



BOARD AGENDA

MEETING OF THE GEELONG REGIONAL LIBRARY CORPORATION

AGENDA 171

Thursday 19 August 2021, 5.00pm
via Zoom

The Geelong Regional Library Corporation acknowledges Wadawurrung and Eastern Maar Original Owners of the lands on which our library services operate. We pay respects to Wadawurrung and Eastern Maar Elders past, present and emerging. We acknowledge and celebrate First Nations Peoples of this land as the custodians of learning, literacy, knowledge and story.



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ATTACHMENTS

ATTACHMENT 1	MINUTES OF BOARD MEETING HELD 17 JUNE
ATTACHMENT 5	MONTHLY FINANCIAL REPORTS – JULY 2021
ATTACHMENT 6	MYLI MEDIA RELEASE
ATTACHMENT 7	REGIONAL LIBRARY CORPORATION TRANSITION CASE STUDY
ATTACHMENT 8	G21 CREATIVE INDUSTRIES - STRATEGY 2021-2026
ATTACHMENT 9	G21 CREATIVE INDUSTRIES - CASE FOR SUPPORT
ATTACHMENT 10	READS STRATEGY
ATTACHMENT 11	YES ACTION PLAN
ATTACHMENT 12	ANNUAL PRIORITIES 2020-21 PROGRESS REPORT

SECTION A - PROCEDURAL MATTERS

- 1.** ACKNOWLEDGEMENT OF COUNTRY
- 2.** ATTENDEES



BOARD MEMBERS	
Cr Ron Nelson (Chair)	City of Greater Geelong
Cr Susan Salter (Deputy Chair)	Borough of Queenscliffe
Cr Sarah Mansfield	City of Greater Geelong
Cr Jim Mason AM	City of Greater Geelong
Cr Trent Sullivan	City of Greater Geelong, Deputy Mayor
Cr Stephen Hart	Colac Otway Shire
Cr Owen Sharkey	Golden Plains Shire
Cr Liz Pattison	Surf Coast Shire, Deputy Mayor
SUBSTITUTE BOARD MEMBERS	
Cr Ross Ebbels	Borough of Queenscliffe, Mayor
Cr Kate Gazzard	Surf Coast Shire
Lisa Letic	Director Community Services, Golden Plains Shire
Ian Seuren	General Manager Development & Community Services, COS
OFFICERS	
Vanessa Schernickau	Chief Executive Officer
Marie O'Dell	Executive Manager, Organisational Performance & Development
Tom Edwards	Executive Manager, Digital Solutions & Innovation
Gareth Smith	Director City Planning and Economy, CoGG
Martin Paten	Manager, Arts and Culture, CoGG
Tamzin McLennan	Manager Healthy Active Communities, COS
Kathy Fulton	Co-ordinator Financial Reporting, CoGG
Damian Waight	Manager Community Relations, Surf Coast Shire
Sandra O'Brien	Executive Assistant



3. APOLOGIES
4. INTERESTS, CONFLICTS OF INTEREST AND PECUNIARY INTERESTS
5. CONFIRMATION OF MINUTES DATED 17 JUNE 2021 (ATTACHMENT 1)

Recommendation:

That the draft minutes of the Board Meeting held 17 June 2021 be confirmed.

SECTION B – REPORTS

1. NOTABLE CORRESPONDENCE REPORT
Vanessa Schernickau, Chief Executive Officer

Copies of the correspondence will be available to Board Members and Officers on request.

DATE	SUBJECT	INCOMING / OUTGOING	RECIPIENT
07/07/21	GRLC Approved Budget 2021-22 and Strategic Resource Plan 2021-25	Outgoing	All Council CEOs
14/07/21	GRLC Approved Budget 2021-22 and Strategic Resource Plan 2021-25	Outgoing	Minister Shaun Leane
14/07/21	Regional Library Corporation Transition Case Study and Manual	Outgoing	Minister Shaun Leane
19/07/21	Support Letter – Tamara Searle	Outgoing	Tamara Searle / CoGG
27/07/21	Public Libraries Funding Program 2020-21 Acquittal Report	Outgoing	Colin McDonald

GRLC has received 27 submissions from the public regarding the Bargaining Agreement since the last Board meeting.

Recommendation:

That the Correspondence Report be noted.



DRAFT ANNUAL FINANCIAL REPORT 2020-2021 (CONFIDENTIAL)

Marie O'Dell, Executive Manager, Organisational Performance & Development

Kathy Fulton, Principal Accounting Officer

Recommendation

That the GRLC Board adopt in principle the Annual Financial Report for the year ended 30 June 2021. That the Chair Cr Nelson, Deputy Chair Cr Salter and Cr _____ be nominated to sign the Financial Report for the year ended 30 June 2021*. *We continue to follow the Auditors recommendations from 2020 that three Board Members are nominated from which two may sign the financial report. This covers situations where a Board Member may be unavailable at the time of signing



MONTHLY FINANCIAL REPORT JULY 2021

Marie O'Dell, Executive Manager, Organisational Performance & Development

ATTACHMENT 5

Recommendation:

That the Monthly Financial Report July 2021 be received.

CEO REPORT

Vanessa Schernickau, Chief Executive Officer

Purpose

To provide information for noting on some key activities and projects.

Our Culture

The focus for the first few weeks has been engaging with teams and staff, including site visits to all the libraries, individual and team zoom meetings and our first All Staff zoom workshop. The All Staff included break out rooms where questions for the CEO were compiled for an online Q and A. Every question was then collated and responded to via email and video. Monthly morning tea zoom sessions have also been introduced.

Out and About

As well as catching up with Board members and Council officers, external meetings have included:

Beth King Chair Word for Word Festival	The Festival cancellation and engaging with the committee
Giulia Baggio CEO G21	Tour of Corio Library and leveraging opportunities that the Northern Aquatic and Community Hub will bring.
Leanne Williams CEO West Gippsland Regional Library Corporation	Transition by Library Corporations to a new entity
Daniel Vella Principal Stephen Gill Chair School Council Barwon Heads Primary School	Overview of the services the local community can access across the Library network. Opportunities to maximise community use of the Barwon Heads Library.
Jason Smith CEO Geelong Gallery	Cultural Precinct and regional partnership
Joel McGuinness CEO and Creative Director Geelong Arts Centre	Cultural Precinct and regional partnership
Jennifer Cromarty CEO Committee for Geelong	Creative Industries Strategy. COVID Recovery
Fiona Brew CEO Colac Area Health	Discussion with Giulia Baggio and Fiona to discuss partnership and funding opportunities. Visit to Colac Library postponed due to COVID restrictions

State Library Victoria Sector Advocacy Workgroup	Census and survey of Victorian public library users 2021
G21 Creative Industries Strategy Steering Committee	G21 Creative Industries Strategy.

Delivering our Library Plan

The new Library Plan presents a timely opportunity to consider our strategic priorities in the context of the four pillars, Community, Places and Spaces, Our People and Regional Leadership. Further to a discussion with the Chair, Cr Nelson, a strategic planning workshop will be scheduled for October. A Doodle Poll will be circulated to identify a day when you can attend. Agenda to be developed.

Work is underway to design our Board papers so that they will reflect the new Library Plan, responding to strategic risks and delivering the objectives and actions in the Plan. The new Plan also provides the opportunity for dedicated time on the agenda for a deeper dive on strategic topics related to the Plan pillars and priorities. A calendar of strategic topics will be developed for future Board meetings.

At a catch up with Eric Braslis and Lisa Letic from Golden Plains, it was suggested that a regular meeting between GRCLC and Council officers from each LGA be scheduled to allow cross organisational discussions and shared learnings. Invites will be circulated for an inaugural meeting at which the purpose, objectives, frequency and attendees can be agreed. Thanks to Lisa for the suggestion.

Regional Library Corporations Transition Case Study and Manual

Pursuant to section 330(4) of the Local Government Act 2020), regional library corporations are required to be wound up by June 2031. Councils wishing to continue the shared delivery of library services will need to transition to an alternative beneficial enterprise model. Following a significant piece of work that involved unforeseen resourcing at executive level as well as professional consulting services, West Gippsland Regional Library Corporation (WGRLC) has just endorsed the formation of Myli – My Community Library Ltd. The media release is attached for information (Attachment 6). The WGRLC provides library services on behalf of Bass Coast Shire, Baw Baw Shire and South Gippsland Shire.

The Regional Library Corporations are taking a collegial approach to support WGRLC in their application to Local Government Victoria to fund the documentation of their experience as a Regional Library Corporation Transition Case Study and Manual. This will assist with scope and budget for future planning and implementation work by GRCLC (Attachment 7).

G21 Creative Industries Strategy

The G21 Creative Industries Strategy (Attachment 8 and Attachment 9) is presented to the Board for support and information, prior to its launch later this year.

The vision of the Strategy is:

Making Change - to foster a culture of collaboration and aspiration, to deliver a region of creative industries leadership and innovation connected to global networks.

The mission is to:

Grow creative practice connected to place through formal training, peer networks and life-long learning

Nurture participation and engagement

Enable the development of bold and innovative products, experiences and services across the region.

The Strategy was funded by Regional Development Australia, through Regional Development Victoria, is aligned with the Creative State strategy and has informed the new Library Plan.

It is proposed that the Geelong Arts Centre will be the auspiced body through which the cultural parties, including GRLC will continue to work together as members of the Creative Strategy Taskforce. Work is underway to acquire funding for a support officer that will be a dedicated resource and based at the Geelong Arts Centre.

Other priorities include extra funding to support exemplar design for the architecture as a focal point for Geelong's UNESCO Creative City of Design designation, support for a network of creative hubs and infrastructure funding for regionally significant cultural institutions.

Word for Word Festival

In 2020, the Word for Word National Non-Fiction Festival was taken online in response to the pandemic. It was successful due to a huge effort by the team, supported by key stakeholders and sponsors.

The Chair of the Word for Word Festival has agreed with the decision to cancel the Festival for 2021.

The ongoing nature of the pandemic means there are still many questions about the viability of running a large scale literary event or indeed, any festival model; online, in-person or hybrid. The development of our new Library Plan 2021-25 gives us the framework to reflect on the festival in the context of COVID-19 and our recovery. A review will be to understand our changing environment, what other festivals are out there and how we might choose to reinvent and innovate, to ensure a sustainable festival going forward.

Every stakeholder and volunteer has been informed and we will ensure key stakeholders are involved in any review undertaken, including seeking ideas for how the festival could be reinvented in our new environment.

Our sponsors have been very supportive and offered to provide funding for the Festival in 2022. In particular, the City of Greater Geelong recommend that we use the allocated grant to transition to a COVID contingency model by which we can secure the event next year whilst having a plan B solidly in place. We will continue to work closely with them.

Friends of the Library

The Friends of the Library initiative commenced in December 2017 with the aim to develop a network of members to contribute to the financial sustainability of the Corporation, advocate and build community ownership and participation. After the initial membership drive that was largely incentivised through discounts to the Word for Word Festival in 2018, membership has declined and it is timely to review the offer and reach, including corporate participation. A report will be prepared for later in the year that includes analysis of membership, revenue and opportunities to relaunch a supporter /patrons program.

The Reader Engagement Advocacy and Development Strategy

The Reader Engagement Advocacy and Development (READ) Strategy 2021-25 (Attachment 10) has been developed by the Strategic Leadership Team. This Strategy has informed and will be integrated into our new Library Plan 2021 – 25 and deliver on actions under the *Community* and *Our People* Pillars.

The key themes of the Strategy are:

- Reading and Wellness
- Reading Diversity
- Building a Reading Community
- A Tailored Approach



Youth Engagement Strategy

The Youth Engagement Strategy (YES) 2021 – 25 (Attachment 11) has been developed by the Family and Youth Services team and has also informed and will be integrated into our new Library Plan 2021-25. The key themes of the Strategy are:

- Involve
- Thrive
- Belong

Recommendation:

That the CEO Report be noted.

DRAFT LIBRARY PLAN 2021-24

Vanessa Schernickau, Chief Executive Officer

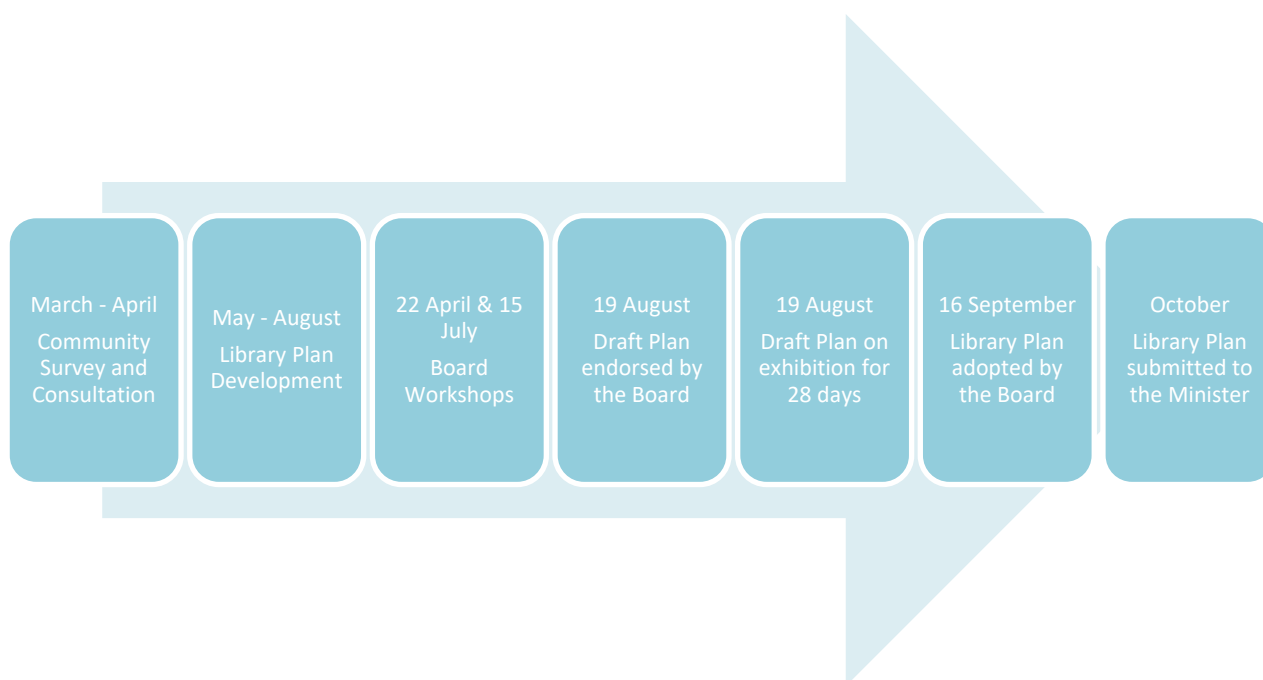
Purpose

That the draft Library Plan 2021-25 (to be circulated separately prior to the Board meeting) be endorsed by the Board to progress to public exhibition.

Background

Community and stakeholder engagement commenced in March this year, this feedback as well as the strategic focus of our member Councils and government strategies have informed the draft Plan.

Engagement Timeline



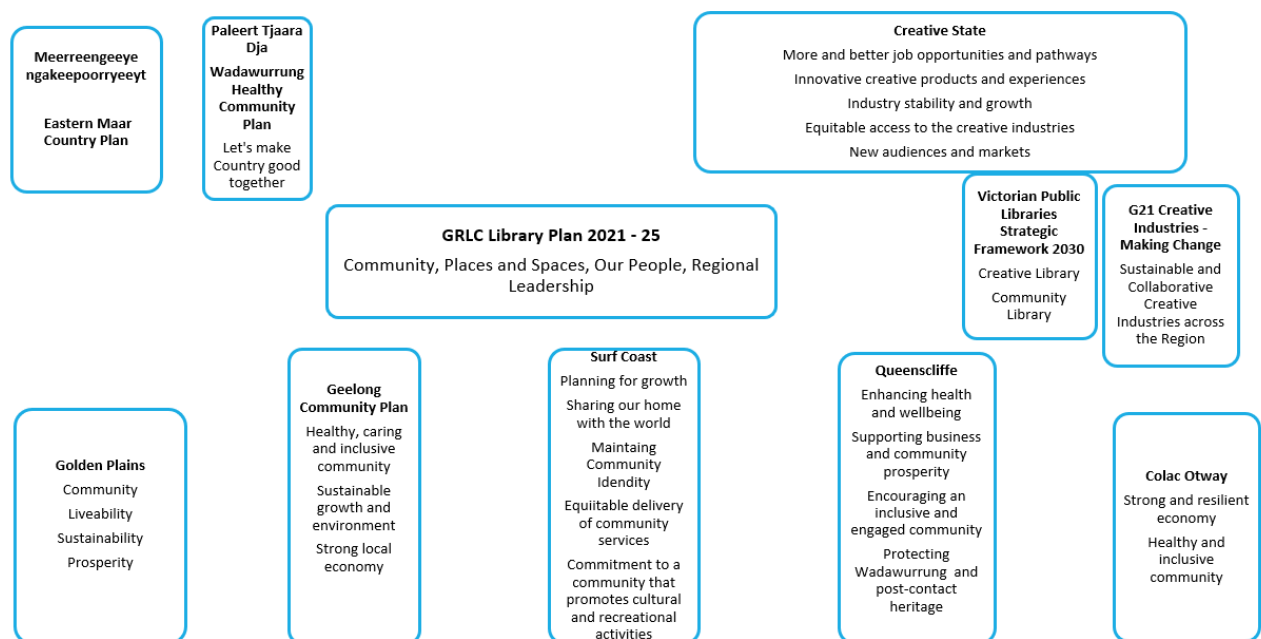
Key Points

The Library Plan is required under the Local Government Act 1989 to provide the clear strategic direction for the delivery of public library services across the five member Councils for the next four years. The plan enables the delivery of socioeconomic outcomes during and post COVID and the development of a healthy workplace culture where everyone thrives. It recognises our growing region and vulnerable communities with a focus on outreach and place activation. This is within the context of a fiscally restrained environment.

There are four pillars:

- Community
- Places and Spaces
- Our People
- Regional Leadership

The Library Plan is informed by and integrates key strategic state and regional documents.



GRLC has strategies such as the READ and YES documents (Attachments items 10 and 11) that are integrated into the Library Plan, with an internal framework, similar to the diagram above informing the Library Plan actions and individual work plans. Each Council also has strategies such as Arts and Culture, Economic Development and their Municipal Public Health and Wellbeing Plans that are integrated into their respective Council Plans. These inform our partnerships and work.

Implementation

Upon the Board endorsing the Library Plan it will be uploaded to the website and shared with key stakeholders.



