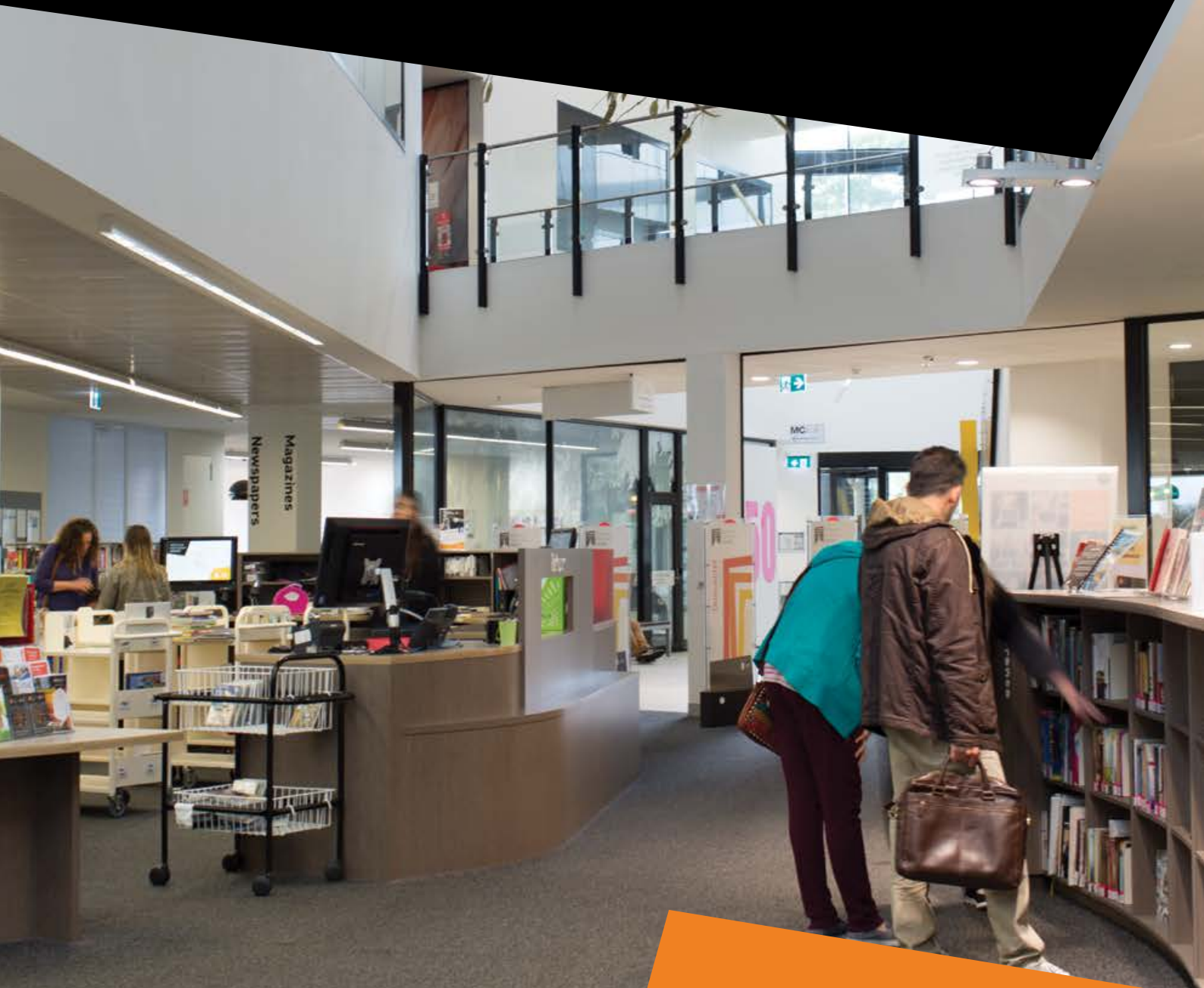




Whitehorse  
Manningham  
Libraries

*open for discovery*

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# Library Plan 2017 – 2021

Endorsed by Library Board 8 February 2017



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# Introduction

The Whitehorse Manningham Regional Library Corporation is required under the Local Government Act 1989 (The Act) to prepare a four year Library Plan.

