



Whitehorse
Manningham
Libraries

open for discovery

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Library Plan 2017- 2021

Year 1 Action Plan 2017/18

Whitehorse Manningham Libraries

WMRLC LIBRARY PLAN 2017 – 2021: YEAR 1

ANNUAL ACTION PLAN 2017 – 2018

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 1: 2017 – 2018.

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 2017/18

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 2017/18 will include, but not necessarily be limited to:

Indicator	Measures
Library membership	Active members (LGPRF measure)
	Total members
 	
Library visits	Total library visits
	Library visits per capita
	Library visits per staff EFT
 	
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	Total loans of physical items
	Total loans (physical) per staff EFT
 	
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	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	Total operating expenditure
	Operating expenditure per capita
 	
Staffing	Total staff EFT
	Staff EFT per '000 population
 	
Customer satisfaction	Customer satisfaction rating
 	

WML ACTION PLAN 2017 – 2018

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 2017/2018 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 Ensure Collection Development Strategy is current and reflective of the needs of the community	June 2018	Collections & Information Services (CIS)
	1.1.2 Analyse usage and trend data for all collections and resources to inform the collection management strategy	June 2018	CIS
	1.1.3 Provide targeted CALD communities with an opportunity to assist in the development of collections	June 2018	CIS
	1.1.4 Benchmark the collections in line with the WML Literacy Strategy and develop a response proposal	November 2017	CIS
1.2 Celebrate the power of reading and literature to enrich lives.	1.2.1 Implement and review the success of the adult storytelling sessions	Dec 2017	Outreach
	1.2.2 Build and extend Reader Development Programs	June 2018	CIS, Branch Services
	1.2.3 Provide opportunities for our community to engage with authors and readers	June 2018	CIS, Branch Services
	1.2.4 Update Reader Development strategy in line with state-wide Special Interest Group direction	June 2018	CIS
1.3 Provide access to information services and programs that support life-long learning for all in the	1.3.1 Utilise a range of media formats to inform the community of library programs and events	June 2018	Corporate Services (CS), CIS

community through our physical, online and outreach platforms.	1.3.2 Continue to enhance the library website and web catalogue	June 2018	CIS
	1.3.3 Explore temporary and ongoing opportunities to provide access to library resources throughout the two municipalities	June 2018	CIS, Branch Services
	1.3.4 Trial online learning platform service Lynda.com, accessible by staff and library members	December 2017	CIS, CS
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
	1.4.2 Promote and deliver the 1000 Books Before School Program	June 2021	CIS, Branch Services, Youth Services
	1.4.3 Use the Outcome Measurement Framework to assist with identifying appropriate program delivery	November 2017	CIS, Branch Services
	1.4.4 Work in partnership with CALD organisations to strengthen literacy programs for their communities	June 2018	CIS, Branch Services
	1.4.5 Investigate funding opportunities to trial a Family Literacy Program	November 2017	CIS, CS
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 2018	CIS, Branch Services
	1.5.2 Implement the Community Stories Action Plan	June 2018	CIS, Branch Services, Outreach
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 2018	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 Continue to develop staff digital literacy skills and capacity to support public programs	June 2018	CS, CIS
	1.6.4 Continue to provide staff with training on brokering partnerships	June 2018	CS

	1.6.5 Continue to roll out Frontline Readers' Advisory training	June 2018	CS, CIS

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
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 2018	CIS, CS, Branch Services
	2.1.2 Implement the partnership toolkit to assess new joint ventures	June 2018	CIS, Branch Services
	2.1.3 Participate in Council events and programs and provide a venue to support targeted Council initiatives	June 2018	CIS, Branch Services
2.2 Explore new ways for people to connect with technology, ideas and others through participatory programs, events and activities.	2.2.1 Introduce a Pilot Youth Coding Club and investigate opportunities to use tertiary students and volunteers to support the program	November 2017	CIS, Youth Services
	2.2.2 Identify and introduce new library digital literacy programs to ensure alignment with current community needs	Dec 2017	CIS
	2.2.3 Evaluate success of Makerspace program and develop appropriate model for the 17/18 financial year	July 2017	CIS
	2.2.4 Complete a feasibility study for using video face time with Home Library Service patrons	June 2018	Outreach
2.3 Create free and safe physical and online spaces and services that facilitate social connection.	2.3.1 Implement the Child Safe Policy	June 2018	CS, Branch Services
	2.3.2 Conduct a risk assessment to identify risks to public safety in library physical, outreach and online environments	June 2018	CS, Branch Services

	2.3.3 Develop treatment plans to facilitate social connection in a safe environment	June 2018	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 2018	ALL
	2.4.2 Implement a membership recruitment and retention strategy, in line with the Marketing Plan	December 2017	CS, CIS, Branch Services
	2.4.3 Liaise with member council communications department to maximize opportunities to market WML to the community	June 2018	CS, CIS, Branch Services
	2.4.4 Measure and evaluate effectiveness of marketing methods and campaigns	February 2018	CS, CIS, Branch Services
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
	2.5.2 Participate in the PLVN / Statewide Public Library development projects	June 2018	ALL
	2.5.3 Actively participate in PLVN and Special Interest Groups	June 2018	ALL

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 2018	CS, Branch Services
	3.1.2 Implement policies and practices that support improved customer service outcomes	June 2018	CS, Branch Services