The Executive and Leadership teams will work together to develop the Annual Action Plans that will deliver the Pillar actions and outcomes. The annual action plan for 2021 will be presented to the Board and reported against annually.

Please note the Annual Action Plan for 20/21 is attached for noting (Attachment 12). The actions that are coloured are strategic and will be carried over to the new plan.

Communication

The plan will be promoted via GRLC's communication channels including Social Media and the website. A communications plan will be developed to ensure engagement with key stakeholders and advocates as well as potential partners, sponsors and supporters.

Recommendation:

That the Board endorse the draft Library Plan 2021-25 ready for public exhibition.

DIGITAL TRANSFORMATION REPORT

Tom Edwards, Executive Manager, Digital Solutions and Innovation

Purpose

The purpose of this report is to update the Board on progress with delivery of key digital transformation initiatives and projects at GRLC.

Discussion

GRLC is adopting best practice technologies to meet the needs of our workforce and ensure continued excellence in delivery of services to the community.

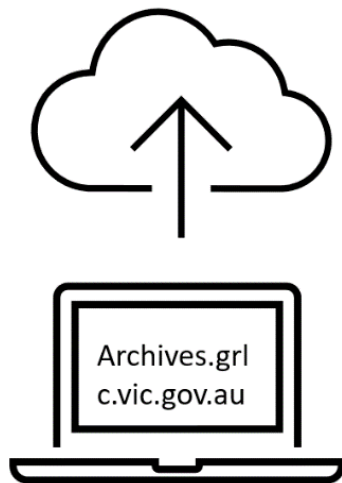
Migration of Geelong Heritage Centre digital infrastructure to the cloud

To ensure a best practice and sustainable solution for digitisation, cataloguing and sharing of materials managed by the Geelong Heritage Centre (GHC), a hosted, cloud-based solution has been identified as a key project for completion.

The first phase of this project involves moving the data from the current on-premises server used to host the <https://archives.grlc.vic.gov.au/> site to a cloud service. This site is accessed by the community for discovery of items held in the GHC collection and is used by GHC staff for description and cataloguing of the materials. It is built upon the "Access to Memory" platform, which was developed and maintained by the company (Artefactual) - also responsible for administering the proposed cloud service.

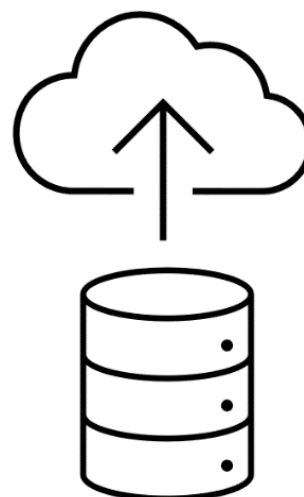


Phase 1 – migration of consumer facing infrastructure from on-premise to the cloud



AtoM (Access to Memory)

Phase 2 – migration of digital producer infrastructure from on-premise to the cloud



Archivematica (Digital object creation & storage)

Noting that a successful trial migration of the content from the <https://archives.grlc.vic.gov.au/> site to the cloud environment has already occurred, with the last step of transferring the web address to the new hosted site scheduled for this quarter.

Phase 2 of this project will entail the migration of the staff-facing component to the GHC digitisation system, a platform called “Archivematica”. This platform will enable the ongoing creation and storage of all digital versions of GHC repository materials, a capability that will also facilitate the showcasing of digital images, audio files, video files and other “expressions” of these materials for the community on the <https://archives.grlc.vic.gov.au/> site. This will be a significant milestone in making GHC items available in digital form for the region and beyond.

Advantages of moving to this cloud environment for both platforms include:

- All content remains in Australia (hosted in data centres in Sydney and Melbourne)
- Performance and security optimisation
- New release upgrades managed by the developer of both platforms (Artefactual)
- Nightly remote backup to a separate data centre
- Data corruption recovery

Rollout of new technology at Colac Otway Libraries

The transition of Colac Otway Libraries to GRLC was completed on 1 July 2021 and included the following key projects:

- The successful migration of all data (including Colac Otway Shire members, items and current loan information) from the Spydy Library Management System as used by Corangamite Regional Library Corporation to the Horizon Library Management System in use by GRLC.
- A comprehensive hardware replacement project, including the procurement, configuration and installation of:
 - 24 PCs (both public and staff) and 10 iPads for program delivery
 - Network infrastructure equipment
 - Self-service kiosks, including height adjustable models for accessible loaning of materials





- Security gates for asset security and people counting
- Staff specialist equipment for more efficient sorting and return of materials
- Implementation of robust, high speed internet links equivalent to the rest of GRLC libraries with a self-service public wifi solution

Recommendation

That the Digital Transformation Report be noted.



CAPITAL PROJECTS REPORT

Tom Edwards, Executive Manager, Digital Solutions and Innovation

Purpose

The purpose of this report is to update the Board on progress with the current GRLC capital projects program.

Discussion

There are several key Library capital projects across the region at various stages of design and delivery. These buildings have been informed by the Library Infrastructure Development Plan (2019) which outlines future needs for each library and is utilised and referenced by member Councils to guide these current building projects.

Capital projects program

Timeline

	2021		2022				2023			
	July-Sep	Oct-Dec	Jan-Mar	Apr-Jun	July-Sep	Oct-Dec	Jan-Mar	Apr-Jun	July-Sep	Oct-Dec
Queenscliffe	Construction	Construction Complete								
Drysdale	Tender award	Construction	Construction	Construction	Construction	Construction Complete				
Torquay	Advocacy for funding									
Armstrong Creek	Design	Design	Design	Construction Tender	Construction	Construction	Construction	Construction	Construction	Construction Complete
Lara	Planning/ Design	Design	Design	Construction Tender	Construction	Construction	Construction	Construction	Construction	Construction Complete
Chilwell	Planning/ Design									

Queenscliffe Hub

The Queenscliffe Hub is a \$5.75m construction that will incorporate the Queenscliffe Historical Museum, Visitor Information Centre and Library.

Construction is underway, there have been some building challenges concerning a wall of the historic Library building requiring remediation, however practical completion is still on track for Mid December.

The community has responded positively to the modest accommodations for the temporary Library facility at the Queenscliffe Tavern.

The new Hub will have the Wadawurrung name *Wurrng Wurrng* – meaning to listen with both ears.

Drysdale Library

The Drysdale Library is a \$9.15m facility of 1100sqm over 2 levels. It is the centrepiece of the Drysdale Town Square renewal project, with design undertaken by Antarctica Architects. The innovative design, with a distinctive green roof and expected 5 green star equivalency was featured in the recent *Libraries by Design* conference (<https://www.itproductions.com.au/2021-lbdc-program>).



The current Drysdale Library is greatly supported by the community; it is the busiest branch across the GRLC network in terms of loans and visitation per square metre despite its diminutive size of 240sqm.

The construction tender has recently closed for this Library, with an expected completion date of December 2022.

Torquay Library

The Torquay Cultural Facility Feasibility Study report by Stafford Strategy was adopted by Surf Coast Shire Council in July 2020. This report recommended concept work to fully develop the existing site for a Library of 1600sqm, along with the Australian National Surf Museum, Visitor Information Centre and a Cultural Facility.

This concept development – led by William Ross architects and Rob Gebert Arts Consultancy – is continuing, with further advocacy being undertaken to establish a funding model for the desired facility.

Armstrong Creek

The Armstrong Creek Town Centre Library and Learning Hub comprises a 2000sqm Library and an additional 500-1000sqm of multi-purpose space with a total budget of \$10.75m, Buchan Group were awarded the design tender for the project.

Design is underway for this project, with façade development completed and key consultation occurring – including with Wadawurrung for the naming of the building. Items within the design phase have been identified that will likely move the construction completion slightly beyond the projected December 2022 period.

Lara

The Lara Family Hub includes a \$9.3m Library of 1000sqm integrated with a Kindergarten, MCH and Community Centre, the total project budget for the Hub is \$18.5m.

Brand Architects were awarded the design tender, with multiple stage options under consideration – several of these including the Library delivered in the first stage. Options analysis continues on this project, with early design work underway.

Construction completion is targeted for December 2022.

Chilwell extension

The City of Greater Geelong sought design services for Chilwell Library in November 2020 to develop conceptual options for increasing the footprint of the building to 500m² to meet current and future needs.

Terry Atchison Architect was awarded the design contract and has developed two preferred options for the site. Consultation is currently underway with key stakeholders to determine which option to progress.

Recruitment of a Manager, Community Capital Projects role

With recent changes to the Executive Team at GRLC, a resourcing need was identified to ensure the successful delivery of this ambitious capital program and lead strategic planning for future building and other capital projects. This identified need has been met with the successful recruitment of a new Manager, Community Capital Projects role. The incumbent in this role will:

- Represent the corporation on project working groups and lead internal project engagement
- Develop functional briefs and specifications



- Lead strategic planning
- Drive refurbishment projects and other system-wide facilities requirements
- Build and embed a best practice project management framework across the organisation
- Ensure excellence in community engagement

The successful applicant in the role will commence in mid-September.

Recommendation

That the Capital Projects Report be noted.

ACCESSING PROCUREMENT AUSTRALIA CONTRACT 2306/0843 – LIBRARY COLLECTIONS, FURNITURE, EQUIPMENT & ASSOCIATED REQUIREMENTS

Tom Edwards, Executive Manager Digital Solutions and Innovation

Background

The Local Government Act 1989, and GRLC's Procurement Policy, stipulates that procurement of goods and services in excess of \$135,000 (inc. GST) must go to public tender.

Geelong Regional Library Corporation is an appointed member of the Procurement Australia tender and subsequent contract for *Library Collections, Furniture, Equipment & Associated Requirements (2306/0843)*. This recently awarded 3-year contract encompasses a broad supply of Library-related services and products across a number of procurement categories (detailed further in this report).

Given the likelihood that the total value of services and products procured by GRLC over the life of this contract will exceed the CEO's delegated authority to approve, Board approval of the contract is required.

Discussion

In November 2020 GRLC responded to an expression of interest to participate in the Procurement Australia tender for *2306 / 0843 – Library Collections, Furniture, Equipment & Associated Requirements* and was included as a participating member in the tender process.

Tender Advertisement

The tender was advertised in the Sydney Morning Herald on 24 November and the Herald Sun on 25 November 2020. Tenders closed four weeks after the advertised closing date at 3.00pm AEST on 18 December 2020. Following receipt of requests from industry the closing date was extended to 23 December via Addendum.



The following evaluation criteria and weightings were used to evaluate the tender submissions:

Percentage	Criteria	Criteria Weighting	Sub-Criteria	Sub-Criteria Weighting
Technical Criteria 60%	Compliance – (Unweighted)	Not Applicable	(a) Relevant insurance (Public Liability, Product Liability) (b) Compliance with the terms and conditions of the tender (c) Compliance with terms and conditions of the contract	Not Applicable
	Customer Focus	35%	(a) Product / Service Diversity (b) Customer Satisfaction (c) Value Add Products / Services	(a) 10% (b) 15% (c) 10%
	Contractors Performance	50%	(a) Responsiveness and Reliability of Products / Services (b) Resources Sufficiency (c) Relevant Experience and Expertise (d) Quality Management and Continuous Improvement (e) Contracting and Reporting	(a) 15% (b) 5% (c) 10% (d) 10% (e) 10%
	Corporate Social & Supply Chain Responsibility Profile	15%	(a) Corporate Governance (b) Environmental and Supply Chain Impact (c) Workplace Practises & Social Impact	(a) 5% (b) 5% (c) 5%
	Price Related Criteria 40%			
	Price	100%	(a) Tendered Base Price (b) Pricing Review / Fixed Price (c) Other Applicable Financial Factors	(a) 80% (b) 10% (c) 10%

Contract service and product Categories

Tenders were submitted and panel supply awarded to successful tenderers across the following categories:

- Category 1 – Printed Materials (English)
- Category 2 – Printed Materials (LOTE)
- Category 3 - Printed Magazines and Newspapers (English)
- Category 4 - Printed Magazines and Newspapers (LOTE)
- Category 5 - Digital Collections – (English and other languages)
- Category 6 - Audio Visual Materials – (English)
- Category 7 - Audio Visual Materials – (LOTE)
- Category 8(a) – Cataloguing - Full Shelf Ready Services, Unbundled Cataloguing Services and/or Processing Services
- Category 8(b) - Processing - Full Shelf Ready Services, Unbundled Cataloguing Services and/or Processing Services
- Category 8(c) – Consumables - Processing Service Consumables
- Category 9 - Associated Support Services
- Category 10 - Library Management System
- Category 11 – RFID
- Category 12 - Library furniture and shelving
- Category 13 - Digital Discovery, Statistical Evaluation and Other Library Support Tools
- Category 14 - Programs Support/ Non-traditional library collections
- Category 15 – Library Removalists

Contract award

A panel of subject matter experts from within the Procurement Australia membership represented the industry in defining the specifications and completing the tender evaluation, scoring and award.

In March 2021 the panel contract was awarded for the period of 1 July 2021 to 30 June 2023, with an option to extend further two periods of up to year each.

Recommendation

That the CEO, under authority delegated by the GRLC Board, accept the recommendation to access contract **2306/0843 – Library Collections, Furniture, Equipment & Associated Requirements** for the purchase of library services from the participating contract supplier panellists.





STRATEGIC RISK REGISTER AND FRAMEWORK – (CONFIDENTIAL)

Tom Edwards, Executive Manager Digital Solutions and Innovation and
Marie O’Dell, Executive Manager People and Business Operations

Recommendation

That the Strategic Risk Framework and Register Report be noted.



ORGANISATIONAL PERFORMANCE AND DEVELOPMENT REPORT 1 JUNE TO 31 JULY (CONFIDENTIAL)

Marie O'Dell, Executive Manager, Organisational Performance & Development

Recommendation

That the ORGANISATIONAL PERFORMANCE AND DEVELOPMENT REPORT be received.

EVENTS AND PROGRAMMING REPORT - TO JUNE 2021

Marie O'Dell, Executive Manager Organisational Performance & Development

This report includes Financial YTD statistical information on session and attendance numbers for programs and events across the Geelong Regional Library network for the statistical period 01 July – 30 June 2021 by local government area. This report also contains detailed information about activities by program area from 01 May – 30 June 2021 including Adults, ISL Programs and Children and Youth Services.

Programs and Events Year to Date Sessions/Attendance by Age Group/Program Type

	LIVE SESSIONS Jul - Jun				LIVE ATTENDANCE Jul - Jun				YOUTUBE VIEWS Jul - Jun			
	LAST YTD 2019/20	THIS YTD 2020/21	+/-	+/- %	LAST YTD 2019/20	THIS YTD 2020/21	+/-	+/- %	LAST YTD 2019/20	THIS YTD 2020/21	+/-	+/- %
Adult Programs	1,425	577	-848	-60%	14,605	8,223	-6,382	-44%	2,894	7,740	4,846	167 %
Children's Programs	2,146	865	-1281	-60%	59,594	16,717	42,877	-72%	11,683	13,522	1,839	16%
Youth Programs	258	39	-219	-85%	2,941	368	-2,573	-87%				
School & Other Visits	893	172	-721	-81%	23,535	4,424	19,111	-81%				
Outreach	408	148	-260	-64%	11,602	3,890	-7,712	-66%				
GLHC Tours	256	6	-250	-98%	564	35	-529	-94%				
Heritage Programs	51	5	-46	-90%	537	168	-369	-69%	75	665	590	787 %
TOTAL	5,437	1,812	3,625	-67%	113,378	33,825	79,553	-70%	14,652	21,927	7,275	50%

1 eKnow How sessions are included in total for Adult Programs

2 YouTube views include views on sessions offered in previous months as well as videos only uploaded to YouTube (ie with no live session)



Programs and Events by type by Local Government Area Year to Date

City of Greater Geelong								
2020/21	Adult Programs ¹	Children's Programs	Youth Programs	School & Other Visits	Outreach	GLHC Tours	Heritage Programs	TOTAL
Sessions	548	759	37	117	131	6	5	1,603
Attendance	8,084	15,776	364	3,414	3,485	35	168	31,326

1 eKnow How sessions are included in total for Adult Programs

Golden Plains Shire							
2020/21	Adult Programs ¹	Children's Programs	Youth Programs	School & Other Visits	Outreach	Heritage Programs	TOTAL
Sessions	7	39	1	34	0	0	81
Attendance	25	167	2	816	0	0	1,010

1 eKnow How sessions are included in total for Adult Programs

Borough of Queenscliffe					
2020/21	Adult Programs ¹	Children's Programs	School & Other Visits	Outreach	TOTAL
Sessions	3	2	0	1	6
Attendance	20	30	0	27	77

1 eKnow How sessions are included in total for Adult Programs

Surf Coast Shire							
2020/21	Adult Programs ¹	Children's Programs	Youth Programs	School & Other Visits	Outreach	Heritage Programs	TOTAL
Sessions	19	65	1	21	16	0	122
Attendance	94	744	2	194	378	0	1,412

1 eKnow How sessions are included in total for Adult Programs

	LIVE SESSIONS Jul - Jun				LIVE ATTENDANCE Jul - Jun			
	LAST YEAR 2019/20	THIS YEAR 2020/21	+/-	+/- %	LAST YEAR 2019/20	THIS YEAR 2020/21	+/-	+/- %
City of Gr Geelong	4,750	1,603	-3147	-66%	98,745	31,326	-67,419	-68%
Golden Plains	288	81	-207	-72%	6,249	1,010	-5,239	-84%
Queenscliffe	90	6	-84	-93%	1,363	77	-1,286	-94%
Surf Coast	309	122	-187	-61%	7,021	1,412	-5,609	-80%
TOTAL	5,437	1,812	3,625	-67%	113,378	33,825	79,553	-70%







Adult Programs in Detail - 01 May to 30 June 2021

During this period we continued our strategy of providing a mix of online and in-person events, in an attempt to mitigate the risks of planning an entirely in-person program, and also to cater for the full range of patrons' preferences – from those who are very keen to return to in-person events, to those who would prefer to continue to avoid any social gatherings at this stage.


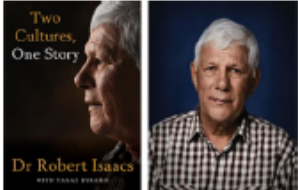



The difficulties of programming and events during the uncertainty of a pandemic have been well illustrated during this period, with the Victorian snap lockdown of May 2021 requiring a number of last-minute event cancellations, postponements and other changes.

Covid-safe in-person event operations continue to include requirements such as an overall cap on the number of people in the building and on maximum group sizes, spatial distancing requirements of 1 person per 4 square metres, reducing over time to 1 person per 2 square metres, and a maximum number of people using the lifts at any one time, which greatly reduces our ability to get large numbers of people to Level 5 for an event in a timely fashion. These restrictions continue to severely impact the capacity of our in-person events.