## The Library Plan:

- ▶ Identifies the strategic goals of the Library
- ▶ Details strategies to achieve these goals over the next four years
- ▶ Provides strategic indicators to measure success
- ▶ Includes a Strategic Resource Plan that identifies the resources required to achieve our goals.

Underpinning the Library Plan is the Corporation's Vision, Mission and Values; these guide the Corporation's direction and approach to the way it works over the four years.

The actions the Corporation will implement to achieve the strategic goals are detailed in the annual action plans to be developed for this period.

The Whitehorse Manningham Regional Library Corporation Board endorsed the Library Plan at its meeting held on 8 February 2017.



### Vision

What we aspire to be



### Mission

What we do

## Values

Guiding Principles



### Strategic Goals

What we want to achieve



### Action Plans

How we will achieve our goals

# Message from the Chief Executive Officer

Our new Library Plan sets the strategic direction for Whitehorse Manningham Libraries over the next four years. It affirms our commitment to the provision of an inspiring and dynamic library service that is responsive to the expectations of our community and makes a positive difference to their lives.



I feel that local libraries are a very important part of the community. Even though there is so much information available online these days, libraries are still very much needed as a way to feel connected to the wider community."

We will leverage off the achievements of the past four years to continue our transformation to a 21st century library service that embraces the possibilities of new technology, while continuing to strengthen the reading and learning services and resources most valued by our community. The recent rollout of our new visual branding and website, along with the development of new partnership and outreach initiatives, has provided opportunities to raise community awareness around the value of the library service and what it has to offer.

The new Library Plan is informed by significant community consultation and a review of national and worldwide public library trends. As our communities are transforming with urban densification, increased migration and population growth, our physical library branches will become increasingly more important as safe and free community spaces.

Our community has a strong reading and learning culture with high education levels and a higher than average student population. Fundamental to the purpose of a public library is the conviction that providing and supporting life-long learning

opportunities contributes to empowering individuals and building community capability. Over the next four years, we will continue to develop our offering of print and online collections, programs, access to technology and physical spaces for study and reading. Increasingly, we will collaborate and partner with learning providers to extend the range of literacy, technology and work ready programs available at our libraries. We will introduce more interactive learning and community engagement opportunities and strengthen our focus on all forms of literacy.




On behalf of the Whitehorse Manningham Regional Library Corporation, I commend this plan to you and encourage you to discover what our libraries have to offer.

