LIBRARY PLAN
2017 – 2021 (Year Three: 2019-20)

North Central Goldfields Regional Library Corporation
trading as **Goldfields Library Corporation**

Contents

Goldfields Libraries

1: INTRODUCTION

The contemporary library is a dynamic environment, connecting people with ideas, learning opportunities, creativity and recreation. Perhaps most importantly, it connects people with each other.

The new world of 'information plenty' creates new essential skills, such as the ability to gain value from information and produce new knowledge. Digital literacy skills are important in ensuring participation in our society. Economic, educational, civic and social opportunities are tied to new sets of knowledge and skills that barely existed a generation ago.

Libraries are at the centre of change, as trusted community resources and an essential platform for accessible learning, creativity and innovation in the community. Public libraries have the capability to support communities and individuals with these changes by providing access and connecting knowledge.

Libraries are a free universal service available to all community members. Libraries provide inclusive, accessible and welcoming spaces for all people to learn, create, socialise and to share ideas and resources. They play an important role in building social capital and enhancing community and individual wellbeing.

The Corporation's Libraries are highly utilised and valued by the community. With extensive collections, computers and wireless internet access, community spaces and innovative programming, they foster a culture of reading, creativity and learning for all.

Importantly libraries encourage a sense of community and contribute to the liveability of regions and towns. They support economic prosperity and employment and contribute to the health and wellbeing of individuals and the community.

The Corporation's libraries are progressive and community focussed and have a strategic evidenced based approach to service delivery and program development. The Corporation collaborates with the member councils and with external stakeholders to provide a diverse range of opportunities for the whole community.

2: This Plan

The Library Plan 2017-2021 defines the strategic priorities of the Corporation over a four year period. This plan sets out the priorities, goals and strategies that will enable to the Corporation to confidently face the challenges of being progressive and innovative within a sustainable budget.

This Plan 2017 to 2021 has been developed based on community consultation conducted by the four member councils as part of the development of their Council Plans, staff consultation and through Board workshops.

The Plan is a requirement under section 125 of the Local Government Act, 1989.

3:   Our Framework

Our Framework is informed by the priorities of our four member councils and of Regional Development Victoria's Loddon Campaspe Regional partnership, as they relate to libraries.

Priorities

Regional Partnership Priorities

- Create the best possible start for every child *(Support vulnerable children, Create work ready school leavers)*
- Be the healthy heart of Victoria *(Creating healthier citizens)*
- A growing economy
- Connectivity *(All people....benefit from digital connectivity)*

Council's Priorities

Macedon Ranges	Mount Alexander	Loddon	Greater Bendigo
Promote **Health and Wellbeing**	**Our People**: *Health, Wellbeing,* Resilience, Partnerships	**Liveability**: Develop attractive, vibrant and well serviced communities	Creating the world's most **liveable** community:
Improve the **Built Environment**	**Our Place**: *Buildings*, Sport and *Recreation facilities*	**Economic Prosperity**: Support the development of a **prosperous and diverse economy**	**Wellbeing** and fairness
Enhance the **Social and Economic Environment**	**Our Economy**: Business, Jobs, *Education, Creativity, Culture, Events*	High Performance Organisation: Frameworks which enable **sound decision making**	**Presentation** and managing growth
Deliver Strong and **Reliable Government**		**Population**: Grow and invigorate Loddon population	**Strengthening the economy**
			Council will **lead and govern for all**
			Embracing our **culture** and **heritage**

Library Priorities

The Library priorities are aligned to the priorities of the councils and the regional partnership.

- Sense of *community* and *liveability* of the region
- *Economic prosperity* and *employment*
- *Literacy, learning* and *education*
- Community *health, wellbeing* and *fairness*
- Responsible *governance* and sustainable *decision making*

4: Our Strategic Resources

Our Framework includes the priorities of our four member councils and of Regional Development Victoria's Loddon Campaspe Regional partnership. We will deliver on this framework and key State and Local Government priorities through the use of our strategic resources defined below.

Prioritising Our Strategic Resources: Collections

We will provide a responsive and diverse print and digital collection to support leisure, learning and research needs of our communities.