On a positive note, on demand views of events recorded and uploaded to our YouTube Channel continue to grow, with a catalogue of almost 60 author and literary events now available to view, and many of these reaching view counts of between 500-600.

May 2021	ONLINE AND IN-PERSON – Adult Programs	Attendees
 Nikki Gemmell, Author	*Online* Nikki Gemmell - The Ripping Tree Wednesday 5 May, 7.30-8.30pm	23 (live) + 64 (on demand)
 Nick Gadd, Author	*In-Person* Nick Gadd – Psychogeography and the City (Half Day Writers' Workshop) Geelong Library & Heritage Centre Saturday 8 May, 10.30am-3.30pm	12 (in-person)
 Annette Subhani, Author	*In-Person* Annette Subhani - A New Opportunity to Build Wellbeing (Holistic Wellbeing) Workshop Corio Library Thursday 13 May, 6.30-8pm	2 (in-person)
 Nick Gadd, Author	and Newcomb Library Wednesday 19 May, 6.30-8.00pm	5 (in-person)
 Hugh Mackay, Author	*In-Person* Hugh Mackay - The Kindness Revolution Geelong Library & Heritage Centre Thursday 13 May, 6.30-7.30pm	83 (in-person) + 194 (on demand)
 Victorian Law Week event	*In-Person* Claire Huntley, Chair Yoga for Wellbeing Lara Library Tuesday 18 May, 11am-12noon	5 (in-person)
	In-Person The Importance of Preparing Your Will A Victorian Law Week Event Geelong West Library In-Person Tuesday 18 May, 6.30-7.30pm	10 (in-person)
	In-Person Learning to Save on Power Bills	60 (in-person)



 <p><i>Partnership event</i></p>	<p>Geelong Region (G21) Community Solar Program Partnership event with Geelong Sustainability Geelong Library & Heritage Centre Thursday 20 May, 6.30-8.00pm</p> <p><i>*In-Person*</i> Dorothy Johnston - Writers' Mentor Program - Are you an emerging writer? Ocean Grove Library Wednesday 26 May, 5.00-6.00pm</p>	<p>+ 11 (on demand)</p> <p>8 (in-person)</p>
<p>June 2021</p>  <p><i>Dr Robert Isaacs, Author</i></p>  <p><i>Michael Mann, Author</i></p>  <p><i>Alice Pung, Author</i></p>  <p><i>Lee Kofman, Author</i></p>	<p>ONLINE AND IN-PERSON – Adult Programs</p> <p><i>*Online*</i> Dr Robert Isaacs & Tanaz Byramji - Two Cultures, One Story <i>A Reconciliation Week Event</i> Postponed from Thursday 27 May to Tuesday 1 June, 7.30-8.30pm</p> <p><i>*Online*</i> Michael Mann – The New Climate War <i>A World Environment Day event</i> Thursday 3 June, 12noon-1.00pm</p> <p><i>*In-Person*</i> Spoken Word Poetry Night <i>Partnership event with lowercase poetry</i> Geelong Library & Heritage Centre Thursday 10 June, 6.30-8.00pm</p> <p><i>*Online*</i> Alice Pung - One Hundred Days Wednesday 16 June, 7.30-8.30pm</p> <p><i>*In-Person*</i> Joe Bakhmoutski - Three Obstacles To Getting The Support You Want Corio Library Thursday 17 June, 6.00-7.00pm</p> <p><i>*In-Person*</i> Dorothy Johnston - Queenscliff Literary Walk Queenscliff Library Sunday 20 June, 2.00-3.00pm</p> <p><i>*In-Person*</i> Lee Kofman - Introduction to Memoir Writers' Workshop Geelong Library & Heritage Centre Saturday 26 June, 10.30am-3.30pm</p>	<p>36 (live) + 25 (on demand)</p> <p>48 (in-person) + 124 (on demand)</p> <p>EVENT POSTPONED due to LOCKDOWN</p> <p>55 (in-person) + 84 (on demand)</p> <p>EVENT POSTPONED due to LOCKDOWN</p> <p>18 (in-person)</p> <p>16 (in-person)</p>

Children and Youth Services – to 30 June 2021

May 2021



**Where the Wild Things Are
@ Newcomb Library**

YouTube Views	Number of Views May
Baby Time	74
Preschool Story Time	6
Toddler Time	66
Other Children Programs	336
Total	482

In-person Early Literacy Programs

Baby Time and Preschool Story Time continued to be delivered as in-person sessions with attendee limits and physical distancing measures in place, as per government restrictions

- Baby Time: 75 Sessions, 1171 attendees
- Preschool Story Time: 61 sessions, 810 attendees

Other Programs (in-person)

Select in-person after school sessions continued in May with attendee limits and physical distancing measures in place, as per government restrictions.

Other Children's Programs: 55 sessions, 299 attendees

- Code Club: Ocean Grove, Newcomb, Torquay
- Code Club: Scratch 2: Geelong Library and Heritage Centre
- Coding with Edison: Lara
- Explore OSMO: Leopold
- Get to know the Micro:bit: Corio Library
- Junior Bots: Geelong Library and Heritage Centre
- Junior Coders: Waurin Ponds,
- LEGO WeDo 2.0: Newcomb, Waurin Ponds
- Let's go, LEGO Club: Bannockburn
- SAM LABS: Leopold
- Writing Cadets: Geelong Library and Heritage Centre

Maternal and Child Health, New Parent Group session: Delivered in partnership with City of Greater Geelong Family Services: Maternal and Child Health. 5 sessions delivered to 121 parents and babies.

Special Event - Sally Leary: Corio Bay Quest, book launch at Geelong Library and Heritage Centre



National Reconciliation Week:

- Bunyip Sighting!: Geelong Library and Heritage Centre, Ocean Grove
- Storytime: Belmont

National Simultaneous Storytime... from space!: All branches

Superheroes Unmasked *delivered in partnership with Bethany Community Support:*
Geelong Library and Heritage Centre, Ocean Grove, Corio

Outreach

- 48 sessions, 1431 attendees

School and Group Visits

- 66 sessions, 2095 attendees

Checked.In.YA - Digital youth engagement using the social media platform Instagram to provide reading recommendations for young adults. May 1 –May 31, 2021



- Posts: 13
- Followers: 154
- Post Engagement: 135 engagements
- Reach: 928 users



June 2021



**Newspaper Towers @
Drysdale Library**

YouTube Views	Number of Views
	June
Baby Time	47
Preschool Story Time	143
Toddler Time	9
Other Children Programs	306
Total	505

In-person Early Literacy Programs

Toddler Time resumed in-person sessions with attendee limits and physical distancing measures in place, as per government restrictions

- Baby Time: 36 sessions, 418 attendees
- Preschool Story Time: 17 sessions, 159 attendees
- Toddler Time: 15 sessions, 186 attendees

Other Programs (in-person)

Select in-person after school sessions continued in June with attendee limits and physical distancing measures in place, as per government restrictions.

Other Children's Programs: 14 sessions, 72 attendees

- Code Club: Newcomb, Torquay, Ocean Grove
- Code Club: Scratch 2: Geelong Library and Heritage Centre
- Junior Bots: Geelong Library and Heritage Centre
- Junior Coders: Waurin Ponds
- LEGO WeDo 2.0: Newcomb, Belmont
- Let's go, LEGO Club: Bannockburn
- SAM LABS: Leopold

School Holiday Program

The June/July school holiday program commenced with in-person sessions offered across the library network. 21 sessions were delivered during June with 201 attendees.

Special Event – Meet the author 14

Maternal and Child Health, New Parent Group sessions: Delivered in partnership with City of Greater Geelong Family Services: Maternal and Child Health. 6 sessions were delivered to 91 parents and babies.

Outreach

- 11 sessions, 356 attendees

School and Group Visits

- 7 sessions, 151 attendees

Checked.In.YA - Digital youth engagement using the social media platform Instagram to provide reading recommendations for young adults. June 1 – June 30, 2021



- Posts: 13
- Followers: 155
- Post Engagement: 138 engagements
- Reach: 1,000 users

ISL Report

Despite a further reduction in staff numbers due to illness, the Information Services (ISL) Team maintained a relative number of program offerings to the last reporting period. 51 programs were offered with 29 of these face-to-face (in person). This continues to be under target due to the existing decrease in staff numbers, and overall attendance numbers were affected by the cancellations of some of these programs due to the lockdown in late May- early June.

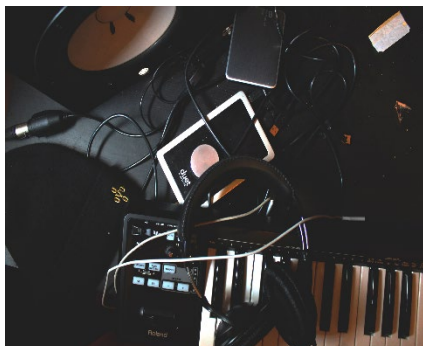
Increasing opportunities for reader development continued to be offered both in person and online through the Get to Know series, Literary Trivia sessions and library facilitated book clubs. These sessions continue to be well attended and have inspired very positive feedback from community members; see highlights below.

While continuing our commitment to information and creative technologies, readers advisory and development will be a focus for the team. There will also be a focus on program design that is flexible to respond to quickly changing density and closure actions in response to Covid 19, so that ISL programming can continue to provide lifelong learning and community gathering opportunities in a reactive environment.



Key Highlights included

Stream Music Online



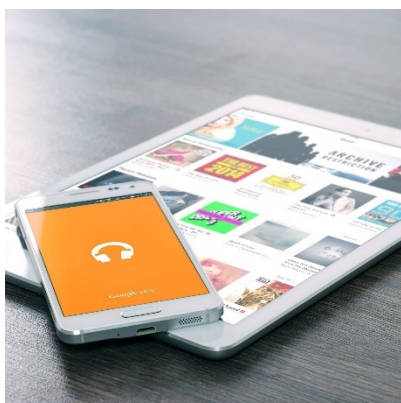
This online event was well attended, with library staff taking participants through the world of online music streaming, varying subscription models and features of apps. This event is in a series of sessions designed to familiarise community members with accessing online content in a safe and informed way.

The Dome Library Book Club



This regular book club was successfully facilitated online, with its enduring popularity allowing library staff to quickly transition an in person session to an online session with very little notice.

Introduction to eCollections & Heritage Centre



This in person session was organised as a private group booking, providing attendees an introduction to GRLC's eCollections that support family history research, as well as a tour of the Heritage Centre to learn about their resources. This event was published online to promote to the community the range of resources and training that our staff can offer.



Date	Title	Location	Total attendance
May 04 2021	*ONLINE* MyGov Explored	Geelong Library and Heritage Centre (The Dome)	3
May 06 2021	*IN-PERSON* Making the Most of Your Phone Camera	Geelong Library and Heritage Centre (The Dome)	1
May 06 2021	*IN-PERSON* Design'n'Cut: Autumn Papercraft	Corio Library	1
May 07 2021	*ONLINE* eBooks on Your Kobo eReader	Newcomb Library	0
May 07 2021	*IN-PERSON* iPad Intermediate	Corio Library	0
May 10 2021	*IN-PERSON* Mouse & Keyboard Basics	Newcomb Library	0
May 11 2021	*ONLINE* Literary Trivia	Geelong Library and Heritage Centre (The Dome)	11
May 11 2021	*ONLINE* Get to Know: Fantasy	Corio Library	1
May 11 2021	*ONLINE* Edit Photos on Your Device	Geelong Library and Heritage Centre (The Dome)	1
May 12 2021	*ONLINE* The Dome Library Book Club	Geelong Library and Heritage Centre (The Dome)	11
May 13 2021	*IN-PERSON* Evening Book Chat	Geelong Library and Heritage Centre (The Dome)	1
May 14 2021	*IN-PERSON* Job Interview Tips	Newcomb Library	1
May 14 2021	*IN-PERSON* Introduction to eCollections & Heritage Centre	Geelong Library and Heritage Centre (The Dome)	8
May 14 2021	*IN-PERSON* Introduction to eCollections	Chilwell Library	
May 17 2021	*ONLINE* Wikipedia 101	Geelong Library and Heritage Centre (The Dome)	1
May 17 2021	*IN-PERSON* Get to Know: Thrillers	Newcomb Library	1
May 17 2021	*IN-PERSON* Documented: Afghan Cycles	Corio Library	2
May 18 2021	*IN-PERSON* Audio Book Club	Corio Library	0

May 20 2021	*IN-PERSON* Laptop Basics	Corio Library	0
May 21 2021	*IN-PERSON* Learn to Use: Photos on your device	Lara Library	1
May 25 2021	*ONLINE* Online Courses with LinkedIn Learning	Corio Library	0
May 26 2021	*ONLINE* Short Story Book Club	Geelong Library and Heritage Centre (The Dome)	0
May 26 2021	*IN-PERSON* Microsoft Word - Refresher Session	Belmont Library	2
May 28 2021	*ONLINE* Online Selling	Newcomb Library	1
June 02 2021	*ONLINE* iPad Intermediate	Waurin Ponds Library	1
June 02 2021	*ONLINE* iPad Intermediate	Waurin Ponds Library	1
June 02 2021	*ONLINE* Introduction to Trove	Geelong Library and Heritage Centre (The Dome)	2
June 03 2021	*ONLINE* Magazines & Newspapers Free From Anywhere	Geelong Library and Heritage Centre (The Dome)	1
June 04 2021	*ONLINE* Cook up a Storm with the Library	Newcomb Library	5
June 07 2021	*ONLINE* Active Citizenship in the Age of COVID-19	Newcomb Library	2
June 08 2021	*ONLINE* Stream Music Online	Geelong Library and Heritage Centre (The Dome)	12
June 08 2021	*ONLINE* Get to Know: The Cynics	Corio Library	2
June 15 2021	*IN-PERSON* Audio Book Club	Corio Library	0
June 17 2021	*Online Event* Job Interview Tips	Geelong Library and Heritage Centre (The Dome)	3
June 17 2021	*IN-PERSON* Avoiding Digital Distraction	Geelong Library and Heritage Centre (The Dome)	4
June 18 2021	*ONLINE* Introduction to eCollections	Geelong Library and Heritage Centre (The Dome)	0
June 21 2021	*IN-PERSON* Get to Know: Crime	Newcomb Library	0

June 21 2021	*IN-PERSON* Documented: Becoming Bond	Corio Library	0
June 22 2021	*ONLINE* All About Travel on Your Tablet	Corio Library	1
June 23 2021	*ONLINE* Short Story Book Club	Geelong Library and Heritage Centre (The Dome)	0
June 23 2021	*ONLINE* Edit Photos on Your Device	Geelong Library and Heritage Centre (The Dome)	3
June 23 2021	*IN-PERSON* Smartphone and Tablet Q&A	Belmont Library	1
June 24 2021	*ONLINE* Get to Know: Stoicism	Geelong Library and Heritage Centre (The Dome)	6
June 25 2021	*ONLINE* Get to Know: History from Below	Geelong Library and Heritage Centre (The Dome)	5
June 28 2021	*IN-PERSON* Basic Robotics	Geelong Library and Heritage Centre (The Dome)	4
June 30 2021	*ONLINE* Wikipedia 101	Geelong Library and Heritage Centre (The Dome)	0
July 02 2021	*ONLINE* Get to Know: How to Remember More of What You Read	Geelong Library and Heritage Centre (The Dome)	3
July 05 2021	*ONLINE* CV/Resume Writing Tips	Newcomb Library	2
July 05 2021	*IN-PERSON* Learn to Use: Mouse and Keyboard Basics	Newcomb Library	1
July 06 2021	*ONLINE* Learn to Use: Ancestry Library Edition	Corio Library	1
July 07 2021	*IN-PERSON* Learn to Use: Online Courses LinkedIn Learning	Geelong Library and Heritage Centre (The Dome)	1
July 08 2021	*IN-PERSON* Learn to Use: iPad Basics	Belmont Library	4
July 08 2021	*IN-PERSON* Evening Book Chat	Geelong Library and Heritage Centre (The Dome)	0
July 09 2021	*IN-PERSON* Learn to Use: View On Demand Services	Torquay Library	2
July 09 2021	*IN-PERSON* Get to Know: Cook up a Storm in the Library	Newcomb Library	1
July 12 2021	*ONLINE* Learn to Use: Online Buying and Selling	Newcomb Library	1

July 14 2021	*ONLINE* The Dome Library Book Club	Geelong Library and Heritage Centre (The Dome)	9
July 14 2021	*IN-PERSON* Learn to Use: Geelong Regional Libraries' App	Belmont Library	0
July 22 2021	*ONLINE* Get to Know: Why the Classics Matter	Geelong Library and Heritage Centre (The Dome)	8
July 26 2021	*ONLINE EVENT* eBooks on Your Kobo eReader	Newcomb Library	0
July 28 2021	*ONLINE* Get to Know: Science Fiction	Belmont Library	1
July 28 2021	*ONLINE EVENT* Short Story Reader's Club	Geelong Library and Heritage Centre (The Dome)	0
July 30 2021	*IN-PERSON* Learn to Use: Sewing Basics	Corio Library	0

Recommendation

That the Events and Programming Report be noted.

MARKETING AND COMMUNICATIONS REPORT

Marie O'Dell, Executive Manager, Organisational Performance & Development

This report documents marketing and communications activity for the period 01 June – 31 July 2021.

Overview Of Key Activities

WHAT'S ON BROCHURE



During this period, the July-August edition of the *What's On at the Library* brochure was distributed to library branches, with a digital 'ISSUU' version available on the GRLC website.

WELCOMING COLAC OTWAY SHIRE



The Marketing & Communications team were busy in the lead up to 1 July, rolling out communications to staff, library members and other stakeholders; providing support to the Events team on the 'Celebration Week' events; seeking media opportunities; developing and collating print collateral for new member 'Welcome Kits'; and organising branch signage and new decals for the Colac Otway Shire outreach van.

PHOTO SHOOTS



Three photo shoots have been undertaken, to provide a bank of images for the GRLC team to use for marketing and promotional purposes. One photo shoot focused on imagery to be used in the promotion of GRLC venue hire; the second was undertaken at Colac Library and the third at Belmont Library.

SOCIAL MEDIA POLICY UPDATE



The GRLC Social Media Policy has been redeveloped following a period of research and consultation to determine the best approach. A supporting communications plan has been developed to introduce the new Policy to staff and ensure they understand it.

NEW COLLATERAL



New collateral including a community branch venue hire flyer and new pull-up banners, have been developed.