**Sally Both**  
Chief Executive Officer

# Our Library Service

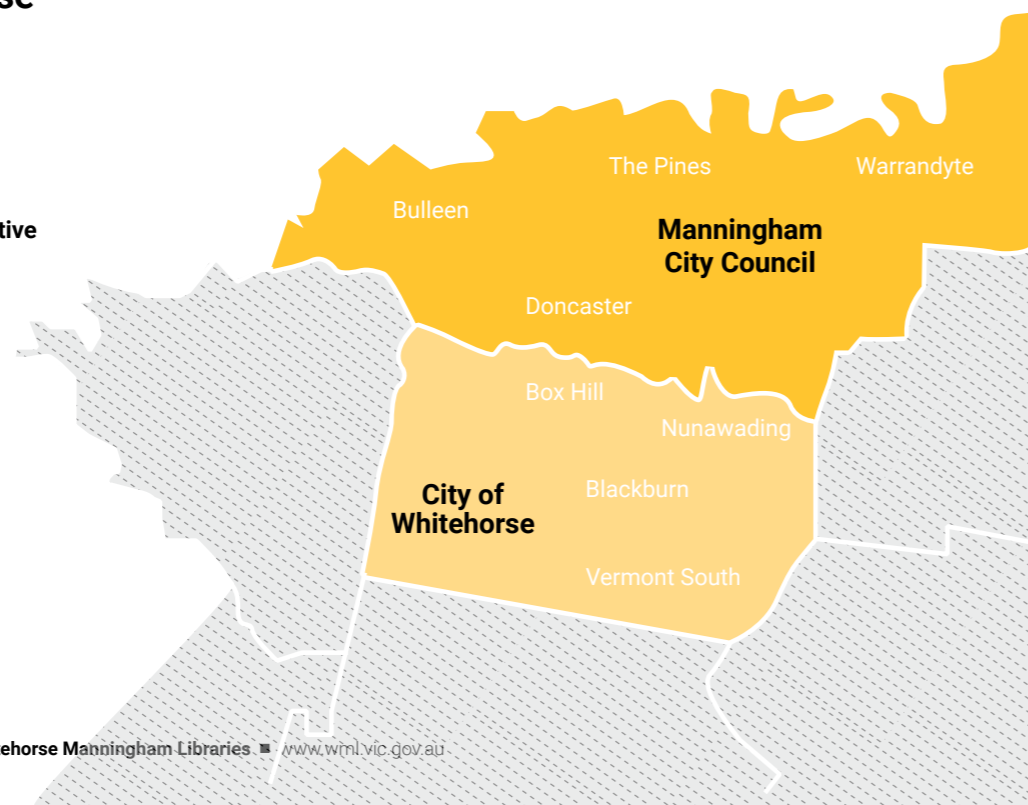
The Whitehorse Manningham Regional Library Corporation was established in December 1995 to provide library services to the Cities of Whitehorse and Manningham and commenced operation in January 1996. Responsibility for governance oversight of the Corporation rests with the Library Board. The Chief Executive Officer is responsible to the Board for effective planning, management and financial control of library operations.

## Manningham City Council

-  **CEO** Manningham
-  **2 Councillors** from Manningham City Council
-  **1 Community Representative** from Manningham City Council

## City of Whitehorse

-  **CEO** Whitehorse
-  **2 Councillors** from City of Whitehorse
-  **1 Community Representative** from City of Whitehorse



Whitehorse Manningham Libraries continues to operate as one of the most actively used public library services in Victoria. Our services are available to the whole community through eight physical locations, Outreach, Home Library Services and the library website.

Whitehorse Manningham Libraries provides the community with access to a wide range of information resources and community programs. There are an array of methods and formats used to meet the different needs of individuals within our community ranging from audio, print and visual to digital formats.

In 2016, the Library Corporation celebrated 20 years of delivering services to the communities of Whitehorse and Manningham. This milestone was marked with the launch of a new logo and rollout of new visual branding. The new look reflects the community's changing expectations of a public library both now and into the future.

The logo icon of different sized doorways signifies that a diverse range of people can step into a world of opportunity, explore their interests, connect with others and discover new ideas and knowledge. The doors do not discriminate and invite all to enter and enjoy the libraries. It is with this in mind that we have shaped our next four-year library plan. The future is exciting and our libraries are 'Open for Discovery' to all.

# A Snapshot of our library service usage in 2015/16



**3.2 million loans**



**1.3 million visits** to our branches



**12,942** new members



**104,724 library members**  
36.7% of our residents are library members



**69,800 attendances** at library programs and events



**1.3 million visits** to our website



**15,000 subscribers** to eEvents News



**Over 30 partnerships** with Council and community organisations



**483,342** Wi-Fi sessions



**270,787 fixed** PC sessions



**73 volunteers assisting** to deliver services and programs



Library Branches open **380 hours per week**



**78% library collection** under 5 years old



**50,041 home library** service loans



**72,329 new items added** to the collection



**294,894 eResource** loans



Can't imagine life without libraries!  
An integral part of our culture."

# Our Community

Whitehorse Manningham Libraries services an Estimated Residential Population (ERP) of 284,999 and covers a geographic area of 178 square kilometres.

The Australian Bureau of Statistics predicts that the population of both cities will grow and change over the planning period 2017-2021. In addition, a number of large-scale residential high-density developments are expected to be completed in this time. These two factors will have an impact on the way in which we deliver library services into the future.