We will proactively manage the collection to ensure high quality, with acquisitions driven by local interests.

We will utilise collection management technology and tools to statistically analyse usage and demand to continually tailor individual community collections.

Collections: Goal

A collection that encourages learning, enjoyment, imagination and enriches our culture.

Strategies

We will achieve this:
- By providing equitable access to quality collections,
- With collections that meet local needs, and
- Through skilled staff maximising access to collections and information.

Measuring our performance

Collection access;
- Total collection utilisation
- Number of e-utilisations
- Collection turnover
- Number of reference enquiries

What COMMUNITY told us

'Our library is something to be proud of.'

'I have noticed other regional city are providing a library service 7 days a week. We need to keep the use of books in front of mind for all of the community.'

'Libraries are well resourced.'

'We need a much larger library where there is a larger variety of books and DVDs. Also a larger space that can accommodate social gatherings during the day when it is easier to get to.'

Prioritising Our Strategic Resources: Programs

We will deliver accessible learning opportunities through a range of activities and events that contribute to a stimulating learning environment for local communities.

We will partner with other organisations to add to the richness and diversity of programs offered and to broaden community participation.

Programs: Goal

Programs that support enjoyable opportunities for social connection, participation, creativity and learning opportunities in multiple, engaging formats.

Strategies

We will achieve this through:
- Partnerships that expand benefit and reach of library programs,
- Providing equitable access to programs,
- Contributing to our learning and creative communities, and
- Hosting community events that support progressive social inclusion
- Creative and diverse formats for delivery of information.

Library programs are targeted to;
- Early Years – supporting early year's development through learning opportunities and by highlighting parents as their child's first teacher.
- School Years – supporting children's learning through literacy, enquiry based learning as well as science and technology.
- Reading Culture – Encouraging reading and literacy for all
- Digital literacy – increasing confidence and a deeper understanding of the digital environment.
- Family History – support for exploring and researching family and local history
- Creativity – opportunities for expression, developing new skills and exposure to the arts
- Health and Wellbeing – providing information and learning on a healthy lifestyle and environment

Measuring our performance
- Maintain the high number of programs delivered and strong attendances at programs
- Develop strategic partnerships that deliver new opportunities in the areas of early years learning, digital literacy, creativity, health and wellbeing.
- Identify and increase program reach into areas of relative disadvantage such as Loddon Shire, Heathcote, Eaglehawk and other areas.

What COMMUNITY told us

'Develop partnerships with other services for greater impact'

'Libraries are an opportunity for lifelong learning- low year 12 completion rates makes coming back to learning crucial'

'Best start for every child- the library has a role in well-resourced children's language and literacy plans'

Prioritising Our Strategic Resources: Technology

We will provide access to computers and other digital devices to enable an excellent standard of internet access for all. Our systems and networks will be designed for a positive customer experience. We will explore new and emerging technologies to ensure contemporary services and systems.

Technology: Goal

Innovative infrastructure and digital services that inspire and excite our community and enhance service provision.

Strategies

We will achieve this:
- By maintaining an efficient and innovative ICT network,
- With systems that support operational efficiency for staff workflows and procedures, and
- By enhancing the customer experience with technology.

Measuring our performance

Provide access to the internet through bookable computers and wi-fi
- Number of computer sessions
- Number of internet enabled devices

Facilitate self-service for the effective circulation of collections
- Percentage of loans self-service
- Replace RFID equipment
- Asses the benefits of new technologies and systems

What COMMUNITY told us

'Small business - library provides space and resources especially e-resources'

'Need access to technology'

'Library has a role in the digital economy'

'Digital divide – library a key player in providing access and skills development'

'Not enough computers'

Prioritising Our Strategic Resources: Spaces

Our libraries support the information, education, cultural and recreational needs of local communities and provide free access to extensive collections, computers and the internet, programs, knowledgeable staff and spaces to read, research, relax and connect with others.

Spaces: Goal
Welcoming and functional spaces that cater to a diverse range of community expectations.

Strategies
We will achieve this:
- With an eLibrary that has ease of access to collections and library information, and
- By providing welcoming and flexible physical spaces that enable people to work, connect, learn and relax.