GRLC website

From 1 June – 22 July, the GRLC website recorded:

109,070 (108,327) Website sessions (↑0.69%)





















174,513 (172,261) Page views (↑1.31%)

71.7% (72.4%) New visitors

28.3% (27.6%) Return visitors

(NB: figure from previous 8 week period is shown in brackets for comparison.)

The most popular pages on the website during the reporting period are shown below (with number of page views indicated in bold and percentage of overall website traffic indicated in brackets in right hand column):

Page		Pageviews	% Pageviews
1. /		100,657	 57.68%
2. /browse		6,897	 3.95%
3. /coronavirus		5,384	 3.09%
4. /services/join-library		2,487	 1.43%
5. /about-us/employment		2,427	 1.39%
6. /locate/ocean-grove-library		2,407	 1.38%
7. /locate		2,286	 1.31%
8. /http://catalogue.grlc.vic.gov.au/client/en_GB/public/suggestion-purchase		2,254	 1.29%
9. /locate/torquay-library		1,969	 1.13%
10. /locate/waurn-ponds-library		1,751	 1.00%

Social media

facebook



At the time of writing this report, GRLC's [Facebook page](#) has:

9,848 Page followers (↑214)

8,777 Page likes (↑176)

Our Book Buzz Group has 461 members (↑7)

Our most popular Facebook posts are shown in the table below.



The following Facebook posts had the highest reach* during the reporting period:

**Reach is a measurement of how many people saw content from a page, such as a post*

Date	Post	Reach
16 July 2021	Hi everyone, we are experiencing issues with our Online Catalogue and work is continuing to resolve this. Our providers are experiencing issues at their end which is causing the outage for us. Our Geelong Libraries App is unaffected by this outage.	1.8K
15 July 2021	Please note that the case identified at Barwon Heads Primary School resulted in the Barwon Heads Library being closed from Thursday 15 July as a precaution and the library is being thoroughly cleaned to required standards.	2K
14 July 2021	A huge thank you to our wonderful Corio and Waurin Ponds communities who have donated to the Road Home Project, which aims to provide warmth and dignity to those experiencing homelessness in our community.	2K
3 July 2021	It's so wonderful to see all the smiling faces at our school holiday activities last week! Here are some of the great creations at the 'Lost Worlds' session at Ocean Grove this week.	2.8K
3 July 2021	Join us for author Neal Drinnan's talk at Colac Library next Wednesday 7 July at 2pm, 'How People's Stories Become Books'.	3.3K
1 July 2021	From today, we are very pleased to welcome our new library members from the Colac Otway Shire! The Geelong Regional Libraries' network has increased by the power of two branches – Colac Community Library and Learning Centre and Apollo Bay Library – and Mobile Library services in Colac Otway Shire.	4.4K

Facebook posts with highest engagement* during the reporting period:

**Engagement is a measurement of how many people clicked, liked, shared, or commented on a post*

Date	Post	Reach
16 July 2021	We are delighted that the Dome was included in this list of the most beautiful libraries in Australia; we think it is a very special place and we can't wait to welcome our communities back to the library after lockdown ends. See the list here ➡ http://ow.ly/Y4o850Fx3FU	114
6 July 2021	Looking to fill a winter's evening with a fabulous and free event? Don't miss this great opportunity to hear from Graeme Simsion ('The Rosie Project') and Anne Buist ('The Long Shadow') to talk about 'Two Steps Onward'.	56
3 July 2021	It's so wonderful to see all the smiling faces at our school holiday activities last week! Here are some of the great creations at the 'Lost Worlds' session at Ocean Grove this week.	115
3 July 2021	Join us for author Neal Drinnan's talk at Colac Library next Wednesday 7 July at 2pm, 'How People's Stories Become Books'.	63
1 July 2021	From today, we are very pleased to welcome our new library members from the Colac Otway Shire!	171

LINKEDIN



The GRLC's [LinkedIn account](#) currently has: 389 Followers (↑26)

INSTAGRAM



At the time of this report, GRLC's [Instagram account](#) has: 3,321 Followers (↑108)

TWITTER



At the time of this report, GRLC's [Twitter account](#) has: 2,415 (↑12)

The GRLC tweeted 24 times during the reporting period. GRLC was mentioned 40 times in other's tweets.

During this period, the Tweets with the most impressions* were:

* Impressions is the number of times users saw a Tweet on Twitter

Date	Tweet	Impressions
1 July 2021	We're pleased to welcome our new library members from Colac Otway Shire! Today we add the Colac and Apollo Bay branches, and Mobile Library services in Colac Otway Shire, to our network. Find our more info	1,326
26 June 2021	In the lead up to NAIDOC Week, join us to celebrate and learn about 'Bila Yarrudhanggalangdhuray' (River of Dreams) - a unique new novel featuring Wiradjuri language throughout, by Wiradjuri woman, Dr @AnitaHeiss Thur 1 July 7:30pm	4,742
4 June 2021	We're back! As of Monday 7 June our doors will be open – we can't wait to see our wonderful communities again. There are a few changes (masks, ID, density limits, events).	1,271
2 June 2021	Today brought news of easing restrictions for Regional Vic & this means we can open our libraries, heritage centre & mobile libraries on Mon 7 June. A few things will change: Masks on, density limits, & bring your ID.	1,284
1 June 2021	Alice Pung, bestselling author of memoirs 'Unpolished Gem' and 'Her Father's Daughter', is joining us online with Bruno Lettieri to talk about her amazing new novel 'One Hundred Days'.	2,267



Media

Media releases and responses

During the reporting period, the GRLC issued the following media releases:

20 July 2021	Celebrating 200 Honour Boards
25 June 2021	Family fun at the library to celebration transition

During the reporting period, the GRLC formally responded to a media enquiry on the following topic:

1 July 2021	<i>Geelong Advertiser</i> : GRLC union members are due to walk off the job tomorrow re ongoing pay disputes.
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Published media

During the period 01 January to 22 July 2021, a number of articles were published in the local press and online media pertaining to the Protected Industrial Action being undertaken by some union staff at the GRLC. This included images accompanying a story reporting on the staff walk-out on Friday 2 July published in the *Geelong Advertiser*. Letters to the editor on the topic were also published in the *Advertiser* and *Surf Coast Times*.

The transition of libraries in Colac Otway Shire to the GRLC, and events organised by the GRLC to celebrate this transition, attracted the attention of the *Colac Herald* and the local Anglesea newsletter. The *Herald* ran a story with accompanying photos reporting on both the Colac and Apollo Bay Family Fun Day events. Vanessa Schernickau was interviewed about the events on local radio station, OCR FM.

The *Geelong Advertiser* responded to a media release GRLC issued about the 200th Geelong Honours Them honour board, with a story and photo published in the paper on 24 July.

Recommendation

That the Marketing and Communications Report be noted.



OTHER BUSINESS

Confidential out of camera Board Discussion

Next meeting: 16 September 5.00pm
GLHC, Level 5, Wurdi Youang



GEELONG
REGIONAL
LIBRARIES



MINUTES

MEETING OF THE GEELONG REGIONAL LIBRARY CORPORATION

Thursday 17 June 2021

Board Members and Officers only

Minutes 170

The Geelong Regional Library Corporation acknowledges Wadawurrung and Eastern Maar Original Owners of the lands on which our library services operate. We pay respects to Wadawurrung and Eastern Maar Elders past, present and emerging. We acknowledge and celebrate First Nations Peoples of this land as the custodians of learning, literacy, knowledge and story.



SECTION A - PROCEDURAL MATTERS

1. **5.02pm Cr Susan Salter opened the meeting and welcomed GRLC's new Chief Executive Officer Vanessa Schernickau.**

Cr Salter informed the meeting tonight's Board meeting is being held via Zoom and is closed to the public and will therefore open and close in camera.

1. Acknowledgement of Country

Cr Salter acknowledged the traditional owners of this land and paid respects to elders past, present and emerging.

2. Board Members in attendance

Cr Susan Salter (Deputy Chair)	Borough of Queenscliffe
Cr Sarah Mansfield	City of Greater Geelong
Cr Jim Mason AM	City of Greater Geelong
Cr Trent Sullivan	City of Greater Geelong
Cr Owen Sharkey	Golden Plains Shire
Cr Liz Pattison	Surf Coast Shire, Deputy Mayor
Cr Stephen Hart	Colac Otway Shire

3. Substitute Board Members in attendance

Ian Seuren	General Manager Development & Community Services, Colac Otway Shire
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4. Officers in attendance

Vanessa Schernickau	Chief Executive Officer
Tom Edwards	Executive Manager, Digital Solutions & Innovation
Marie O'Dell	Executive Manager, People and Business Operations
Damian Waight	Manager Community Relations, Surf Coast Shire
Tamzin McLennan	Manager Healthy Active Communities, Colac Otway Shire
Kathy Fulton	Coordinator Financial Reporting, CoGG
Martin Paten	Manager, Arts and Culture, CoGG
Gareth Smith	Director City Planning and Economy, CoGG
Lisa Letic	Director Community Services, Golden Plains Shire

5. Apologies

Cr Ron Nelson (Chair)	City of Greater Geelong
Cr Kate Gazzard	Surf Coast Shire
Tim Ellis	Acting Director Economy, Investment & Attraction, CoGG
Cr Ross Ebbels	Borough of Queenscliffe, Mayor

6. Interests, Conflicts of Interest and Pecuniary Interests

Nil.

7. Confirmation of Minutes

It was moved by Cr Mason and seconded by Cr Sullivan that the draft minutes of the Board Meeting held 22 April 2021 be confirmed.

Carried.

SECTION B – REPORTS

1. NOTABLE CORRESPONDENCE REPORT

Vanessa Schernickau, Chief Executive Officer

Vanessa Schernickau spoke to the report highlighting the following notable correspondence:

Fourteen emails have been received to date from members of the public regarding the Enterprise Agreement and have been replied to individually.

The Correspondence Report was noted.

2. MONTHLY FINANCIAL REPORT – MAY 2021

Marie O'Dell, Executive Manager People and Business Operations

Marie O'Dell spoke to the report and highlighted the following:

- The result at the end of May 2021 is a deficit of \$2,185,055, which is \$2,289,117 unfavourable to the budget.
- As noted in the 2020 GRLC Annual Report, the City of Greater Geelong prepaid the 2021 first quarter contribution of \$2.7m. This income was recognised in the 2019-20 accounts and is a permanent unfavourable difference to the 2020-21 accounts.
- We have received less income than budgeted for, but have also had less expenditure at the same time.

Favourable:

- We received traineeship funding as discussed at the last Board meeting
- We had savings due to lockdown (weekend loading) and salary savings for vacant positions
- The operational costs for the mobile library were down due to the lockdown

Unfavourable:

- Less income from The Word for Word festival as discussed at the last Board meeting
- Venue hire income was less than budgeted due to the continued impact of COVID-19
- Branch closures and the waiving of fines until January 2021 impacted the revenue
- Fewer donations have been received
- The costs for cleaning supplies and other health and safety provisions went up due to COVID-19
- Legal expenses were also up

Q: Cr Liz Pattison raised the question if the legal expenses are related due to the Industrial Action.

A: Marie O'Dell responded that yes, the legal fees were in relation to the Industrial Action i.e. for the support during the negotiation and for advice during the Industrial Action.

Q: Cr Stephen Hart asked a question regarding the table on page 73 “Comprehensive Income Statement” on page 73. The table shows a YTD Variance of \$201,184, does this mean we have underspent, and will be spend the money by EOFY?

A: Tom Edwards replied that this is mainly due to an invoice that has not yet arrived for the RFID readers, but it will be paid this financial year.

Lisa Letic joined the meeting at 5.11pm

It was moved by Cr Hart and seconded by Cr Pattison that the Financial Report for May 2021 be received.

Carried.

3. DRAFT BUDGET 2021/22 AND STRATEGIC RESOURCE PLAN 2021/25 - CONFIDENTIAL ITEM

Marie O'Dell, Executive Manager People and Business Operations.

It was moved by Cr Sharkey and seconded by Cr Mason that the Draft GRLC Budget 2021-22 and Strategic Resource Plan 2021-2025 be adopted.

Carried.

4. PEOPLE & BUSINESS OPERATIONS REPORT - FEBRUARY 2021 - CONFIDENTIAL ITEM

Vanessa Schernickau, Chief Executive Officer

Marie O'Dell, Executive Manager People and Business Operations

It was moved by Cr Sharkey and seconded by Cr Hart that the People and Business Operations Report February 2021 be received.

Carried.

5. STRATEGIC RISK REGISTER AND FRAMEWORK – CONFIDENTIAL ITEM

Tom Edwards, Executive Manager Digital Solutions and Innovation and

Marie O'Dell, Executive Manager People and Business Operations

The Strategic Risk Register and Framework Report was noted.

6. DIGITAL TRANSFORMATION REPORT

Tom Edwards, Executive Manager, Digital Solutions and Innovation

Tom Edwards informed the Board that this is a new report that should help to get a better understanding which steps GRLC is taking in the digital transformation space.

The launch of the library app has been well received by the community and has been downloaded over 1,600 times.

A new IT Helpdesk has been rolled out for staff a month ago and 87 tickets across all branches have been submitted.

The next big step in the digital transformation will be the roll out of Office 365 which will kick off with the intranet and Office including 'Teams'. This is in response to the internal communications strategy which was published in February this year.

Vanessa Schernickau added that with the move to Sharepoint, there will also be the opportunity to update how we distribute the Board papers and for a potential 'Board Portal' which will help us to be more innovative in the way we communicate with each other.

Q: Cr Sarah Mansfield enquired if GRLC is seeking any external feedback from the public regarding the digital transformation

A: Tom Edwards replied that GRLC is committed to seeking external feedback for public facing innovations, such as the library app. Next financial year we will start a big piece of work with the library management system and there is a lot of opportunity to receive feedback for those public facing aspects.

The Digital Transformation Report was noted.

7. GEELONG HERITAGE CENTRE REPORT

Tom Edwards, Executive Manager, Digital Solutions and Innovation

Taken the report as being read, Tom Edwards highlighted the recent acquisition, an emu egg Cricket trophy from 1886.

The Geelong Heritage Centre Report was noted.

8. EVENTS AND PROGRAMMING REPORT – JANUARY TO APRIL 2021

Marie O'Dell, Executive Manager People and Business Operations

Taken the report as being read, Marie O'Dell highlighted the flexibility and resilience of staff in the last few months, going from lockdown to restrictions and having had a period of "COVID normal" for the start of the reporting period and then going back to events that are online only.

Q: Cr Liz Pattison enquired what exactly the "Live Attendance" in the first table of the report on page 24 includes.

A: Marie O'Dell will check with the team and provide the Board with an answer.

Edit 02/07/2021: The live attendance includes both in person and live Zoom attendance. Due to the reporting in our Communico system, we are currently unable to distinguish these figures.

The Events and Programming Report was noted.

9. MARKETING AND COMMUNICATIONS REPORT: 01 JANUARY – 28 MAY 2021

Marie O'Dell, Executive Manager People and Business Operations

Taken the report as being read, Marie O'Dell spoke to the media clippings in appendix 2. The media reported on the recruitment of Vanessa Schernickau as GRLC's new Chief Executive Officer which created very positive attention.

Furthermore Marie O'Dell acknowledged the articles about the industrial action which has been picked up by a few local newspapers and two local radio stations.

The Marketing and Communications Report was noted.

Other Business

Cr Sharkey invited the Board members to have a confidential and out of camera discussion.

Next Meeting

Date: Thursday, 19 August 2021 commencing at 5pm

Location: Level 5 Wurdi Youang, Geelong Library & Heritage Centre

6.05 pm The meeting closed. Cr Salter thanked everyone for their attendance.

GRLC Board Meeting - Action Register

Meeting date and Number	Action	Responsible Person	Status / Update
17 June No 170	CEO to forward a copy of the Approved Budget 2021/22 to all Member Council CEOs.	CEO	closed



**GEELONG REGIONAL LIBRARY CORPORATION
FINANCIAL REPORT
July 2021**

Table of contents

- **Management variance report**
- **Comprehensive Income Statement**
- **Balance Sheet**
- **Statement of Cash Flows**
- **Statement of Capital Works**

Geelong Regional Library Corporation
Financial Report – Management Variance Report
July 2021

The result to the end of July 2021 is a surplus of \$1,711,060 which is \$1,269,330 unfavourable to Budget. Total recurrent income is \$1,501,599 unfavourable to Budget. Recurrent expenditure is under the adopted year-to-date Budget by \$242,269. The detail relating to variances, including those favourable or unfavourable by over \$10,000, are noted below:

Comprehensive Income Statement

Note	Income/expenditure category	YTD variance favourable / (unfavourable) \$	Explanatory comment
1	Sundry Income	(52,432)	Word for Word Festival sponsorship received but not yet recognised as revenue (\$30.0k), Vehicle contribution income (\$3.5k) and Donations (\$2.4k) below Budget and Other income (\$16.6k) unfavourable.
2	Core Grants	(1,148,466)	PLFP grant is yet to be announced and received.
3	Member Contributions	(299,402)	Contributions from SCS, COS and BOQ (\$446.6k) were received on 5 August. Western Heights contribution not yet received (\$16.6k). These are offset by \$163.7k contribution from Colac Otway Shire for capital and transition costs.
4	Salaries	174,041	Salaries are currently 16.6% favourable to Budget: <ul style="list-style-type: none"> • The Budget has 2 years of EA increases applied, estimated at \$16.5k. • \$87.9k budgeted for on-costs in the 1st pay for the year was recognised in the prior financial year. • Leave entitlements used by RLSC staff without backfilling \$13.5k. • \$19.6k vacant and discontinued Executive positions. • \$8.9k Word for Word Festival cancellation. • Temporary vacancies in branches, particularly GLHC.
5	General Works – Materials	22,037	Spending on eCollection is \$17.4k lower than Budget and is a timing difference only. Consumable materials for end processing are \$4.6k favourable.
6	General Works – External Services	26,996	Favourable categories are: <ul style="list-style-type: none"> • Memberships & Subscriptions \$30.9k as a timing difference only. • Events and Functions (incl. Childrens' events) \$8.6k. Unfavourable categories: <ul style="list-style-type: none"> • Insurance Premiums (\$14.7k).

Note	Income/expenditure category	YTD variance favourable / (unfavourable) \$	Explanatory comment
7	Administration	17,113	<ul style="list-style-type: none"> • Training \$7.4k and Travel & Accommodation \$1.0k due to public gathering and travel restrictions. • Printing \$4.3k • Minor Computer Hardware \$1.6k. • Photocopier & Printers \$1.8k.
8	Professional Services	(16,849)	Consultant expenses are (\$18.9k) over Budget as a timing difference only. Legal expenditure is currently (\$9.6k) unfavourable. These are offset by Computer Support which is \$11.4k favourable.
9	Utilities	13,753	Communication expenses are favourable to Budget as a timing difference only.
10	Capital Grants and Income	(10,000)	The Western Heights capital contribution is yet to be received from City of Greater Geelong.