## Seniors

The most significant change in population distribution is predicted to be the higher proportion of members in our community aged over 70. There is also expected to be an increase in the number of retirees and empty nesters.

**These two combined factors will have an impact on our library service in the following ways:**

- ▶ Increased demand on Home Library Service; impacting on our collections and staff resources
- ▶ Time rich members in our community looking to continue to participate in life-long learning programs
- ▶ More opportunities for volunteer engagement
- ▶ Increased demand on programs that provide social connection and reduce isolation in our community.

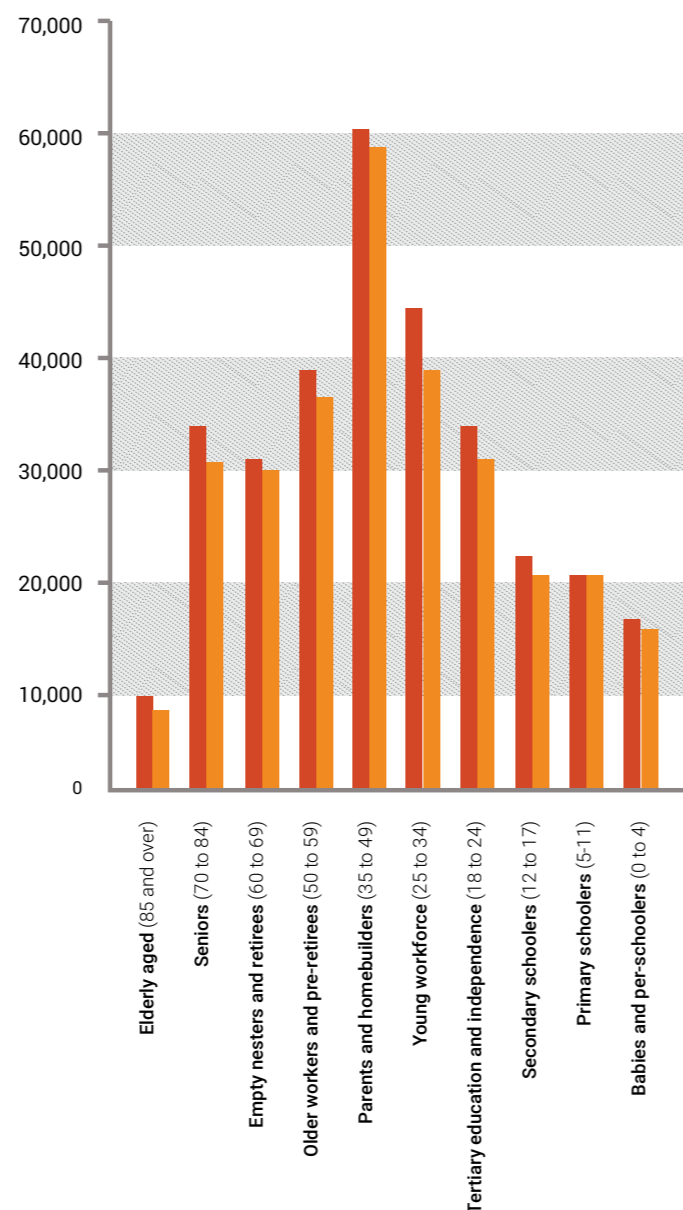


From an Introduction to WordPress participant:

**“I’m a retired electrical engineer with friends begging me to make them websites, now I think I can.”**

## Current and Projected Population Statistics

- Whitehorse Manningham Estimated Pop'n 2021
- Whitehorse Manningham Estimated Pop'n 2016



## Youth

It is expected that there will also be a growth in the population category of babies and pre-schoolers. Current users of the library service place a high value on our early literacy programs and collections. This is evidenced by high participation in children's programs and loan statistics of early literacy material. As the community becomes more aware of research that highlights the benefits of early literacy programs, it is anticipated that demand on these services will continue to grow.