Measuring our performance
Effective management of the eLibrary;
- Number of visits to the eLibrary
- Increased usage of eLibrary resources

Well utilised libraries;
- Number of physical visits
- Diversity of use

What COMMUNITY told us
'We love the libraries. '

'We need larger library buildings'

'The young families now coming to the region need better library/learning facilities'

'The libraries are good but do not cater to all, especially during the holidays due to size or funding restrictions. The libraries need to double in size and offer more activities for children of all ages and abilities especially during the holidays.'

'Library is too small - expand it and provide quiet areas'

'Library needs to be modernized in line with current community infrastructure- they are no longer just places of book loans'

'Investment in infrastructure for libraries benefits communities through improving infrastructure'

Prioritising Our Strategic Resources: Our People

We have skilled staff assisting customers and delivering library programs. Our staff are committed to ongoing learning to enable effective delivery of services in this rapidly evolving environment. Particularly in relation to digital literacy skills, to support our eCollections and the various digital devices used by customers.

Our people: Goal

Engaged and motivated staff that enable our communities to benefit from our collections, technology, programs and spaces.

Strategies

We will achieve this:

- With a commitment to continuous learning and improvement,
- By engagement of our staff in planning for the future and with effective communications, and
- With plans, and policies that provide clarity and direction.

Measuring our performance

Our people will be able to deliver on our priorities now and into the future;

- Work planning for all staff that provides clarity and direction
- Ensure skills match requirements of the Library Plan through the implementation of a staff development plan.

What COMMUNITY told us

'The library is a great resource'

'Libraries and MCHN have great staff '

'Wonderful services through libraries'

'The staff at the local library are wonderful, however the building, resources and selection are woeful.'

'Library too small; staff always excellent '

'Library staff are amazing but the facilities are old and unable to be expanded adequately to meet the needs of the community.'

Prioritising Our Strategic Resources: Governance

We will demonstrate the qualities of good governance including effective financial management, sound decision making and the delivery of equitable customer focused services.

Governance: Goal
The Board and staff work collaboratively to ensure organisational sustainability and equity of access.

Strategies
We will achieve this:
- With strategic planning in the context of financial sustainability,
- By implementing systems that support operational effectiveness, and
- By actively promoting and building a culture of good governance.

Measuring our performance
Effective communications to maximise participation in library services and programs through the production of collateral, social media updates and media releases;
- Promotion of library programs by publishing seasonal programs guide
- Percentage increase in library membership
- Monthly publication of the electronic newsletter

What COMMUNITY told us
'Libraries are terrific'

'Libraries. Vital to all. Enough said'

Libraries have a role in *'Embracing culture and heritage'*

'Increase membership/usage of vulnerable people'

'Library as vehicle for community engagement around key community issues'

'I love our library – all the branches, and the services it offers'

5:   Year Three Action Plan 2019-20

The Year Three Action Plan is made up of 10 actions that will contribute to the achievement of our priorities.

Key Actions

Action	Commentary/Impact/Need	Progress report
Collection: Reduce collection size and review/benchmark most effective ways to promote collection.	Physical collection usage dipped significantly whilst other areas such as eAudio have increased- we need to both reflect demand and work to promote a lean and relevant physical collection.	Collection size continues to reduce. Policy to focus both physical and electronic collection on high demand items first to increase access and use. eBook resources consolidated to less platforms for less patron confusion.
Collection: Review special collections and consolidate based on assessment criteria.	GLC holds many special collections that are used to varying degrees- some are not accessible. These utilise valuable space and need review.	Special collections have been audited (to effectively understand what we have- much of it is in cardboard boxes and has been for years) but recommendations on actions to consolidate will be part of a working group remit, with appropriate and expert input.
Collection: Work with partners to gain access to diverse collections. Focus this year on TAFE and University collections.	Explore opportunities to focus collections on special use to develop relationships with other community cohorts. e.g. hosting TAFE collection.	Project feasibility indicated significant concerns with a collection from TAFE with diminished use by students and they move to digital platforms for tuition. Recommendation was to not proceed with adopting collections.
Collection: Review fines system with the aim of reducing barriers to use of collection.	Many larger library services in Victoria have now reduced or removed fines as a method of managing collection returns or as an income source. Fines are now generally seen as a barrier to using collection. GLC should review current fine policy.	Fine amnesty instigated for one month across all branches. This did return significant collection but has affected our income on fines.
Programs: Review programs framework with the aim	Programs need to be focussed and deliberate in achieving specific outcomes focussed on	Programs Framework reviewed and developed. Increased emphasis on