Balance Sheet

Note	Item	Balance at 31 Jul 2021	Explanatory comment
11	Creditors	\$354,356	Creditors comprises \$310.7k owing to City of Greater Geelong, \$30.0k unearned income (Word for Word Festival sponsorship), \$3.0k Fringe Benefits Tax payable, \$7.5k audit fee payable and \$3.1k Superannuation payable.

Statement of Cash Flows

Note	Item	Balance at 31 Jul 2021	Explanatory comment
12	Cash and Investments	\$3,779,664	This comprises investments in Term Deposits of \$2,500,195 and an operating bank account balance of \$1,274,899. Cash on hand is \$4,570.

Statement of Capital Works

Note	Explanatory comment
13	Capital expenditure is \$92.1k YTD. This is a \$94.7k variance to YTD Budget. The major underspends are: Library Management System \$45.0k, IT Hardware \$21.6k, Colac Otway Collection \$17.5k and Newspapers \$6.4k.

COMPREHENSIVE INCOME STATEMENT for the period ended 31 July 2021

	Month Actual \$	YTD Actual \$	YTD Budget \$	YTD Variance \$	Notes	Annual Budget \$
RECURRENT INCOME						
Government Grants	-	-	-	-		-
User Charges	24,012	24,012	20,238	3,774		301,872
Other Fees and Charges	136	136	4,635	(4,499)		53,464
Sundry Income	3,155	3,155	55,587	(52,432)	1	419,400
Interest Investments	477	477	1,050	(573)		12,600
Core Grants - Member Municipalities	-	-	1,148,466	(1,148,466)	2	2,296,932
Member Contributions	3,081,812	3,081,812	3,381,214	(299,402)	3	13,475,185
TOTAL RECURRENT INCOME	3,109,591	3,109,591	4,611,190	(1,501,599)		16,559,453
RECURRENT EXPENDITURE						
Employee Related						
Salaries	875,723	875,723	1,049,764	174,041	4	11,941,109
Workcover	52,278	52,278	49,454	(2,824)		49,454
Goods and Services						
General Works - Materials	31,858	31,858	53,895	22,037	5	316,887
General Works - Plant/Equip/Vehicle Costs	3,186	3,186	8,703	5,517		88,392
General Works - External Services	123,785	123,785	150,781	26,996	6	1,246,517
Administration	23,622	23,622	40,735	17,113	7	468,810
Professional Services	58,937	58,937	42,088	(16,849)	8	516,862
Utilities	11,199	11,199	24,952	13,753	9	299,439
Depreciation	218,559	218,559	220,429	1,870		2,645,146
Gain/(Loss) on Sale of Plant & Equipment	(614)	(614)	-	614		-
TOTAL RECURRENT EXPENDITURE	1,398,532	1,398,532	1,640,801	242,269		17,572,616
RECURRENT SURPLUS/(DEFICIT)	1,711,060	1,711,060	2,970,389	(1,259,330)		(1,013,163)
NON RECURRENT INCOME						
Capital Grants and Income	-	-	10,000	(10,000)	10	66,409
TOTAL NON-RECURRENT INCOME	-	-	10,000	(10,000)		66,409
TOTAL SURPLUS/(DEFICIT)	1,711,060	1,711,060	2,980,389	(1,269,330)		(946,754)



BALANCE SHEET as at 31 July 2021

	Current YTD Actual \$	Notes	Prior YTD Actual \$
CURRENT ASSETS			
Cash & Cash Equivalents	3,779,664		3,539,539
Prepayments	448,160		321,360
Receivables	686		-
Right of Use Asset - Property	370,152		60,213
TOTAL CURRENT ASSETS	4,598,662		3,921,112
NON-CURRENT ASSETS			
Plant and Equipment	324,059		403,282
Fixtures, Fittings & Furniture	2,154,766		2,307,220
Lending Materials	7,508,168		7,787,792
Work In Progress	221,882		100,303
TOTAL NON-CURRENT ASSETS	10,208,874		10,598,596
TOTAL ASSETS	14,807,535		14,519,708
CURRENT LIABILITIES			
Creditors	354,356	11	31,458
Provisions	1,794,606		1,750,191
Lease Liabilities	370,529		73,695
TOTAL CURRENT LIABILITIES	2,519,491		1,855,344
NON-CURRENT LIABILITIES			
Provisions	157,925		133,236
TOTAL NON-CURRENT LIABILITIES	157,925		133,236
TOTAL LIABILITIES	2,677,416		1,988,580
NET ASSETS	12,130,119		12,531,129
EQUITY			
Surplus Year to Date	1,711,060		1,874,700
Accumulated Surplus	6,533,049		6,770,418
Members Contribution	3,886,011		3,886,011
TOTAL EQUITY	12,130,119		12,531,129



STATEMENT OF CASH FLOWS for the period ended 31 July 2021

	YTD Actual \$	Notes
CASH FLOWS FROM OPERATING ACTIVITIES		
RECEIPTS		
Government Grants	-	
User Charges	24,012	
Other Fees and Charges	136	
Sundry Income	3,155	
Interest Investments	477	
Core Grants - Member Municipalities	-	
Member Contributions	3,081,812	
TOTAL RECEIPTS	3,109,591	
PAYMENTS		
Salaries	(833,998)	
Workcover	(52,266)	
General Works - Materials	(570,355)	
General Works - Plant/Equip/Vehicle Costs	(3,186)	
General Works - External Services	(131,218)	
Administration	(76,082)	
Professional Services	(73,793)	
Utilities	(11,199)	
TOTAL PAYMENTS	(1,752,095)	
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES	1,357,496	
CASH FLOWS FROM INVESTING ACTIVITIES		
Lending Materials and Infrastructure	(91,382)	
Capital Income and Proceeds from Asset Sales	614	
NET CASH PROVIDED BY/(USED IN) INVESTING ACTIVITIES	(90,768)	
NET INCREASE (DECREASE) IN CASH HELD	1,266,728	
Cash at the Beginning of the Financial Year	2,512,936	
CASH AT THE END OF THE REPORTING PERIOD	3,779,664	12
INVESTMENTS		
Cash at Bank - Westpac	1,274,899	
Petty Cash and Change	4,570	
Bendigo Bank Term Deposits	2,500,195	
CASH AT THE END OF THE REPORTING PERIOD	3,779,664	



STATEMENT OF CAPITAL WORKS for the period ended 31 July 2021

	Month Actual \$	Month Budget \$	YTD Actual \$	YTD Budget \$	YTD Variance \$	Annual Budget \$	Notes
CAPITAL EXPENDITURE							
Adult Large Print Library	404	6,650	404	6,650	6,246	80,000	
Adult Fiction Library	27,233	17,200	27,233	17,200	(10,033)	206,500	
Adult Non Fiction Library	16,262	12,500	16,262	12,500	(3,762)	150,000	
LOTE Library	43	1,400	43	1,400	1,357	17,000	
Junior Fiction Library	7,452	8,300	7,452	8,300	848	100,000	
Junior Non Fiction Library	4,526	7,900	4,526	7,900	3,374	95,000	
Picture Books Library	11,257	6,450	11,257	6,450	(4,807)	77,468	
Young Adult Books Library	3,414	2,500	3,414	2,500	(914)	30,000	
Audio Library	148	5,800	148	5,800	5,652	70,000	
CD Music Library	20	300	20	300	280	4,000	
Magazines - Library	678	6,000	678	6,000	5,322	72,000	
Newspapers	-	6,375	-	6,375	6,375	76,500	
Learning English	38	170	38	170	132	2,000	
Colac Otway Collection	-	17,500	-	17,500	17,500	105,000	
Server Replacement	10,385	32,000	10,385	32,000	21,615	383,750	
Collection Activators	-	500	-	500	500	6,000	
Light Vehicle Replacement	-	-	-	-	-	35,000	
Library Branch Equipment	5,056	3,300	5,056	3,300	(1,756)	40,000	
DVD (Library Materials & Books)	43	5,150	43	5,150	5,107	62,000	
DVD - Junior	-	1,000	-	1,000	1,000	12,468	
Premiers Reading Challenge Funds	4,779	-	4,779	-	(4,779)	56,409	
Vines Rd Library Collection	316	800	316	800	484	10,000	
Library Management System	-	45,000	-	45,000	45,000	500,000	
TOTAL CAPITAL EXPENDITURE	92,054	186,795	92,054	186,795	94,741	2,191,095	13

Myli launches

Myli – My Community Library Ltd – has announced its formation as a not-for-profit provider of library services to succeed West Gippsland Regional Library Corporation (WGRLC).

This transformation follows the requirement of the new *Victorian Local Government Act 2020* for library corporations to wind up within the next 10 years even though Victoria's Auditor General has concluded that 'regional library corporations and co-operative models are, overall, more efficient than standalone Council libraries'.

Building on its success as a leading library corporation, Myli has a model which far exceeds the traditional role of libraries as merely book depositories and emphasises the importance of public libraries within the community.

Myli's bold initiatives reflect its vision of connected, inclusive and resilient communities that are supported to grow and thrive.

One is the promotion of 24 hour-a-day, seven-day-a-week libraries.

"We could have just tried extended opening hours, but if gyms can provide 24/7 access, why not public libraries?" says Leanne Williams, Myli's Chief Executive Officer.

Myli has Victoria's first 24/7 library and by the end of the year will have the first two.

By June next year, it will have a third which may well be the third in Victoria.

The plan is for all Myli libraries to be open 24/7.

Another Victorian first, and possibly Australian first is Books by Us, a project in which Myli enabled a group of primary schoolchildren each to write and oversee the production of their own book.

Myli staff facilitate the program in which a published author coaches students to write their own book, understand the publication process, visit a publishing house and have their book published.

This is a different and exciting way to promote literacy and a passion for knowledge in children.

The coronavirus has been a roadblock to building on this pilot. However. Myli is about to take the project to a second school and already has a waiting list of schools wanting to be involved.

Myli engages and listens to the community's ever-changing needs by delivering relevant physical, virtual and flexible services.

Myli's online focus includes providing video programs and blogs on topics such as mental health and employment as well as investing in e-resources to help the community respond to its social and economic challenges.

The online reach extends Myli's current geographical borders and the organisation's name change reflects this new reality.

Myli's mission is built on an innovative culture and progressive approach, that meets, and far exceeds, community and member Council expectations. Myli supports communities to:

- Connect – We are responsive and bring people together
- Belong – We are inclusive and work with you
- Learn – Our free resources allow minds to explore and create

These three mission pillars are Myli's strategic priorities and form the basis of its goals.

The change to a not-for-profit gives the organisation more flexibility and options to grow, increase its library resources and diversify its revenue streams.

Myli's success and ability to do much with little has depended on sound financial management and it will maintain this approach.

This change presents the opportunity for more Councils to join up and share in the benefits that Myli libraries can provide to their communities. Benefits like the 24/7 library that deliver more access to more people.

The Board of Myli recently reappointed Chief Executive Officer, Leanne Williams for a further 5-year term to lead the transition and growth.

Board Chairperson, Rick Brown said that "stability and continuity are essential during these changes. Leanne's progressive and quality leadership are essential for Myli to grow. Her significant experience in Local Government and her being a Chartered Accountant are critical to Myli's transformation".

ENDS



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14 July 2021

The Hon Shaun Leane MP
Minister for Local Government,
Minister for Suburban Development,
Minister for Veterans
Level 16, 121 Exhibition Street
MELBOURNE VIC 3000
OfficeMinLeane@ecodev.vic.gov.au

Dear Minister Leane,

Regional Library Corporation Transition Case Study and Manual

I write in support of West Gippsland Regional Library Corporation's application to Local Government Victoria to fund the documentation of a Regional Library Corporation Transition Case Study and Manual.

Pursuant to section 330(4) of the Local Government Act 2020), regional library corporations are required to be wound up by June 2031. Councils wishing to continue the shared delivery of library services will need to transition to an alternative beneficial enterprise model.

The Geelong Regional Library Corporation is exploring the process of transition to an alternative legal entity and is keen to understand what this entails to ensure a well planned and smooth transition. West Gippsland Regional Library Corporation has already undertaken a significant amount of this work and this provides the perfect opportunity to share learnings and reduce duplication of effort. The group of ten regional library corporations is proposing that a consultant be engaged to document the West Gippsland experience as a Transition Case Study. A manual that would assist other regional library corporations and the broader local government sector in their transition will also be produced.

I encourage Local Government Victoria to consider the provision of funding support for the Transition Case Study and Manual. I believe this initiative will have an efficiency benefit for the local government sector.

Yours sincerely,

Vanessa Schernickau
Chief Executive Officer



**A Creative Industries Strategy
for the G21 Region 2021-2026**

Making Change

Colour + line + shape
installation view, Geelong Gallery Learn Space, 2019
Photo credit: Andrew Curtis

A photograph showing a young child from behind, wearing a light blue hoodie and orange pants, reaching up to touch a large-scale abstract artwork. The artwork is composed of numerous colorful geometric shapes, lines, and patterns, including stars, crosses, flowers, and stylized figures, all set against a dark background. The child's hand is visible near a red ribbon-like element.



This ambitious Strategy for the creative sector is a first for the region. It reflects a progressive and resilient community with a focus on the future.

VISION

Making Change

To foster a culture of collaboration and aspiration, to deliver a region of creative industries leadership and innovation connected to global networks

MISSION

To:

- Grow creative practice connected to place through formal training, peer networks and life-long learning
- Nurture participation and engagement
- Enable the development of bold and innovative products, experiences and services across the region

Core Principle 1

Sustainable Creative Industries for the G21 Region

Goals

1. Celebrate diversity and inclusion across communities, practice, culture, skills and demographics
2. Establish an accountable and influential governance framework
3. Invest in targeted industry development
4. Support innovative skills development
5. Increase digital access for the sector
6. Enhance liveability for the region

Core principle 2

Collaborative Creative Industries for the G21 Region

Goals

7. Alignment with government strategies and plans locally, state-wide and nationally
8. Partnerships with state cultural institutions
9. Development of cultural tourism
10. Partnerships with UNESCO Creative Cities network

INTRODUCTION —

Over the past decades the G21 region has adapted to dramatic changes in the world economy, initially driven by the transformation of manufacturing processes and the service economy and, more recently, the profound impact of the global COVID-19 pandemic.

The G21 region has evolved and responded with impressive resilience, with a focus on identifying opportunities that draw on its unique strengths, including: a skilled and adaptable workforce, impressive education and training institutions, a network of respected cultural and creative institutions, innovative research and development linked to the tertiary education sector and industry, all within an environment recognised for its 'liveability'. If these unique characteristics can continue to be marshalled in a holistic and co-ordinated way, the G21 region will be increasingly recognised as a dynamic regional creative hub for Victoria.

There is a worldwide trend for governments and communities to identify the creative industries sector, founded on intellectual capital, first described as the 'knowledge economy' in *The Age of Discontinuity* by Paul Drucker. This is recognised as a key opportunity to achieve economic stability, community wellbeing and a creative ecology.

The most recent available data, provided in the 2020 *A New Approach* report, reveals the creative industries sector employed 8.1% of the Australian workforce, contributing 6.4% of GDP. For a significant period of the past decade, employment in the creative industries grew at three times the rate of the Australian workforce.

Since the 1990s Britain has led the world in creative industries policy development and support, generating impressive results. The UK Creative Industries Council reports that In 2018 (pre-pandemic) Britain's creative industries sector was growing more than five times faster than the national economy, up 7.4% on the previous year.

The G21 region has become home for a significant community of practicing creatives across diverse artforms, disciplines and industries. This growing population of creatives is giving the region a distinctive quality and reputation that is quickly becoming more visible and valued, both locally and more broadly across Victoria.

The Creative Industries Strategy for the G21 Region provides a framework for a strategic and coordinated approach between the public, private and not-for-profit sectors for the development of the region's creative industries.

The strategy will inform and guide government and industry priorities, investments and initiatives to achieve sector development, economic growth and employment and to contribute to the prosperity and liveability of the G21 region. In turn, its success will benefit individual creatives and communities. The Core Principles of the strategy are to be achieved over a five-year timeframe.

This document informs the accompanying Case for Support to enable the region's leadership to advocate for and secure the sector's growth.

The Strategy and Case for Support are complemented by a comprehensive report *Making Change: A Plan for the Creative Industries in the 21 Region* which is publicly available and includes 22 detailed recommendations, enabling wider sector participation in the development of priorities and actions over the next five years.

A coordinated response is necessary, to provide an overarching governance framework to embed the creative industries in a cross-sectoral way across the community, business, and government. This approach recognises that the creative industries sector spans grassroots community-based activity, individual practitioners through to large organisations and business.

This approach also recognises that creativity can have a measurable and economic benefit for business and community.

The Strategy will call for advocacy and representation to achieve local ownership *and* the support of government, the private sector, the education and skills sector and our public institutions to achieve its ambitions.

The implementation of the region's first Creative Industries Strategy will call for leadership to 'give voice' to the diverse dimensions of the sector and to engage with creative communities and key organisations. This is critical for success and recognises the unique dimensions of the creative community that are at the heart of the G21's five regional councils. It presents individuals and organisations across local government, industry and community with real opportunity to 'make change' for their respective communities.

This strategy was developed for a Project Steering Committee formed as a collaboration between the Committee for Geelong, G21 Geelong Region Alliance, the Geelong Regional Libraries Corporation, Geelong Art Gallery, Back to Back Theatre, Creative Geelong Inc, Geelong Arts Centre and Platform Arts. Regional Development Victoria via the Regional Development Australia Barwon South West committee also contributed funds to the Creative sector plan set to inform a post-COVID future - Committee for Geelong.

THE CREATIVE INDUSTRIES —

The working definition adopted by Creative Victoria has been referenced for this strategy:

Creative industries are an evolving mix of sectors spanning arts, culture, screen, design, publishing and advertising. They cover disciplines as diverse as game development and graphic design, fashion and filmmaking, performing arts and publishing, architecture and advertising, media and music, comedy and craft. They include activities that are commercially-driven and community based, experimental and export-intense.

CONTEXT —

The development of this strategy complements a range of concurrent policy initiatives. These include the completion of the second iteration of the Victorian Government's creative industries plan, *Creative State Two*, the completion of the City of Greater Geelong's first arts and culture strategy in more than a decade, and the completion of new Council Plans across all of the region's local governments.

The strategy informs a range of priorities included in the Barwon Regional Partnership Roadmap, and supported in the Regional Recovery Plans via Regional Development Victoria.