**My son has benefited so much from your (Arduino) class. You've probably just put another programmer into our future industries.”**

## Medium and High Density Living

Throughout capital cities in Australia there has been a trend for higher density housing to manage urban growth and minimise the negative impacts of urban sprawl. This trend has also been evident throughout metropolitan Melbourne, with the number of dwellings in the cities of Manningham and Whitehorse forecast to grow from 104,988 in 2011 (ABS Census) to 130,804 by 2026.

**The completion of large-scale apartment buildings and the increased densification of living arrangements in both municipalities will have an impact on the library service in the following ways:**

- ▶ Higher demand on the library as a recreational, meeting and study space
- ▶ Increased demand for library services overall
- ▶ Increased demand for flexible spaces that can be used for a range of programs and activities
- ▶ Focus on the library as a community hub, providing a place where the local community connects
- ▶ Increased use of the library as a third space – a place away from home, study or work.

## Birthplace

A dominant characteristic of our community is their diversity in both age and backgrounds. This trend is forecast to continue into the future. The Whitehorse Manningham Libraries community has a high percentage of their population born overseas, with 29% coming from non-English speaking countries.



### Country of Birth



- 61% Australia
- 29% Non-English Speaking Countries
- 6% English Speaking Country
- 4% Not Stated

Approximately 34% of our community speaks a language other than English as their main language. The four languages that have a significantly greater statistical proportion than the Greater Melbourne average are Mandarin, Cantonese, Greek and Italian.

Language Spoken at Home	Whitehorse Manningham Community	Greater Melbourne
Mandarin	7%	2.5%
Cantonese	6.3%	1.8%
Greek	4.8%	2.8%
Italian	3.2%	2.8%

#### To support the needs of our diverse community Whitehorse Manningham Libraries will:

- ▶ Focus on developing community language collections that are most relevant to our community
- ▶ Strengthen our support for the development of English language literacy for those in our community for whom English is an additional language.



# Our Planning Framework

Our new strategic plan represents the outcomes of a broad range of consultation and engagement processes undertaken to determine the future priorities for Whitehorse Manningham Libraries. Key sources have included world and national library usage trend data, current Whitehorse Manningham Libraries usage statistics, community surveys and consultation with our member Councils.

## Community Consultation

**Listening to our community is a key influence in determining the direction of the library services into the future. Our community survey results revealed the following:**

- ▶ Libraries make a positive impact on people's lives
- ▶ Our collections are highly valued and well used
- ▶ The future vision of libraries is a blend of traditional services with new and emerging trends
- ▶ 77.5% of borrowers stated their main reason for visiting the library is to borrow hardcopy books or other physical resources
- ▶ 84.61% of borrowers see libraries as a provider of physical lending materials into the future
- ▶ Over 50% of respondents see the library as playing a role in providing access to new technology, creative and learning programs
- ▶ Helpful staff are highly important to our users and included as one of the main reasons why people come to the library
- ▶ There are pockets of our community who are unaware of the range of services available at their local library.

## Trends

**Our library usage trends also provide invaluable data. Recent analysis indicates the following trends:**

- ▶ Physical loans have been maintained
- ▶ Use of digital books and magazines has increased
- ▶ Demand for study and creative spaces has increased
- ▶ Home Library Service usage has increased
- ▶ Interest in volunteering has increased
- ▶ Interest in early literacy and learning remains high
- ▶ Demand for fixed PC bookings is still high but in slow decline
- ▶ Increased use of personal devices that can connect to our Wi-Fi network
- ▶ Growth in Wi-Fi sessions and bandwidth continues to increase each month.

## Public Libraries in a Changing World

The UNESCO Public Library Manifesto declares that freedom, prosperity and the development of society and individuals are fundamental human values and that access to knowledge, thought, culture and information are critical to constructive development of and participation in democracy. The Manifesto asserts that the public library is the local centre of information, making all kinds of knowledge and information readily and equally available to all in the community. It supports lifelong learning, independent decision-making and cultural development of the individual and the community.

While the principles of providing universal free access to information, knowledge and ideas continue to be at the very heart of the purpose of public libraries, the way in which public libraries are achieving this mission is transforming. Libraries are responding to the needs and expectations of communities in a world of rapid change driven by technology development and globalisation.

