



Whitehorse
Manningham
Libraries
open for discovery

Proudly owned by



Library Plan 2017- 2021

Year 4 Action Plan 2020/21

Adopted 26 August 2020

Whitehorse Manningham Libraries

WMRLC LIBRARY PLAN 2017 – 2021: YEAR 4

ANNUAL ACTION PLAN 2020 – 2021

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 4: 2020 – 2021.

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 2020/21

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. Due to the impact of COVID 19 additional or alternative measures may be introduced.

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

Key indicator measures in 2020/21 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 2020 – 2021

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 2020/2021 annual operational budget.

This Action Plan is also subject to change due to government directives associated with the COVID-19 health emergency.

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.

| 1.1 We will provide high quality collection resources relevant to the needs of our diverse community. | |
|--|--|
| Key Actions | Responsibility |
| 1.1.1 Benchmark library collection performance against comparable library services. | Collections and Information Services (CIS) |
| 1.1.2 Analyse collection usage, trend data and customer feedback to inform collection management. | CIS |
| 1.1.3 Provide targeted CALD communities with an opportunity to contribute to the development of relevant collections | CIS |

| 1.2 We will celebrate the power of reading and literature to enrich lives. | |
|---|-----------------------|
| Key Actions | Responsibility |
| 1.2.1 Continue WML staff participation in state-wide public library reader development initiatives and networks to ensure alignment with industry directions. | CIS |
| 1.2.2 Implement Reader Development Strategy actions, including expanding opportunities for reader to reader engagement. | CIS |

| 1.3 We will provide access to information services and programs that support life-long learning for all in the community through our physical, online and outreach platforms. | |
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| Key Actions | Responsibility |
| 1.3.1 Deliver a program of learning events that is aligned with organisation priorities and meets community expectations. | CIS |
| 1.3.2 Evaluate online programs delivered throughout COVID 19 period to assist with planning ongoing program development and delivery | CIS |

| 1.4 We will deliver programs and services that foster the development of literacy to help strengthen community competency. | |
|---|-----------------------|
| Key Actions | Responsibility |
| 1.4.1 Continue to implement the WML Literacy Strategy. | CIS, Branch Services |
| 1.4.2 Continue to implement the recommendations of the 2019 Youth Services Review. | CIS, Youth Services |
| 1.4.3 Work in partnership with CALD organisations to strengthen literacy programs for their communities. | CIS, Branch Services |
| 1.4.4 Review WML programs against community expectations and other metropolitan library services to identify service gaps. | CIS |
| 1.4.5 Continue to deliver the 1000 Books Before School Program. | CIS |

| 1.5 We will deliver programs and services that provide opportunities to explore the past and discover the future. | |
|---|-----------------------|
| Key Actions | Responsibility |
| 1.5.1 Deliver a program of community engagement events. | CIS, Branch Services |
| 1.5.2 Pursue opportunities to collaborate with other groups and agencies to support the delivery of more extensive community engagement and participation programs. | CIS, Branch Services |
| 1.5.3 Collaborate with member councils to deliver heritage programs. | CIS |
| 1.5.4 Continue to deliver quality Makerspace Programs that provide the community with an opportunity to connect with new technology and each other. | CIS, Branch Services |

| 1.6 We will have skilled staff available to help people access the resources and information they need. | |
|--|-----------------------|
| Key Actions | Responsibility |
| 1.6.1 Ensure recruitment and staffing deployment is aligned with the WML People and Skills Strategy, Customer Service Charter and COVID 19 Recovery Plan | CS, Branch Services |
| 1.6.2 Support staff skills development through a targeted staff development program, with an enhanced online offering. | CS, Branch Services |
| 1.6.3 Annual review of People Skills strategy to ensure human resources are aligned with organisational objectives. | CS |

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.

| 2.1 We will work in partnership with our member Councils, community organisations, service providers, commercial sectors and volunteers to deliver collaborative services. | |
|---|-------------------------------|
| Key Actions | Responsibility |
| 2.1.1 Continue to identify potential partnership and funding opportunities to enhance library programs and services. | CIS, CS, Branch Services |
| 2.1.2 Participate in Council events and programs and provide a venue to support targeted Council initiatives. | CIS, Branch Services |
| 2.1.3 Work with community partners to deliver outreach programs to vulnerable and disadvantaged community members. | CIS, Outreach, Youth Services |
| 2.1.4 Meet and engage with local organisations to develop mutual relationships for cross over promotions. | CIS, CS |