Harnessing the benefits of creativity will require embedding it throughout the regional economy, including through schools, business and government policy decision-making processes.

Skill development is key – to capitalise on the rapid evolution in the 21st century through critical thinking, creativity, collaboration, communication and technical and media literacy. Skill development will be critical to a sustainable future for the creative industries. The impact of the pandemic has demonstrated the importance of business management and planning skills for creative practitioners, as their interaction with the wider community changes.

With the rise of the knowledge economy, many traditional jobs are being lost to automation and Australia's competitive advantage will arise from innovation. Uniquely human skills, such as creativity, will be key drivers of the Australian innovation economy.

A healthy and vibrant cultural economy also relies heavily on supporting inclusivity and diversity and should also draw on Australia's unique Aboriginal and Torres Strait Islander cultural heritage. Australia's First Nations cultural heritage is the longest continuous living culture in the world with a unique cultural iconography. Culture is intrinsic to the identity of our First Peoples. We do not draw nearly enough on First Nations' culture in informing our cultural and creative ecosystem.

Technology, such as virtual reality, augmented reality and digital content, are beginning to engage people further with the creative industries. The G21 region has the advantage of world leading research institutions spanning these disciplines at Deakin University, offering opportunity to establish a unique place in the industry landscape.

As Visit Victoria notes, compared with other industries, the creative industries have higher spill over effects into other industries in terms of total output, value-added and employment multipliers. This represents a significant opportunity to strengthen the cultural tourism offering of the region, as a complement to existing nature and lifestyle-based attractions.

The G21 region has demonstrated impressive adaptability and resilience as it has responded to changes to the nature of work, the diversity of its communities and the patterns of daily life across its cities and towns.

The COVID-19 pandemic marks another chapter in that cycle of change with an emerging new demographic across the region, significant changes to work practice and a focus on liveability. Each represents an opportunity to build on the region's identity as a creative 'hot-spot' with a leadership role in the creative industries sector across Victoria.

Purpose

To provide a framework and mechanisms to guide innovative and sustainable creative industries practice over a five-year period, to support individual artists, cultural institutions, the education sector, regional local governments and private industry to work together to sustain a unique creative identity for the G21 region.

Vision

Making Change

To foster a culture of collaboration and aspiration, to deliver a region of creative industries leadership and innovation connected to global networks

Mission

To:

- Grow creative practice connected to place through formal training, peer networks and life-long learning
- Nurture participation and engagement
- Enable the development of bold and innovative products, experiences and services across the region

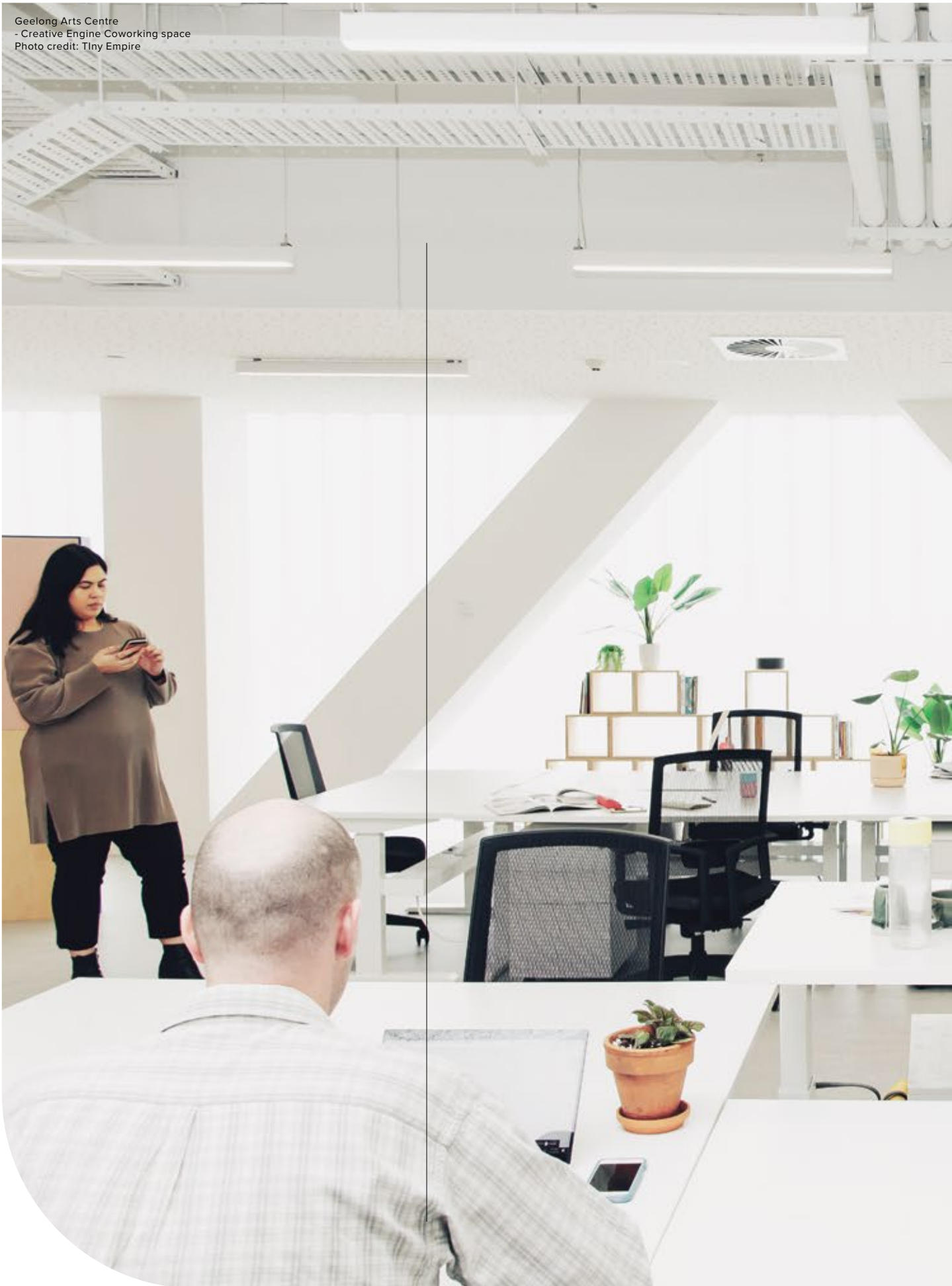
Structure

Collaboration and Sustainability are at the heart of this Strategy and are its two core principles.

The Strategy:

- Has 10 Goals and supporting Actions and an outline of potential 'Success'.
- Provides a holistic approach to support diversity which collectively creates the environment to drive opportunity.
- Is informed by a comprehensive Report of a review of the creative industries of the G21 region which has been undertaken concurrently.
- Is supported with a companion document – A Case for Support to encourage investment from government, the private sector and the community.

Geelong Arts Centre
- Creative Engine Coworking space
Photo credit: Tiny Empire





CORE PRINCIPAL 1 —

Sustainable Creative Industries for the G21 Region

CORE PRINCIPAL 1 —

The objective is to establish a robust environment that supports the development of the sector to sustain it with the people, skills and practices that enable creativity to flourish.

Championing and respecting diversity and inclusion in its many forms and contexts will be central to achieving this principle.

Success will depend on an implementation framework that focuses on increasing employment and participation across the creative industries. Alignment with broader government objectives and advocacy across local, state and national governments will allow for targeted, sector-specific initiatives to be delivered.

The focus on enhanced participation will be complemented by initiatives to enhance skills, both for those entering the workforce and those managing a sustainable creative practice.

The region's research and development capabilities are a powerful attractor and potential engine-room for growth across the sector.

GOALS —

- 1. Celebrate diversity and inclusion across communities, practice, culture, skills and demographics**
- 2. Establish an accountable and influential governance framework**
- 3. Invest in targeted industry development**
- 4. Support innovative skills development**
- 5. Increase digital access for the sector**
- 6. Enhance liveability for the region**

STRATEGIES & ACTIONS —

1. Establish an accountable and influential governance structure

- Form a Taskforce to oversee and lead the implementation, representation and advocacy of the recommendations and actions of the Report and Strategy and ensure diversity of voice is core to their implementation.

2. Celebrate diversity and inclusion across communities, practice, culture, skills and demographics

- Establish a partnership with the Wadawurrung and Eastern Maar peoples to give voice to local heritage and cultural opportunity.
- Maintain an environmental scan of the region to ensure robust, relevant data can support appropriate investment in the sector.
- Establish a partnership with culturally diverse state and local based organisations to develop programs and utilise methodologies that work with and engage the diverse communities of the region.
- Support the development of research that expands the boundaries of creative industries practice through the use of new materials and technologies.

3. Invest in targeted industry development

- Identify signature strengths and lead implementation of strategies in areas requiring growth across the sector, with identified short, medium, and long-term ambitions.
- Target collaborative initiatives that align with the innovative research and development capabilities of the region.

4. Support innovative skills development

- Create skills development pathways to support the current and emerging requirements of the creative industries sector.
- Showcase and enhance support for the curatorial, directing, programming and research capabilities of the Geelong based creative institutions that expand their reach and 'go beyond the walls' to engage with new audiences and communities and collaborators.

5. Increase digital access for the sector

- Support the implementation of Regional Development Victoria's Barwon Digital Plan.
- Develop an innovative interactive centre, inspired by similar successful models in other countries and supported by a public-private partnership.

6. Enhance sustainability and liveability for the region

- Embed 'design excellence' across public and private sector activities spanning planning, procurement, project delivery and the environment.
- Leverage the Victorian Government's commitment to fund affordable housing to showcase 'design excellence', aligned to the UNESCO Creative Cities designation.
- Embed and include creative practitioners and creative thinking into early stages of the planning, spanning manufacturing, construction, agriculture, health and education.

WHAT SUCCESS LOOKS LIKE —

- First Nations working group established, led by Traditional Owners and cultural institutions with representatives from those living and working on both Wadawurrung and Eastern Maar Country.
- Funding allocated for an environmental scan of the creative industries for the duration of the strategy.
- A partnership with culturally diverse local and state-based organisations and funding allocated to initiate targeted pilot programs with local communities across the G21 region.
- The establishment of networks (and hubs) across the G21 region for local artists and individual creatives to meet and exchange information and ideas.
- The establishment of a Co-design Lab.
- The establishment of forums and networks to support emerging and career pathways for the sector involving individual practitioners, the education sector and industry groups.
- Ensure alignment with the Regional Skills Strategy (and with reference to the outcomes of the forums and networks as above) and create a targeted business skills program for the creative industries.
- Establishment and delivery of an annual calendar of creative experiences and learning across the region based on the capabilities of the Geelong based cultural institutions.
- Equity of digital access for the creative industries across the region enabled by the *Barwon Digital Plan*.
- Establish a partnership to establish a unique facility, with interactive experiences at its core, inspired by international models such as *teamLab Tokyo*, *Meow Wolf*, or *Two Bit Circus*.

Platform Arts Exhibition Opening
Photo credit: Leiko Manalang





CORE PRINCIPAL 2 —

Collaborative Creative Industries for the G21 Region

CORE PRINCIPAL 2 —

The objective is to create a framework of support for employment in the creative industries sector and to draw on the creative capabilities across the state and the region to deliver outcomes which are 'more than the sum of the parts.'

Success will depend on effective alignment with state and local governments, industry, employment and cultural development initiatives. This will call for advocacy and collaboration to uncover opportunities that can deliver meaningful outcomes for the G21 region.

The region's rich cultural infrastructure can be enhanced by the development of innovative content development partnerships with the state's cultural institutions and network of visual and performing arts organisations and the local creative community.

These initiatives provide the framework to build the region's cultural 'brand' and deliver a cultural tourism collaboration that transforms perceptions and further enhances the liveability of the region.

GOALS —

- 7. Alignment with government strategies and plans locally, state-wide and nationally**
- 8. Partnerships with state cultural institutions**
- 9. Development of cultural tourism**
- 10. Partnerships with UNESCO Creative Cities network**

STRATEGIES AND ACTIONS —

7. Alignment with government strategies and plans locally, state-wide and nationally

- Identify and support projects that align with the City of Greater Geelong's Arts and Cultural Strategy and action plans and those of the G21 member regional councils.
- Actively monitor state policy agendas across jobs and growth, skills and training, regional development and tourism to maximise collaborative participation in aligned programs.
- Actively monitor the Australian Government's policy agenda across arts, heritage and the creative industries to maximise collaborative participation in aligned programs.

8. Partnerships with cultural institutions and individual creative practitioners

- Led by the Taskforce overseeing this strategy, develop bold and innovative cultural collaborations, led by the major Geelong based institutions, to model program planning and delivery that may be applied across other Victorian regional centres.
- Pursue business partnership opportunities linked to the inclusion of innovative cultural infrastructure in major developments, particularly those linked to the reactivation of underutilized spaces and buildings – as identified in this strategy's accompanying Case for Support.

9. Development of cultural tourism

- Partner with Traditional Owners, Visit Victoria, the Greater Geelong and Bellarine Tourism Strategic Plan and other relevant tourism bodies to deliver an integrated approach.
- Nurture the opportunity for creative use and activation of civic spaces.
- Support the Brand Geelong campaign through the identification of the region's unique creative activities and assets.

10. Partnerships with UNESCO Creative Cities network

- Collaborate with the City of Geelong to embed the Creative Cities status into programming, planning and profiling initiatives.

WHAT SUCCESS LOOKS LIKE —

- The model of collaboration developed for the G21 region is widely recognised and adopted by other regions in Victoria and other jurisdictions.
- The creation of a role (full time) to manage the monitoring of relevant local, state and national policy development and other partnership opportunities. The role would have a primary focus on identifying opportunities for collaboration and supporting the region in securing investment and partnerships. The role would report to the agreed Creative Industries Governance Framework to ensure a new approach to collaboration.
- Increased investment and participation through initiatives developed and aligned with local, state and national strategies.
- The development of a new partnership model to enable the delivery of innovative programs that showcase the creative process regionally and nationally.
- Development of a Regional Tourism Plan in partnership with Visit Victoria and the regional Tourism Boards. The plan would showcase the diversity of the Creative Industries and activity across the G21 region.
- Development and implementation of a Creative Industries Advocacy Strategy for the G21 region outlining the key statistics and characteristics to be utilised by all stakeholders.
- The development and integration of a longitudinal evaluation program (linked to the environmental scan) to demonstrate the changing perceptions of the region as one known for its thriving creative industries and as a City of Design.





ROSE IN GEELONG

A Geelong Gallery exhibition

ROSE IN GEELONG
(detail, digitally manipulated) 2016
Courtesy of the artist
© 2016



Above and front cover:
Geelong Arts Centre Summer Session under the big top
Photo credit: Peter Foster Photography



**TONY
GRYBOWSKI**
and Associates



PLATFORM



**Geelong
Gallery**

A Case for Support: Creating the Opportunity

for Investing in the Creative
Industries across the G21 Region

Making change to foster a culture of collaboration and aspiration, to deliver a region of creative industries leadership and innovation connected to global networks.

A Case for Support: Creating the Opportunity

for Investing in the Creative Industries across the G21 Region

Acknowledgement of Country

Aboriginal people have made and continue to make a unique and irreplaceable contribution to the G21 Region.

We acknowledge and respect First Nations people as the region's first people and nation and recognise Wadawurrung and Eastern Maar people as Traditional Owners and occupants of the G21 lands and waters.

The consultants acknowledge that the spiritual, social, cultural and economic practices of Aboriginal people come from their traditional lands and waters, and that the Aboriginal people maintain cultural and heritage beliefs, languages and laws which are of ongoing importance today.

Acknowledgement of Community

We acknowledge and recognise that the voice and contribution of people and communities with diverse lived experience of disability, both past and present, are essential in realising an inclusive society.

Disclaimer – This Report was developed for the Project Steering Committee formed as a collaboration between the Committee for Geelong (Chair), G21 Geelong Region Alliance, the Geelong Regional Libraries Corporation, Geelong Art Gallery, Back to Back Theatre, Creative Geelong Inc, Geelong Arts Centre and Platform Arts, and undertaken by external consultants. Regional Development Victoria via the Regional Development Australia Barwon South West committee also contributed funds to the Creative sector plan set to inform post-COVID future – Committee for Geelong.

It draws on information, opinions and views provided by many people in the community.

This Report does not necessarily reflect the views of the organisations who commissioned this project or indicate its commitment to a particular course of action.

WHY THIS DOCUMENT?—

An inspiring collaboration of private sector and government representatives, cultural institutions, peak bodies and creative artists have set in motion an ambitious project to spark leadership and innovation for the creative industries.

Spotlighting the creative industries and their potential is a first for the G21 region. This document marks a culmination of a significant period of research, blue sky thinking and realistic ideation. It reflects a progressive and resilient community with a focus on the future.

Three documents work together to build a compelling case in support of the creative industries across the G21 region:

1. a major **Report** on the creative industries in the G21 region
2. a 5-year creative industries **strategy**, *Making Change*, for the creative industries across the G21 region, and
3. this document, a **Case for Support**, *Creating the Opportunity*.

WHAT ARE 'CREATIVE INDUSTRIES'?

The creative industries consist of a powerful mix of people, skills and practices. The G21 region is rich in assets and potential.

Creative industries are an evolving mix of sectors spanning arts, culture, screen, design, publishing and advertising. They cover disciplines as diverse as game development and graphic design, fashion and filmmaking, performing arts and publishing, architecture and advertising, media and music, comedy and craft. They include activities that are commercially-driven and community based, experimental and export-intensive.

The creative industries are a key element to unlocking the G21's identity and future prosperity.

Vision

Making Change

To foster a culture of collaboration and aspiration, to deliver a region of creative industries leadership and innovation connected to global networks.

Mission

- **Grow creative practice connected to place**
- **Nurture community participation and engagement**
- **Enable the development of bold and innovative products, experiences and services across the region**

The vision and mission are underpinned by 2 core principles, 10 goals, 22 recommendations and a range of success measures that are outlined in the Report and Strategy.

This Case for Support demonstrates the power of the creative industries and the collective impact that can be achieved when all facets of communities – including businesses and individuals – collaborate on a truly aspirational vision.

Enabling a thriving creative industries sector is not just the responsibility of government, the sector can draw together their expertise to deliver this vision of a G21 region that is known and applauded for its thriving creative industries.

WHY NOW? —

The timing is right.

The G21 region has adapted with impressive resilience to dramatic changes in the world economy in recent decades. Initially driven by the transformation of manufacturing processes and the service economy, more recently the impacts of the global COVID-19 pandemic have been profound.