While public libraries continue to provide access to collections and information in print and digital formats, they have also become interactive spaces where people come together to connect, engage and participate in learning, creation and exploration of new ideas.

Nationally and around the world public library buildings are winning awards as important civic spaces. They provide both an architectural focal point and an engaging experience that helps create a strong sense of community, particularly when co-located with other community and cultural services. They are a safe "third space" outside of a person's home and place of study or work. They help counteract increasing urban isolation by providing opportunities for social and community engagement. They can be an alternative workspace space for people who telecommute, a place to study, to read and relax. Public libraries are one of the very few spaces that are free and available to all.

Public libraries are technology hotspots providing free high speed internet in a safe welcoming community space. They provide opportunities to explore innovative digital technologies and help people develop the skills needed to respond to the digital transformation of the world around them. Many public libraries are supporting innovation and creativity through the inclusion of innovation labs, maker spaces, recording studios and co-working spaces.

The need to support a broad range of literacy development has never been greater as technology continues to change rapidly and our community becomes more diverse. As well as supporting reading and writing, libraries support digital, financial and information literacies.

The unprecedented volume of information available through online sources presents challenges for people as they try to navigate and access this information. While the digital divide is closing, there are still significant numbers of people with low levels of digital skills. People born in non-English speaking countries or aged 65 or more have lower rates of internet use than the national average and are more likely to feel confused about technology. Libraries are a trusted and valued service providing expert guidance assisting people to access authoritative information sources and to develop digital literacy skills. It is an expectation that public libraries will support the transition to online government services.

# Key Challenges

Research gathered for this planning period has highlighted some key challenges for the Whitehorse Manningham Libraries.

## Marketing

Increasing awareness amongst the general community of the services available through the library will be a priority. Our community survey results indicate that the majority of non-users are open to being communicated to about what's happening in the library. We must continue to strive towards identifying the best methods to achieve this engagement.

## Balancing Services

Maintaining the quality of the lending collection resources has been identified as having very high importance to our community. When planning new and innovative services we must be mindful of this priority to ensure new initiatives don't diminish the scope and quality of our lending collections.

## Resourcing

Ensuring Whitehorse Manningham Libraries is adequately resourced to achieve the strategic goals outlined in this Library Plan and meeting the expectations of the community will continue to be a significant challenge.



85% of community survey respondents said "the library impacts my life in a positive way"

# Whitehorse Manningham Libraries

*Open for Discovery*

## 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

### Respect

We acknowledge our diverse community and support equal access to services by all.

### Integrity

We are open, honest and accountable in the way we conduct our business.

### Community Driven

Our services and the way we deliver them are shaped by the needs and aspirations of our community.

### Collaboration

Together we develop positive relationships and partnerships that strengthen our services and their impact.

### Excellence

We aim for excellence and strive to find new ways to improve how we work and deliver services.



# Our Goals

Over the next four years, the following four strategic goals will set the direction for the way Whitehorse Manningham Libraries works to ensure the services we deliver benefit the community.

We will work to maintain and enhance the traditional library services valued by our community while simultaneously transforming some of our delivery methods and exploring new services to meet the emerging expectations of a 21st century library.

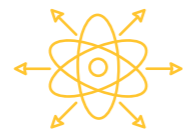


## 1. Read, Learn and Discover

Our library has a critical role in contributing to community and individual wellbeing by providing accessible and engaging collections, resources and programs that encourage life-long learning and reading for pleasure.

### To achieve this goal we will:

- ▶ Provide high quality collection resources that are relevant to the needs of our diverse community
- ▶ Celebrate the power of reading and literature to enrich lives
- ▶ Provide access to information services and programs that support life-long learning for all in the community through our physical, online and outreach platforms
- ▶ Deliver programs and services that foster the development of literacy to help strengthen community competency in this essential life skill
- ▶ Deliver programs and services that provide opportunities to explore the past and discover the future
- ▶ Have skilled staff available to help people access the resources and information they need in an increasingly complex world.