| 2.2 We will explore new ways for people to connect with technology, ideas and others through participatory programs, events and activities. | |
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| Key Actions | Responsibility |
| 2.2.1 Identify and introduce new library digital literacy programs that enable community digital inclusion. | CIS |
| 2.2.2 Build on COVID 19 digital support programs that worked remotely. | Branch Services, Outreach |

| 2.3 We will create free and safe physical and online spaces and services that facilitate social connection. | |
|---|--------------------------|
| Key Actions | Responsibility |
| 2.3.1 Evaluate digital programs that provided social connection throughout the COVID 19 period | CIS, Branch Services |
| 2.3.2 Evaluate physical library spaces and assess risk in accordance with government directives throughout the COVID 19 period. | CEO, CS, Branch Services |

| 2.4 We will communicate with our community to help people discover the value of the library and what it has to offer them | |
|--|--------------------------|
| Key Actions | Responsibility |
| 2.4.1 Implement the WML Marketing Plan. | ALL |
| 2.4.2 Liaise with member council communications departments to maximize opportunities to market WML to the community. | CS, CIS, Branch Services |
| 2.4.3 Implement a communications strategy to effectively market the library service to our CALD communities. | ALL |
| 2.4.4 Deliver a program that celebrates the 70 th anniversary of Box Hill Library and highlights the important and ongoing contribution the library makes to the community. | CIS, Branch Services |

| 2.5 We will participate in state-wide and national public library initiatives to increase awareness and engagement with library services. | |
|---|--------------------------------------|
| Key Actions | Responsibility |
| 2.5.1 Actively participate on the State Library Victoria/ Public Library Victoria state wide collaborative projects and networks. | CIS, Branch Services, Youth Services |
| 2.5.2 Actively contribute to the state-wide <i>Libraries Change Lives</i> advocacy project. | CEO |
| 2.5.3 Participate in the Summer Reads and National Simultaneous Storytime initiatives. | CIS |
| 2.5.4 Deliver programs that have been made possible through successful grant funding applications; including <i>Our Library, Our Program</i> and <i>Care for Carers</i> . | CIS, Branch Services |

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.

| 3.1 We will implement a customer focused service model that facilitates positive service interactions and user experiences. | |
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| Key Actions | Responsibility |
| 3.1.1 Ensure policies and practices support inclusive and user-friendly access to services | CS, Branch Services |
| 3.1.2 Review, analyse and respond to customer feedback and surveys to identify areas for service improvements. | ALL |
| 3.1.3 Review and deliver the biennial community survey. | CS |

| 3.2 We will provide safe, welcoming and accessible physical spaces that encourage use by all in the community. | |
|---|---------------------------|
| Key Actions | Responsibility |
| 3.2.1 Work with member Councils to maintain, improve and enhance library building facilities. | CEO, Branch Services |
| 3.2.2 Roll out upgrade of internal signage and way finding at library branches. | CEO, CS |
| 3.2.3 Implement multi-lingual signage within library branches where applicable. | CS, CALD, Branch Services |

| 3.3. We will work towards creating inspiring and flexible spaces that adapt to the changing needs and expectations of the community. | |
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| Key Actions | Responsibility |
| 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. | Branch Services |
| 3.3.2 Participate in the planning of library facilities that are flexible and sustainable spaces in collaboration with member Councils. | CEO, Branch Services |

| 3.4 We will ensure the library's digital spaces are accessible and easy to navigate. | |
|---|-----------------------|
| Key Actions | Responsibility |
| 3.4.1 Review existing library technologies provided at branches and online against current community trends and expectations. | CIS, Branch Services |
| 3.4.2 Pursue collaborative purchasing arrangements for eResources. | CIS |
| 3.4.3 Upgrade website design and functionality to ensure alignment with community expectations. | CIS |

| 3.5 We will implement policies and services that are responsive to community expectation and reduce barriers to access. | |
|--|-----------------------|
| Key Actions | Responsibility |
| 3.5.1 Review usage data, customer feedback and industry trends with regards to branch opening hours. | CEO, Branch Services |
| 3.5.2 Investigate opportunities to reduce barriers to access to library services for disadvantaged and vulnerable community members, including the evaluation and possible continuance of the courier home delivery service implemented in the COVID 19 shutdown period. | CIS, Branch Services |