The G21 region has evolved and responded, focussing on the identification of new opportunities that draw on a raft of unique strengths:

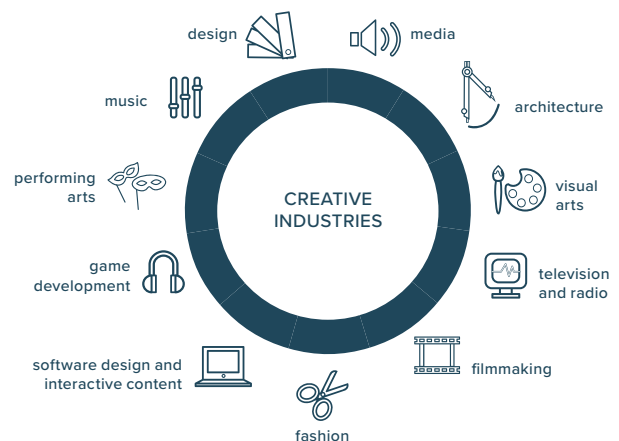
- a skilled and adaptable workforce
- impressive education and training institutions
- a network of respected, cultural and creative institutions
- an innovative research and development framework linked to the tertiary education sector and industry
- all held within an environment that is envied for its liveability and internationally acclaimed for its natural wonders.

Marshalling the unique attributes and characteristics in a holistic way creates exciting opportunities. Identifying and amplifying these opportunities will enable the G21 region to become an internationally recognised, dynamic creative hub.

The term 'creative industries' can be misunderstood. Clarity and education on the huge range in diversity and components that comprise the creative industries across the G21 region is required.

The lines between creative fields are becoming increasingly blurred. Visual artists use interactive and moving images, performers use digital media in site-specific works, designers are at the forefront of creating innovative products that change the way we live and collaborative teams create sophisticated productions that can captivate all of our senses.

The creative industries are constantly evolving with cultural sectors and disciplines as diverse as:



They include activities that are:



Investing in the G21 Creative Industries

The G21 region is home to an extraordinary community of creative industry practitioners and creative hubs. The sector has been recently boosted by an influx of creative migrants, priced out of major city housing and creative space markets. They work across a range of disciplines, to an incredibly high standard. Their passion draws communities together to participate in creative experiences without the need to travel to Melbourne, in turn attracting visitors from Melbourne.

The region is now developing a distinctive quality and reputation that is quickly becoming more visible and valued, both locally and more broadly across Victoria. Internationally, the City of Geelong is recognised as a member of UNESCO's Creative Cities Network with a City of Design designation. Now is the time to seize the potential of the talent that exists throughout the region – at an individual and industry level – to create a competitive market and position the G21 as one of Australia's creative hot spots at the forefront of innovative thinking.



Photo credit: Priscilla Du Preez

WHY INVEST? —

Investment will **ACTIVATE,** **AMPLIFY,** **CONTRIBUTE,** **DEVELOP AND** **OPTIMISE** the potential for the G21 region:

- Activate the existing wealth of current skills
- Bring this sector to life and prominence
- Significantly contribute to economic prosperity and community resilience
- Develop a unique identity for the region and that unique identity will be a crucial element in enhancing tourism across the region, and,
- Fully optimise the potential of the G21 region

Economic prosperity

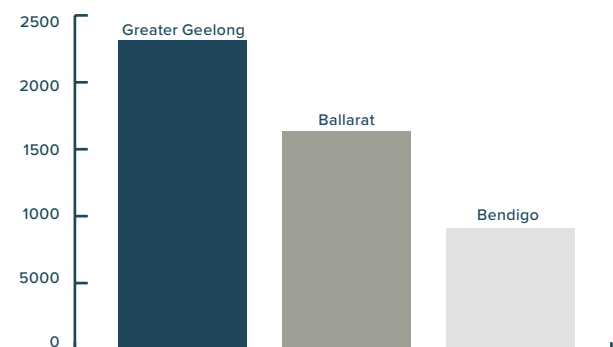
There is a worldwide trend for governments and communities to identify the creative industries sector as a key opportunity to achieve economic prosperity, community wellbeing and a creative ecology. The creative industries are repeatedly proving an important piece of a framework to transition from a reliance on heavy industry and other forms of labour-intensive production. This is particularly relevant, right now, to the G21 region.

The most recent available data provided in the 2020 *A New Approach* report, shows the creative industries sector employed 8.1% of the Australian workforce, contributing 6.4% of GDP. For a significant period of the past decade, employment in the creative industries grew at three times the rate of the rest of the Australian workforce.

The G21 region is leading in this area when compared to other key regional centres.

The component parts are present but need coordination, activation and investment to fully realise their potential – to activate and realise the sum of the parts.

Employment in the creative industries sector



Data from Australian Cultural and Creative Activity: A population hotspot analysis. An Australian Research Council Linkage Project using 2016 data.

Resilience

Investment into the G21 region's creative industries will be key to building community resilience following one of the most economically and socially disruptive periods in recent history. The creative industries can bring communities together, which in a post pandemic era, is crucial.

"I'm not sure if I want to go back to how it was... there are new possibilities"

(G21 creative industries strategy survey response)

Identity

The G21 region is currently grappling with the challenge of forming a cohesive identity that wraps three shires, one borough and a city together as one. Now lies the exciting opportunity to redefine the region in a contemporary way.

The true story of this area is still being uncovered, and the creative industries has a key role to play as that identity emerges, by showcasing the breadth and skills and innovation and talent of the creative industries sector.

The future is exciting!

Cultural tourism

The G21's cultural tourism offering is an untapped resource with enormous potential to build the region's cultural brand.

Investment in cultural tourism can dramatically transform perceptions and further enhances the liveability of the region. Cultural tourism provides a powerful vehicle to connect a region as diverse as the G21 – from a city transitioning into a new era, to rural farmlands, heritage towns, stunning coastlines and world heritage listed national parks.

Connecting the elements in a tapestry of storytelling, songlines and strong cultural history is the rich cultural ecology of the region's Traditional Owners – the Wadawurrung and Eastern Maar people.

Values

Investment in the G21 creative industries must align with the values that underpin the sector. Values of inclusiveness, sustainability, innovation, critical thinking, diversity and a strong sense of social conscience.



Photo credit: Jose Aljovin

LIVE TEMPLATE FOR REVOLVING LOCAL CASE STUDIES



CASE STUDY 1 —

Case Study

- an excellent example of local, thriving creative industries.
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CASE STUDY 2 —

Case Study

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LIVE TEMPLATE FOR REVOLVING LOCAL CASE STUDIES



CASE STUDY 3 —

Case Study

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CASE STUDY 4 —

Case Study

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"an excellent example of local, thriving creative industries. an excellent example of local, thriving creative industries."



Image courtesy of
Deakin University

THE FUTURE. AN EXAMPLE. —

THE ASSETS

- Three Shires. One Borough. One City.
- A region of unparalleled creative and cultural diversity.
- A region of spectacular natural landscapes, from wild coastlines to tranquil bays, ancient forests and rural farmlands.
- Regional creative hotspots fostered by passionate, grassroots community networks.
- First-class, city-based, cultural infrastructure and resources, supporting the emerging identity of a young city centre with a creative heartbeat at its core.

THE NEED

- Space to house creative generation.
- Space to showcase work and service community hunger for creative experiences.
- An integrated network linking an abundance of creative output across a physically and socio-economically diverse region.
- Operational skills support to prevent volunteer burnout and generate greater capacity for creative opportunity.
- A tangible strategy that truly connects the regions of the G21 with the City.

THE SOLUTION

- Investment in five, regional, cultural hubs in the City of Greater Geelong, Surf Coast Shire, Colac Otway Shire, Golden Plains Shire and the Borough of Queenscliffe.
- Operationally supported by a central, city network of arts and cultural experts in the City of Greater Geelong, drawn from the Geelong Arts Centre, Geelong Gallery, Geelong Heritage and Library Centre, Back to Back Theatre, Platform Arts and Creative Geelong.
- Artistically supported by a central, city network of cultural institutions committed to showcasing regionally created work.
- The hubs could enhance existing projects (i.e., Surf Coast's MAC, the City of Greater Geelong's Potato Shed) or birth new spaces that showcase and integrate with the region's unique natural landscape and leverage Geelong's UNESCO City of Design designation.
- Geelong's proposed Convention and Exhibition Centre could house a city-based hub and should represent an opportunity to showcase world-class design.
- Launched and driven by an ongoing major, annual event that draws the hubs together.



THE RESULT

- An interconnected region of cultural destinations using innovative design as a drawcard in its own right, simultaneously showcasing local creative excellence.
- Local hubs for local creatives to foster creation – with studio spaces, exhibition spaces, commercial spaces to sell local works, spaces for the creation and presentation of live performance that connect communities with the power of live experiences and draw visitors to the region.
- A connected, cultural tourism strategy – a creative G21 regional trail for visitors and locals to uncover.
- Skills power: enabling grassroots, community organisations to thrive, rather than burn out, in a skills supported, financially viable environment.
- A true connection between the regions and the City. A disintegration of the ‘us’ versus ‘them’ mentality with knowledge sharing and a role for the City to embrace showcasing creative excellence from the regions within the central, creative hub of Little Malop Street.

THE INVESTMENT

- An integrated G21 pitch
- Identification of spaces
- Identification of community organisations
- Funding for, and a commitment by, the City’s existing cultural institutions to knowledge share, provide guided support

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and Associates



PLATFORM



**Geelong
Gallery**



**READER
ENGAGEMENT
ADVOCACY &
DEVELOPMENT
STRATEGY**

2021-2025

GEELONG
REGIONAL
LIBRARIES



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***“The library has already
helped me to diversify my
reading choices as it
allows to try new authors
and genres ...
I read so much more
broadly now that I have
ready access to
the library”***

– Belmont Library member

Acknowledgement of Country

The Geelong Regional Library Corporation acknowledges Wadawurrung and Eastern Maar Original Owners of the lands on which our library services operate. We pay respect to Wadawurrung and Eastern Maar Elders past, present and emerging. We acknowledge and celebrate First Nations Peoples of this land as the custodians of learning, literacy, knowledge and story.

Valuing Diversity

Diversity refers to understanding that each of us is unique, and our individual differences are welcome. Geelong Regional Library Corporation (GRLC) acknowledges and celebrates diversity within the community and strives to deliver a service that is supportive, respectful, balanced and inclusive; where all people can engage and participate without judgement or inhibition.

Executive Summary

Reader Development has been defined, developed and endorsed at an industry level by Public Libraries Victoria¹. In essence, it is a reader centred body of professional practise which encourages the love of reading and libraries to be at the heart of a reading community.

At GRLC, our agile and responsive service has seen us evolve and adapt to community needs, yet reading is still our core business. As such, a Reader Advocacy and Development Strategy was prioritised as part of our *Reading Ahead - Library Plan 2017-2021*. The aim of the strategy is to focus on improving literacy at all ages and to foster a continued love of reading throughout people's lives. This in turn will increase library membership, increase use of the library collection and confirm the library's role in a strengthened, flourishing and thriving community.

The strategy has been informed by stakeholder and community engagement identifying key themes of which four clear strategies have evolved:



Within each of these strategies, goals and objectives (or promises of intent) have been defined. In addition, an action plan clearly outlines the work GRLC commits to complete over the next two years to meet our reading engagement, advocacy and development goals.

¹ <https://www.plv.org.au/>

Introduction

The *Reading Ahead: Geelong Regional Library Corporation Library Plan 2017 – 2021*, prioritises the development of a Reader Advocacy and Development Strategy including ways to build adult, family literacy and a reading region. This is echoed in the *Reading Ahead Annual Priorities of 2020-2021*.

The *Reader Engagement, Advocacy and Development Strategy* confirms the Corporation's continuing commitment to contribute to its large and diverse community.

Strategies are identified to support the Corporation's commitment to optimise the tailoring, take up and impact of our collections and build the region as a reading community. Using an evidence-based and reader-centred approach, the strategy is consistent across all of GRLC's service pillars; to provide a coherent and, where possible, tailored experience. It will be adaptable, equitable, inclusive and supportive and striving towards creating readers, improving literacy, enhancing and diversifying people's reading experience and fostering the love of reading for pleasure.

In a time where there can be a myriad of distractions, barriers and stresses in our daily lives, reading can become a personal sanctuary and a powerful tool to enhance wellbeing, positive mental health and a rediscovered alternative to connecting with oneself and community.

The strategy aligns with priorities of our Member Councils and provides a roadmap for GRLC to review current services, identify key service principles and priorities, and provide a starting point for service planning and delivery.

About the Geelong Regional Library Corporation

The GRLC provides library and information services to residents and visitors in the G21 region. One of 47 public library services in the state of Victoria, the Corporation was formed in 1997 under the provisions of Section 196 of the *Local Government Act 1989*. The GRLC is governed by a Board of members made up of representatives of its five member councils – the Borough of Queenscliffe, the City of Greater Geelong, Colac Otway Shire, Golden Plains Shire and Surf Coast Shire.

Our Mission

To be an exemplary library service.

We will create opportunities for our community to read, learn, work and connect with each other and the world:

- by providing safe, welcoming and inclusive places and spaces
- by facilitating equitable access to collections, programs, information and technology
- by nurturing discovery, creativity and innovation
- through the knowledge, expertise and encouragement of library staff

The *Geelong Regional Library Strategic Plan Reading Ahead: Library plan 2017 – 2021* articulates our vision for a thriving regional community that is enriched by reading, empowered by learning and inspired by information and ideas. The *Reader Engagement, Advocacy and Development Strategy* will work under GRLC's service pillars of:

Our People	• Staff (including volunteers)
Our Places	• Where people interact and connect (including physically, virtually and via outreach)
Our Programs	• Hybrid: both physical and virtual
Our Partnerships	• Supporting each other in a common goal
Our Collection	• Hybrid: both physical and digital
Our Technology	• Existing and emerging

Situation Analysis

The *Victorian Public Libraries 2030 Strategic Framework* concentrates on a number of developed scenarios that provide Victorian public libraries with a structure to guide strategic planning. Published in 2013, the framework explores alternative futures, identifies tipping points and considers strategic responses to perceived global trends. The framework, as considered through a post-COVID-19 lens highlights and accelerates the Corporation's response to our communities changing information and literacy needs. By remaining agile and responsive, GRLC is well placed to continue to provide services and resources that support 21st century literacies and "champion lifelong learning and brain health"².

GRLC's foundation practice of reader development in the early years is already a key priority in building early literacy capacity within our region. Baby Time, Toddler Time and Story Time are all regular program offers, and support the needs of a growing reader. Regular school holiday programs, afterschool activities, outreach, access to emerging technology and the introduction of collection activators all encourage the use of the library collection by young people.

Our children's and youth services programs provide a solid basis on which to build a more structured approach to support adult and family literacy and the future reading needs of the community. Research indicates that adults who model good reading practice can benefit the whole family and facilitate lifelong learning.

The Corporation has already invested in solid foundation practices for adult reader engagement; the most significant of which is the *Word for Word National Non-Fiction Festival* held in November each year. Regular programs such as author events, community facilitated events, book chat, support sessions facilitated by staff and specialist librarians, the availability of over 130 book club kits and the Home Library Service have all contributed to GRLC's responsive service to the community's reading needs.

The Geelong Regional Library User Survey in 2018 also showed that reading is considered by community to be at the heart of the library service. Books and reading remain our core business with 95% of users identifying value in and borrowing printed books.

Recent work in supporting the introduction and growth of the eBook has consolidated access and use of the library's eCollections; increasing library members' choice and discovery of reading material. Despite an increase in eBook use, physical book loans remain in high demand and make up the majority of loans. In 2018/2019, out of a total of 2,487,771 loans, 2,329,475 were physical copies.

Increase in population of existing communities and the acquisition of a new Member Council highlight a need for our library services and resources to be robust and responsive to our growing region. Some pockets of the region are expected to increase in population by as much as 75% by 2041³. Six major capital work library projects also highlight the GLRC's and local Councils' commitment to a growing reading region.

*"Both organisations will continue to work in close partnership in any library infrastructure planning"*⁴

*"A recent Council feasibility study and Geelong Regional Library Corporation (GRLC) infrastructure plan found that the existing Torquay Library needs to be expanded to meet current and future population and expectations"*⁵

*"We used your feedback from three rounds of consultation to design a building that met the needs of everyone. Representatives from the Library, Museum and the Visitor Information Centre have endorsed this plan, which has now been granted formal approval by Council"*⁶

² Victorian Public Libraries 2030 Strategic Framework Summary Report Page 8

³ <https://forecast.id.com.au/golden-plains>

⁴ CoGG LIBRARIES – Social Infrastructure Plan – Generation One 2020 – 2023 Page 4

⁵ <https://www.surfcoast.vic.gov.au/About-us/News-and-media/Council-determines-location-and-features-of-future-cultural-facility-in-Torquay>

⁶ <https://www.queenscliffe.vic.gov.au/Your-Council/News-and-projects/Current-projects/Queenscliffe-Hub>

Impact of the COVID-19 Global Pandemic

Despite the challenges that COVID-19 presented for delivery of library services, GRLC adapted to continue to meet the needs of the community.

During the unprecedented global pandemic, the GRLC responded to directions from the Victorian Government and closed its doors to the public from 19 March to 8 June, and from 6 August to 26 October 2020. During this time, use of the GRLC's eMembership and eCollection dramatically rose with unprecedented increases in eMembership of more than 170%. It is yet to be determined whether this translates into an ongoing trend.

In response to this sudden surge, GRLC significantly increased its supply of eBooks to the collection.

GRLC's creative and innovative response to the challenges of COVID-19 and a speedy 'pivot' to an increased online service offering, also included taking our events and programs online. The program now offers a combination of online and in-person events.

GRLC has honed how it presents its online resources bringing more scope for showcasing and promoting the collection linking reader's advisory with digital programming. As a result, the collection has now become more homogenous or "modality agnostic" where patrons see all our collection formats as one seamless resource offer.

The social displacement that inevitably comes with an economic and social emergency has also amplified and emphasised the need to focus on identifying vulnerable, marginalised and disadvantaged library users and the importance of reading as a social connector and *how* we give access to this valuable resource in the time of crisis. Through our *Click & Deliver* and *Click & Collect* services, GRLC was able to personalise and tailor its service and enhance well-being and mental health in our communities as a result.



Public libraries in the post COVID-19 era will become even more valued as community and creative space – “The People’s Place” where people will continue to come to learn, unlearn, relearn, reskill and reconnect. The desire for personal connection will ensure our service continues to move from a passive product based to an active service based customer experience.
Steve Tighe – Futurist

Scope

AUDIENCE

GRLC will continue to create, advocate and engage with all its members and visitors encompassing *all ages* from birth to end of life. For the scope of this *Reader Engagement, Advocacy and Development Strategy*, the target audience is focused on adult readers and families as stated in the *Reading Ahead - Library Plan 2017 – 2021*.