Action	Commentary/Impact/Need	Progress report
of ensuring programs are relevant and focussed on community need.	equity, access, inclusion, lifelong learning and community connection and wellbeing. A framework will assist in testing proposed initiatives against strategic outcomes.	inclusive practice- programs focussed on culture, gender etc.
Programs: Seek funding for a program innovation fund with the aim of supporting community or partner program initiatives.	Aim to provide seed funding for innovative ways to use library spaces, deliver new programs and address identified social challenges.	This is being pursued with PLV and SLV through a health and wellbeing lens. Needs to come from a state level program.
Programs: Review programs resourcing and consider ways to expand programs team and resources.	More than 2,500 programs are delivered by GLC, with just one staff member having the key coordination role. No support staff are specifically provided. Funding for programs has not changed in 5 years, whilst there has been a consistent increase in attendances. Resourcing needs review.	Review underway for programs looking at two key points: 1. What needs to happen at a regional level and when does responsibility for program logistics and event management hand over to branches and branch teams- avoid duplication or confusion around work practice. 2. What are those discrete, known programs or events that we know happen regularly and can possibly be separated out as project work with a controlled budget?- i.e. School Holiday Programs, National reading events such as National Reading Hour, Premier's Reading Challenge or National Simultaneous Storytime.
Programs: Increase focus on Health and Wellbeing programs.	We are focussed on increasing these areas of programming to ensure we align with both education priorities on early	Looking to build the new Library Plan around the 5 ways to Wellbeing Framework.

Action	Commentary/Impact/Need	Progress report
	coding skills and STEM as well as assisting Council achieve direct Health and Wellbeing outcomes.	
Our People: Develop and implement a Training and Development Plan for staff with a focus on inclusion, equal opportunity, unconscious bias, social disadvantage, customer service and digital literacy.	Improve capacity of staff to work with people, not just systems. Increase capacity to engage community and understand key social challenges.	Training and Development Plan developed and partly implemented as per below.
Our People: Improve access to training for practical management skills.	As our managers move from managing libraries focussed on collection and transactions to managing teams with multiple and complex goals, we will support the development of practical team management skills.	Delivered specific management training opportunities including: 1. Day to Day Management and Supervision of Staff (Victorian Chamber of Commerce) 2. Anti-Racism Bystander Training 3. Managing Self, Managing Others 4. Management Coaching- with C.M.A. leadership coaching 5. Managing Difficult Situations – workshops with Bendigo Health.
Spaces: Finalise benchmarking of library spaces and infrastructure with service level expectations. Use this to guide future development of service and infrastructure. Partner with member Councils to map medium	It was noted last year that this process may take longer than one year however a common framework can assist in establishing some agreed standards to aim for. Work has been well progressed and this will assist in understanding various models of service delivery that currently exist	Benchmarking of spaces has taken place and we are against reviewing service levels against staffing levels as part of this work. We believe another service review (internal) is important in considering levels of activity within our spaces.