| 3.6 We will maintain a technology infrastructure that ensures reliable connectivity, security and capacity for growth. | |
|---|-----------------------|
| Key Actions | Responsibility |
| 3.6.1 Ensure a stable environment to enable high level of reliability to support access to online services | ICT |
| 3.6.2 Ensure software and hardware environments are maintained and evolved to meet business requirements. | ICT |
| 3.6.3 Implement the ICT Strategy | ICT |

| 3.7 Provide rewarding volunteer experiences that enhance and extend the library's service offering. | |
|---|-------------------------------|
| Key Actions | Responsibility |
| 3.7.1 Review volunteer programs and practices to ensure they are of a high standard that provides the volunteer and the recipient with a meaningful experience. | CS, Branch Services, Outreach |
| 3.7.2 Provide resource support for the engagement and recognition of volunteers. | CS, Branch Services |
| 3.7.3 Develop a re-engagement program and strategy for volunteers returning to WML after COVID 19 shutdown. | 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.

| 4.1 We will maintain sound governance practices and ensure compliance with legislative and regulatory requirements. | |
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| Key Actions | Responsibility |
| 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. | CEO |
| 4.1.2 Meet all statutory and financial compliance requirements | CEO, Finance, CS |
| 4.1.3 Review corporate policies | CEO, CS |

| 4.2 We will manage risk effectively. | |
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| Key Actions | Responsibility |
| 4.2.1 Implement the Risk Management Strategy. | CEO, CS |
| 4.2.2 Maintain the Asset Register. | Finance |
| 4.2.3 Review and update the Business Continuity Plan. | CEO |
| 4.2.4 Ensure maintenance of an adequate IT Disaster Recovery Plan. | ICT |
| 4.2.5 Progressive implementation of the COVID 19 Business Recovery Plan in line with government directives. | CEO |
| 4.2.6 Review the Corporation's pandemic response. | CEO |

| 4.3 We will ensure effective business processes and practices are implemented | |
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| Key Actions | Responsibility |
| 4.3.1 Implement Year 2 of the Internal Audit Plan and respond to recommendations that arise. | CEO, FM |
| 4.3.2 Replace the intranet which is at end of life with a communication platform that supports secure access to corporate information. | CS |

| 4.4 We will utilise technology to streamline operations and enhance functionality. | |
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| Key Actions | Responsibility |
| 4.4.1 Evaluate business technology to ensure that it supports business continuity requirements. | CEO |

| 4.5 Maintain strong corporate performance reporting practices. | |
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| Key Actions | Responsibility |
| 4.5.1 Participate in industry and government statistical data collection, in line with legislative requirements. | CEO, CS, CIS |
| 4.5.2 Ensure compliance with all annual reporting requirements. | CEO, CS, Finance |
| 4.5.3. Contribute to our member council annual reporting processes. | CEO, CS |

| 4.6 We will implement robust data collection, analysis and evaluation methods to measure outcomes and impacts. | |
|---|-----------------------|
| Key Actions | Responsibility |
| 4.6.1 Undertake collection and evaluation of survey data, activity statistics and customer feedback. | ALL |
| 4.6.2 Undertake mini-surveys on specific subjects to assist with service delivery planning. | CS, Branch Services |

| 4.7 We will inform and educate stakeholders on the value of the library in the community. | |
|---|--------------------------|
| Key Actions | Responsibility |
| 4.7.1 Provide regular media releases to inform community of positive aspects of the library service. | CS |
| 4.7.2 Expand prospectus material on the benefits and value of the library to attract and educate sponsors, donors and key stakeholders. | CS, Branch Services, CIS |
| 4.7.3 Embed the library's vision, mission and values into our programs and services to help inform the community of our purpose. | CEO |
| 4.7.4 Develop new four-year Library Plan through engagement with the community and staff. | CEO, ALL |
| 4.7.5 Continue to provide the community with an opportunity to donate funds to the Beyond the Doors literacy initiatives aimed at disadvantaged sectors of the community. | CS, CIS, CEO |

| 4.8 We will be a leader in our industry by encouraging staff engagement with innovation and emerging trends. | |
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| Key Actions | Responsibility |
| 4.8.1 Provide student placements that encourage participants to engage or work with public libraries in their future careers. | CS, Branch Services |
| 4.8.2 Participate in professional bodies, networks and user groups to share knowledge. | ALL |
| 4.8.3 Support and promote leadership and professional development opportunities for staff. | CS, Branch Services |
| 4.8.4 Encourage staff participation on industry and local committees. | CS, Branch Services |