 Support and promote leadership and professional development opportunities for staff. | June 2019 | CS, Branch Services |
| | 4.8.5 Encourage staff to participate on industry and local committees. | June 2019 | CS, Branch Services |