	3.2.3 Develop and implement a method for collating, recording and analysing customer feedback	March 2018	Branch Services
	3.2.4 Review customer feedback to identify areas for service improvements	November 2017	ALL
	3.2.5 Roll out new customer service training for all WML frontline staff	June 2018	CS, Branch Services
	3.2.6 Apply outcome methodology to evaluate our programs events to maximize positive library outcomes	June 2018	CIS, Branch Services
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 2018	CEO, Branch Services
	3.2.2 Progress the upgrade of external and internal signage at library branches	June 2018	CEO, CS
	3.2.3 Collaborate with Manningham Council to enhance the external presentation of the existing Bulleen Library	June 2018	CEO, CS
	3.2.4 Develop a signage style guide in consultation with member councils	June 2018	CS
3.3. Work towards creating inspiring and flexible spaces that adapt to the changing needs and expectations of the community.	3.3.1 In collaboration with the City of Whitehorse implement a minor refurbishment to the Box Hill Library	June 2018	CEO, Branch Services
	3.3.2 Participate in the planning for the redevelopment of the Blackburn Library	June 2021	CEO, Branch Services
	3.3.3 Contribute to the ongoing planning of Manningham Libraries	June 2021	CEO, Branch Services
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 2018	CIS, Branch Services
	3.4.2 Collaborate with vendors to simplify access to online resources and services	June 2018	CIS
	3.4.3 Implement LMS tender recommendations	December 2017	CIS

	3.4.4 Develop and implement a digital media strategy	June 2018	CIS
3.5 Implement policies and services that are responsive to community expectation and reduce barriers to access.	3.5.1 Continue to deliver programs to support the National Year of Digital Inclusion 2017	December 2017	CIS, Branch Services
	3.5.2 Implement the CALD services strategy	Ongoing	Branch Services, CIS
	3.5.3 Review joining procedures to reduce barriers to membership for off-site groups, juniors, youth and CALD	February 2018	CIS, CS
	3.5.4 Implement and evaluate a pilot Early Years Outreach program with two local childcare providers	February 2018	CIS, Youth 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 2018	ICT
	3.6.2 Roll out a new ICT Help Desk system and review associated processes and procedures	June 2018	ICT
	3.6.3 Ensure software and hardware environments are maintained and evolved to meet business requirements	June 2018	ICT
	3.6.4 Explore Wide Area Network connectivity options to support service delivery demands	November 2017	ICT
3.7 Provide rewarding volunteer experiences that enhance and extend the library's service offering.	3.7.1 Assess new volunteer opportunities according to WML's Volunteer Framework	June 2018	Branch Services, CIS, Outreach
	3.7.2 Explore opportunities to use volunteers to assist in the delivery of technology programs	June 2018	CIS
	3.7.3 Expand the Book Buddies program to a broader community group	November 2017	CIS, Branch Services
	3.7.4 Introduce conversation circles for our CALD community with the assistance of volunteers	November 2017	CIS, Branch Services
	3.7.5 Provide opportunities for volunteers to assist with adult literacy learning (groups and one on one)	June 2018	CIS, Branch Services

	3.7.6 Introduce a volunteer standards checklist	June 2018	Outreach
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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 Explore opportunities for the development of a bequest and donations strategy	November 2017	CEO, CS, Finance
	4.1.2 Ensure Library Board and Councils are fully briefed on any proposed State Government changes to the Victorian Public Library Agreement	June 2018	CEO
	4.1.3 Meet all statutory and financial compliance requirements	June 2018	CEO, Finance, CS
4.2 Manage risk effectively.	4.2.1 Implement the Risk Management Strategy	June 2018	CEO
	4.2.2 Continue with internal audit process and implement recommendations	June 2020	CEO
	4.2.3 Maintain the Asset Register	June 2018	Finance
	4.2.4 Review and update the Business Continuity Plan	March 2018	CEO
	4.2.5 Ensure maintenance of an adequate IT Disaster Recovery Plan	June 2018	ICT
4.3 Ensure effective business processes and practices are implemented	4.3.1 Implement Business Process Management systems for HR procedures	February 2018	CS
	4.3.2 Continue to implement the Records and Information Management Strategy.	June 2018	CS
	4.3.3 Investigate feasibility of an Electronic Document Management System	June 2018	CS, ICT
4.4 Utilise technology to streamline operations and enhance functionality.	4.4.1 Implement the Green Tree HR and OHS modules and develop associated procedures	June 2018	CS
	4.4.2 Review practices to identify opportunities for technology to provide operational improvements	June 2018	ALL

	4.4.3 Monitor and review the new online bookings module for meeting rooms	November 2017	Finance
4.5 Maintain strong corporate performance reporting practices.	4.5.1 Participate in industry and government statistical data collection, in line with legislative requirements	June 2018	CEO, CS, CIS
	4.5.2 Ensure compliance with all annual reporting requirements	September 2017	CEO, CS, Finance
	4.5.3. Contribute to our member council annual reporting processes	July 2017	CEO, CS
	4.5.4 Roll out and communicate the new four year library plan to library staff	September 2017	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 2018	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 2018	ALL
4.7 Inform and educate stakeholders on the value of the library in the community	4.7.1 Utilise info graphic tools to present data on the impact of libraries	June 2018	CS
	4.7.2 Provide regular media releases to inform community of positive aspects of the library service	June 2018	CS
	4.7.3 Develop prospectus material on the benefits and value of the library to attract sponsors and educate key stakeholders	June 2018	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
4.8 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 2018	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 2018	CS, Branch Services
	4.8.3 Participate in professional bodies, networks and user groups to share knowledge	June 2018	ALL
	4.8.4 Support and promote leadership and professional development opportunities for staff	June 2018	CS, Branch Services