## 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.

### To achieve this goal we will:

- ▶ Work in partnership with our member Councils, community organisations, service providers, commercial sectors and volunteers to deliver collaborative services that provide opportunities to strengthen community capacity
- ▶ Explore new ways for people to connect with technology, ideas and others through participatory programs, events and activities
- ▶ Create free and safe physical and online spaces and services that facilitate social connection
- ▶ Communicate with our community to help people discover the value of the library and what it has to offer them
- ▶ Participate in state-wide and national public library initiatives to increase awareness and engagement with library services.



## 3. Experience

Our libraries are important civic spaces where all in 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.

### To achieve this goal we will:

- ▶ Implement a customer focused service model that facilitates positive service interactions and user experiences
- ▶ Provide safe, welcoming and accessible physical spaces that encourage use by all in the community
- ▶ Work towards creating inspiring and flexible physical spaces that adapt to the changing needs and expectations of the community
- ▶ Ensure the library's digital spaces are accessible and easy to navigate
- ▶ Implement policies and services that are responsive to community expectation and reduce barriers to access
- ▶ Maintain a technology infrastructure that ensures reliable connectivity, security and capacity for growth
- ▶ Invest in the recruitment and development of our staff to ensure we have the capacity to deliver exceptional library services
- ▶ Provide rewarding volunteer experiences that enhance and extend the library's service offering.



## 4. Value

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

### To achieve this goal we will:

- ▶ Maintain sound governance practices and ensure compliance with legislative and regulatory requirements
- ▶ Manage risk effectively
- ▶ Ensure effective business processes and practices are implemented
- ▶ Utilise technology to streamline operations and enhance functionality
- ▶ Maintain strong corporate performance reporting practices
- ▶ Implement robust data collection, analysis and evaluation methods to measure outcomes and impacts
- ▶ Inform and educate stakeholders on the value of the library in the community
- ▶ Be a leader in our industry by encouraging staff engagement with innovation and emerging trends.

# Strategic Indicators

The Annual Action Plan outlines actions, monitors progress and evaluates what has been achieved against the Library Plan on a yearly basis.

The methods Whitehorse Manningham Libraries utilises to measure the achievement of its strategic objectives includes surveys and usage data.

## The Corporation aims to maintain or improve its performance in the following areas:

- ▶ Level of community satisfaction with the library's performance
- ▶ Program and service participation and usage rates
- ▶ Range of and engagement with digital services
- ▶ Program and service participant impact evaluation
- ▶ Community awareness of library services available to them
- ▶ Number and level of partnerships with community and other organisations in library service delivery
- ▶ Staffing levels and satisfaction rates
- ▶ Volunteer engagement
- ▶ Implementation of improvement to enterprise practices and systems
- ▶ Level of funding of library service
- ▶ Cost of services



## Additional Sources of Information

- ▶ Community Feedback Forms
- ▶ Online feedback submissions
- ▶ Whitehorse Manningham Libraries data analysis
- ▶ 2017-2021 Library Plan Staff Workshops

Whitehorse Manningham Libraries acknowledges our staff and members of the community who have contributed to the development process of our Library Plan.

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Whitehorse  
Manningham  
Libraries

*open for discovery*

[www.wml.vic.gov.au](http://www.wml.vic.gov.au)

## Blackburn

Cnr Blackburn & Central Rds  
Blackburn Vic 3130  
9896 8400

## Box Hill

1040 Whitehorse Rd  
Box Hill Vic 3128  
9896 4300

## Bulleen

Bulleen Plaza, Manningham Road  
Bulleen Vic 3105  
9896 8450

## Doncaster

MC Square, 687 Doncaster Road  
Doncaster Vic 3108  
9877 8500

## Nunawading

379 Whitehorse Rd  
Nunawading Vic 3131  
9872 8600

## The Pines

Cnr Reynolds & Blackburn Rds  
East Doncaster Vic 3109  
9877 8550

## Vermont South

Pavey Place  
Vermont South Vic 3133  
9872 8650

## Warrandyte

Warrandyte Community Centre  
168 Yarra Street  
Warrandyte Vic 3113  
9895 4250

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