Action	Commentary/Impact/Need	Progress report
and long term goals for library spaces.	and how they address modern library/community needs.	
Spaces: Support libraries and Councils undertaking renovation projects (Kangaroo Flat, Heathcote, Bendigo, Boort)	Work with Councils and branch teams to complete works at libraries noted.	A noted in the next point, we are undertaking a high level of work with Councils to upgrade facilities and value add with additional services (PC's , charge points, seating, tables etc.)
Spaces: Continue to tailor spaces toward people-based activity- increase seating, power points/charging points, tables, high standards of cleaning and provide signage and other symbols that reflect a safe and welcoming community space.	Community have responded to library development positively by using spaces that are welcoming, clean, people focussed and practical. (e.g. Gisborne, Boort). Survey responses indicate that community do see libraries as their "community lounge" and expect standards of comfort and cleanliness to be maintained. Usage of our space without loan activity.	We have invested heavily in the refurbishment of Castlemaine Library as part of works and will do so with the redevelopment of Kangaroo Flat Library. Macedon Range Shire has taken a lead role in the redevelopment of Kyneton Library with assistance from GLC and we are part of a planning group for a new library facility at Heathcote. We are also involved in planning for Woodend Hub and Pyramid Hill hub and are ready to be part of planning the next extension at Boort Library.
Spaces and Technology: Review website design and propose redevelopment.	Take the next step in developing better access to our eLibrary and online resources through redeveloping the look and feel of our website.	An initial meeting held- we will need some external web development assistance in achieving a mobile friendly web layout.
Technology: Implement new RFID self-loan and self-service kiosks and technology. Aim for improved levels of service and patron self-sufficiency in conducting transactions.	Replacement of RFID technology- both hardware and software, based on 6 years of use with current system and advances in technology and customer experience.	Specifications have been developed, we have spoken to companies in this area and are preparing to advertise for quotes with the expectation of at least three competing tenders.

Action	Commentary/Impact/Need	Progress report
Technology: Provide funding for a Digital Literacy Officer for a 1 year contract with the option to extend for a second year.	Proposed is a two day a week, Band 5 position that assists patrons in developing digital literacy. This position would be hands on, delivering training and assisting in delivering additional digital services across all municipalities. The position would: 1. Raise the literacy of staff to meet the demands and expectations of our communities. 2. Connect our communities to the world with meaningful programs that encourage exploration and curiosity. 3. Create meaningful and practical examples of engaging with the digital world. 4. Raise awareness of all our current systems including smart ways of accessing traditional collections (e.g. library app) as well as new collections such as e-resources. 5. Engage our communities in the modern digital economy.	Band 5, 0.4 EFT We have been successful in obtaining funding for a 6-month position through our partnership with Be Connected. We are about to roll out training to 25 trainers (both staff and volunteers) with the aim of assisting 100 initial clients within the 6-month period of the grant. This will have an ongoing benefit of trained staff and volunteers with structured programs for IT assistance to community.
Technology: Explore viability of wireless printing and print management	Enabling wireless printing at all sites will increase the level of service (people will be able to print from their devices) and potentially increase our	On hold due to costs. This is achievable but outside budget constraints at present.

Action	Commentary/Impact/Need	Progress report
	revenue stream as printing becomes more accessible.	
Technology: Seek funding to introduce VR/AR technology opportunities for patrons.	As virtual and augmented reality become a more established technology with new and exciting learning experiences, GLC needs to consider ways to introduce this new and engaging way of learning and experiencing.	Still searching for funding to consider how best to deliver something in this area.
Technology: Continue to increase the number of internet enabled devices for public and staff use.	New PC's and tablets will be purchased this financial year to continue increasing the number of devices available to staff and patrons. We've seen increasing numbers of devices directly correlate to increased usage, so we will continue to endeavour to improve this area of service.	PC purchase has occurred, and we are budgeting for further PC's at Castlemaine and the new Kangaroo Flat site. We have also extended the life of our PC's by and additional 12 months and we are slowly removing children's screens and looking at different, more discreet options. (Loaning parents iPads to use in library with children)
Governance: Continue to focus on Occupational Health and Safety knowledge and implementation of policies and procedures.	Ensure that the OHS committee and other teams deliver both operational safety and strategically consider improvements to safety for staff in the workplace.	
Governance: Proposal to increase engagement of community and stakeholders in shaping library services through the reshaping of the GLC leadership team into 3 key part time roles: 1. Operations, 2. HR/Org Development,	Previously, these three areas were shared across two full time roles and it is proposed that the temporary provision of three part time roles will provide an opportunity to provide more effective focus on each area.	Positions have just been advertised- net saving to budget given the reduction of the HR role to a technical Band 6 level. Manager Community Engagement and Manager Operations remain at Band 7.

Action	Commentary/Impact/Need	Progress report
3. Engagement and Partnerships		