GRLC is also committed to supporting vulnerable and marginalised people within its diverse community by identifying and helping to remove literacy and reading challenges and barriers to accessing our service. In doing so, GRLC will contribute to the fostering of social cohesion, community harmony and the building of a reading region.

DEFINITION OF LITERACY

According to [UNESCO](#), literacy is the ability to identify, understand, interpret, create, communicate and compute, using printed and written materials associated with varying contexts. Literacy involves a continuum of learning in enabling individuals to achieve their goals, to develop their knowledge and potential, and to participate fully in their community and wider society.

A man with a beard and short dark hair, wearing a green and white plaid shirt, is looking down at a tablet computer in his hands. He is standing in a library, with tall wooden bookshelves filled with books visible in the background. An orange diagonal graphic element is on the left side of the page.

DEFINITION OF READER DEVELOPMENT

Reader development is 'reader-centred'. A body of professional practice, especially in public libraries, which encourages readers to open up their reading choices, share their reading experiences, raise the status of reading as a creative activity and widen participation in reading. Reader development as an initiative can:

- Strengthen readers' confidence, enjoyment and engagement with reading
- Increase, enrich and diversify readers' choices
- Provide opportunities for readers to connect through their reading experiences
- Increase people's health and wellbeing and support their brain health

Reader Development Framework for Victoria Public Libraries – PLV Reader Development SIG 2020

Methodology and Engagement

A workgroup was established to drive the process of developing this strategy. After initial research and mapping, the core team facilitated workshops with internal stakeholders consisting of a number of focus groups across all areas of the organisation. A follow up staff survey was generated and sent to all staff seeking comments on the role libraries play in improving literacy and developing lifelong readers.

STAFF ENGAGEMENT

Much of the feedback and commentary from staff during the internal engagement process was “action” based and as a result much of this data has been included in the *Reader Engagement, Advocacy and Development Action Plan*.

Staff passion, knowledge, expertise and commitment to our organisational values and mission statement were highlighted as was a genuine desire to continue to improve our services to our community. Key themes identified were:

- Servicing Culturally and Linguistically Diverse (CALD)
- Servicing English as a Second Language (ESL) communities
- Developing Language Other Than English (LOTE) collections
- Identifying and removing barriers to the access of our services.

Staff also recognised reading engagement with youth as a particularly challenging area. There are many consistent reasons why this cohort disengages as readers at this particular stage in their development. Youth go through a drastic shift in their reading habits when they transition from primary to secondary school and it is often not until they become parents themselves that they re-engage with the library after a period of disengagement. One of the biggest misconceptions about this cohort is the belief that “digital natives” are more comfortable or prefer reading eBooks on their devices. Recent research reveals that many young adults prefer reading for pleasure with a physical copy.

“When children move from primary to secondary school, reading for pleasure is no longer a key focus and it is at this point that many young people disengage. Reading becomes a device for learning about different subjects. At home, parents who read to their children when they were younger, no longer read to them”⁷.

“Specifically considering reading eBooks, the primary reason our sampled teens say they do not read more on their digital device is a preference for print books”⁸

The *Youth Engagement Strategy 2021-2025* can be found on the Geelong Regional Library website.

Now more than ever, GRLC will need to “generate internal and external belief and buy-in to a shared vision for the future role of Victorian public libraries” and “to develop a flexible and inclusive culture that attracts and retains people with the right skills and attitude to deliver public library products and services into the future”⁹

⁷ <https://www.slv.vic.gov.au/sites/default/files/Keeping%20Young%20Australians%20Reading%202009.pdf> Page 33

⁸ https://teenreadingdotnet.files.wordpress.com/2017/04/teen-reading-folio-report_email.pdf Page 7

⁹ <https://www.slv.vic.gov.au/sites/default/files/VPL-2030-strategic-framework-summary.pdf> Page 6

EXTERNAL ENGAGEMENT

Utilising a user-centred best practice approach, an external stakeholder survey was also distributed and promoted via the GRLC's website and social media channels. Hard copies were provided to the branches.

The external survey received 228 responses and results highlighted the importance of the GRLC collection to the community; the need for dynamic, active learning, creative interest; and the importance of the relationship between our library members, our collections, our resources and our staff. Use of collections and readers advisory emerged as key themes, with 15% of respondents providing feedback in these areas.

The extremely successful introduction of "book bundles" for our Click & Collect and Click & Deliver services was identified as a service that respondents hoped would continue into the future, with both staff and library members very much enjoying participating in a more personal, tailored service during the COVID-19 lockdown.

Member desire to diversify reading choices and to be recommended new reading material determined by automated technology (by loan and browsing history) was identified and the survey highlighted some personal anecdotes of the challenges and obstacles our members face when reading. Library members with physical disabilities were candid about their struggles and how their enjoyment of reading can be impacted. Disability, being time poor and loan periods emerged as key themes, as were access to technology, the ease (or lack of) of making reading choices and the anxiety caused by being a "slow reader".

FEEDBACK FROM SURVEY RESPONDENTS

Book clubs organised through local libraries, where people can meet together. Especially now, people want face to face social interaction. A chance to share ideas, reading experiences, and recommendations. A way to be inspired, or find something new.

- Newcomb Library member

I am a slow reader - Dyslexia. It influences my reticence to belong to a Reading Group. I do read for pleasure at times - but I know it takes more time for me & I know there are those who don't understand my hidden disability.

- Geelong Library & Heritage Centre Library member

Reading is a lifelong habit already.

- Queenscliff Library member

More content (books) for men. Also library displays to celebrate International Men's day, and Movember, and men's health awareness.

- Geelong Library & Heritage Centre Library member

I have read many different books this year due to reviews I have read. I THOUGHT I knew what I liked, until I read something different!

- Lara Library member

I had been anti-ebooks prior to COVID but found using BorrowBox a great way to access the library resources. Now I am a convert. Also I have arthritic hands and reading on my iPad is so less painful for my hands.

- Lara Library member

I only read print format books... I don't like too much screen time, I enjoy being away from phone or computer.

- Torquay Library member

I love, love, love listening to eAudiobooks, when I'm driving, weeding the garden, doing the dishes and sometimes when I'm working on the computer.

- Bannockburn Library member

STRATEGY ONE: READING AND WELLNESS

The link between reading and good health is well established. We know that reading to infants is the first activity in a reading life and in doing so, neurological pathways are stimulated. Research suggests that reading can reduce stress and can literally change lives. It follows then, that the GRLC has a major part to play in the wellbeing of the community via its services and resources.

To cultivate a reading habit “improves brain connectivity, increases vocabulary and comprehension, empowers people to empathise with others, aids in sleep readiness, reduces stress, lowers blood pressure and heart rate, fights depression symptoms, prevents cognitive decline and contributes to a longer life”¹⁰

“If reading is to become a lifelong habit then people must see themselves as participants in a community that views reading as a significant and enjoyable activity”¹¹

“Reading is good for you and literacy changes lives. It affects personal and social developments, happiness, behaviour, relationships, education, employment, financial well-being, health and community and cultural participation”¹²

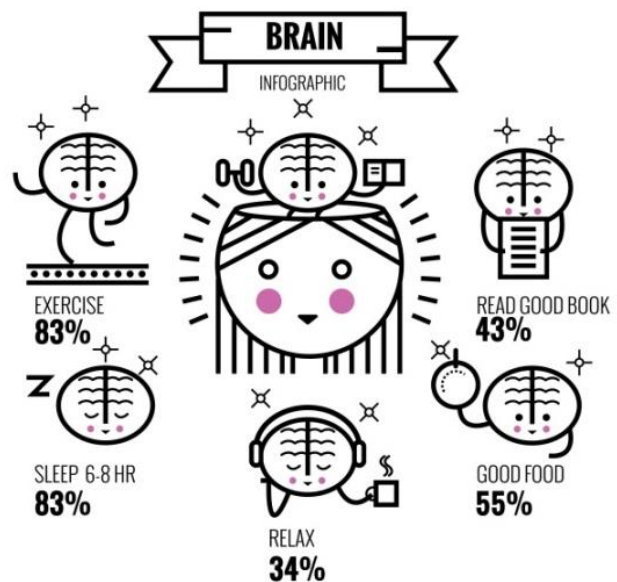
Public Libraries are well placed to provide services and resources that underpin “literary intervention, especially for children and young people, will significantly improve personal and community wellbeing in the long term, and have a flow-on effect for our national and state economies”¹³

GOAL

The GRLC will play a significant role in the health, wellbeing, happiness and success of our library members.

OUR COMMITMENT

1. Commit to playing a significant role in our members' health, wellbeing and happiness by fully understanding the link between reading and a thriving life.
2. Advocate the importance of the link between reading and a prosperous and meaningful life.
3. Be open to new ideas and changes in reading trends and habits as they relate to supporting a healthy community and evaluate and reflect this in organisational practise.
4. Contribute to a healthier region and community by promoting and increasing literacy and reading as an alternative to more obvious forms of recreation and entertainment.
5. Provide a balanced and diverse collection that encourages reading by the whole community and enriches the lives of all.⁵



¹⁰ <https://www.healthline.com/health/benefits-of-reading-books#takeaway>

¹¹ https://tra-resources.s3.amazonaws.com/uploads/entries/document/2277/The_Impact_of_Reading_for_Pleasure_and_Empowerment.pdf

¹² <https://www.publishers.asn.au/news/reading-is-good-for-you>

¹³ https://www.slv.vic.gov.au/sites/default/files/Reading-and-literacy-for-all-strategic-framework_2.pdf Page. 5

STRATEGY TWO: READING DIVERSITY

Today, the definition of reading is broadening and there are many options available for how we read, reasons for why we read, and when, where and what we read.

Whether reading a printed book, reading online, accessing and using adaptive technology, reading audio books or being read to, these different options have the potential to help create new readers and enhance the experience of people already reading within the community. Providing resources and a collection that represent and reflect a diverse community is also key to providing a meaningful and useful service.

Public libraries in general are well placed to service their communities as “dynamic and socially responsive institutions, a nexus of diversity, and a lifeline for the most vulnerable among us”¹⁴.

“Advancing a culture of reading, writing and learning should be part of all literacy and lifelong learning strategies. This is about not only building supportive conditions but also identifying and removing impediments to literacy and learning. Furthermore, it is about the creation and use of spaces that bring learning closer to people’s everyday lives, which is the central idea of the lifelong learning principle”¹⁵

GOAL

Our communities can access what they want to read, when they need it, and how they need it.

OUR COMMITMENT

1. Take a leadership role as a trusted institution in building a service that meets and responds to a range of reading needs in our diverse communities.
2. Keep abreast of new industry trends in relation to adaptive and assistive technology and new reading formats.
3. Develop the depth and breadth of our collections and access to niche collections that are new, relevant, representative and responsive to community need.
4. Support Culturally and Linguistically Diverse communities by providing access to resources, materials and programming in Languages other than English.
5. Increase community knowledge and understanding of new and existing collection formats and content, and how they can be used.
6. Provide support and training for all staff to keep informed about and respond to the region’s growing diversity and their integral role in promoting and encouraging reading.
7. In line with *GRLC Cultural Protocols and Action Plan 2020-2023*, extend and further develop relationships with First Nations Peoples in our communities.⁶

¹⁴ <https://www.healthaffairs.org/doi/pdf/10.1377/hlthaff.2016.0724> Page 2035

¹⁵ <https://unesdoc.unesco.org/ark:/48223/pf0000257933> Page 8

STRATEGY THREE: BUILDING A READING COMMUNITY

Cultivating and supporting a reading culture within the Geelong region will bring benefits to the whole community. A community that is better informed, imaginative, resourceful, cohesive, empathetic, tolerant and sustainable.

GRLC will continue to emphasise its important role and foundational work in early years literacy to support families as their child's first educator, increase reading enjoyment and support lifelong learning. Literacy today has broadened in scope, and people need an increasing range of literacies to participate fully in society. By continuing to facilitate the improvement of multiple literacy skills and fostering a love of reading, our diverse communities will directly benefit.

Library staff are in the privileged position to be trusted “sentinels” in our communities where needs are identified and responded to on a daily basis and “libraries contribute two particular strengths to advance a culture of health: accessibility and trustworthiness”¹⁶

“If reading is to become a lifelong habit then people must see themselves as participants in a community that views reading as a significant and enjoyable activity”¹⁷

GOAL

Create a reputation whereby the Geelong region is synonymous with reading. Think Geelong? Think reading!

OUR COMMITMENT

1. Provide programs and services to support the development of literacy skills in the region.
2. Encourage informal reader-to-reader recommendations through considered and thoughtful collection location and programs. Create opportunities for readers to share ideas and reading habits in a safe and communal space either in branch or online.
3. Embed a reader-centric approach with staff to promote and improve the customers' reading experiences.
4. Acknowledge the growth of the region and the broad area in which we serve and endeavour to provide improved access to remote areas via technology, mobile libraries and Home Library Service.
5. Maximise existing partnerships and build new partnerships with genuine long-term stakeholders to build adult literacy and encourage a love of reading.
6. Foster relationships with community advocates, influencers and ambassadors that may drive community driven programs and services and model good reading practice.
7. Identify and remove barriers that may prevent people from accessing our services.

¹⁶ <https://www.healthaffairs.org/doi/pdf/10.1377/hlthaff.2016.0724> Page 2035

¹⁷ https://tra-resources.s3.amazonaws.com/uploads/entries/document/2277/The_Impact_of_Reading_for_Pleasure_and_Empowerment.pdf

STRATEGY FOUR: A TAILORED APPROACH

Reading is a very personal activity that while having huge benefits on the community, is also based on individual taste. Reading is an activity of such infinite variety that not one book will meet the needs of an entire community. GRLC will strive to be responsive to the differing needs of individuals, or discreet groups, by creating a tailored approach to developing the reader.

"Thoroughly enjoyed each of the books in the bundle chosen by librarians. It introduced me to authors I hadn't read before. I like this initiative..." – Waurm Ponds Library member

GOAL

Provide flexible, imaginative and curated reading services.

OUR COMMITMENT

1. Use knowledge of local community to target and customise our programming, services and collections.
2. Recognise and develop partnership opportunities that support and maximise a unique customer experience.
3. Develop curated and personalised services to respond to the individual patron needs.
4. Utilise specialised staff expertise and knowledge to maximise service delivery.
5. Explore and develop outreach opportunities that target and build relationships in the community.
6. Provide opportunities for members and communities to contribute to the future service development of GRLC.





“I had been anti-eBooks prior to COVID but found using BorrowBox a great way to access the library resources. Now I am a convert.”

– Lara Library member



GEELONG REGIONAL LIBRARIES



**Geelong Library &
Heritage Centre**
51 Little Malop Street
Geelong Victoria 3220
T 4201 0600

www.grlc.vic.gov.au

**Geelong Library
& Heritage Centre**
51 Little Malop Street
T 4201 0600

Apollo Bay
6 Pengilley Avenue
T 5237 1013

Bannockburn
25-27 High Street
T 5281 2367

Barwon Heads
Barwon Heads Primary School,
Golf Links Road
T 5254 2143

Belmont
163 High Street
T 5243 2655

Chilwell
51 Russell Street, Newtown
T 5221 5129

Colac
173 Queen Street
T 5231 4613

Corio
Cox Road (cnr Moa Street) Norlane
T 5275 2388

Drysdale
18-20 Hancock Street
T 5251 3855

Geelong West
153A Pakington Street
T 5229 1939

Highton
Roslyn Road (cnr Belle Vue Avenue)
T 5243 4864

Lara
5 Walkers Road
T 5282 4182

Leopold
Leopold Community Hub
31-39 Kensington Road
T 4201 0675

Newcomb
cnr Bellarine Highway & Wilsons Road
T 5248 1802

Ocean Grove
Presidents Avenue (cnr The Avenue)
T 5255 4218

Queenscliff
55 Hesse Street
T 5258 2017

Torquay
Surf City Plaza, Beach Road
T 5261 3049

Wairn Ponds
140 Pioneer Road
T 5244 0048

Western Heights
Western Heights College,
Vines Road, Hamlyn Heights
T 5277 1177

Mobile Library Stops

Aireys Inlet	Gellibrand
Anakie	Grenville
Anglesea	Haddon
Beeac	Lavers Hill
Beech Forest	Linton
Birregurra	Lorne
Cape Clear	Meredith
Coragulac	Portarlington
Cressy	Rokewood
Deans Marsh	Smythesdale
Dereel	St Leonards
Enfield	Winchelsea
Forrest	



CITY OF GREATER
GEELONG



Colac Otway
SHIRE



YOUTH ENGAGEMENT STRATEGY

2021-2025

GEE LONG
REGIONAL
LIBRARIES





“I really enjoy the warm and welcome environment here, along with the services available, it's an ideal spot for me to go after school to do work and hang with friends.”

2018 Library User Survey 12-17 Year Olds
Respondent

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INTRODUCTION



ACKNOWLEDGEMENT OF COUNTRY

The Geelong Regional Library Corporation (GRLC) acknowledges Wadawurrung and Eastern Maar Original Owners of the lands on which our library services operate. We pay respect to Wadawurrung and Eastern Maar Elders past, present and emerging. We acknowledge and celebrate First Nations Peoples of this land as the custodians of learning, literacy, knowledge and story.

VALUING DIVERSITY

GRLC acknowledges and celebrates its diverse community of young people. We acknowledge our programs, services, collections and resources will be respectful, accessible and inclusive of:

- Aboriginal and Torres Strait Islander youth
- Culturally and linguistically diverse and newly arrived youth
- Young people with disabilities
- Lesbian, gay, bisexual, transgender, intersex, queer and or questioning, asexual and many other terms (such as non-binary and pansexual) (LGBTIQA+) youth.

ABOUT US

The GRLC provides library and information services to all residents and visitors in the G21 region. One of 47 public library services in the state of Victoria, the Corporation was formed in 1997 under the provisions of Section 196 of the *Local Government Act 1989*. The library is governed by a Board of members made up of representatives of its five member councils – the Borough of Queenscliffe, the City of Greater Geelong, Colac Otway Shire, Golden Plains Shire and Surf Coast Shire. Through a network comprising a central library – the Geelong Library & Heritage Centre – 18 community libraries, three mobile libraries, community outreach services and a website offering a wide range of eServices and eCollections, the Corporation provides free, universal access to reading, and lifelong learning.

The GRLC's Strategic Plan *Reading Ahead: Library plan 2017 – 2021* articulates our Vision for a thriving regional community that is enriched by reading, empowered by learning and inspired by information and ideas. Goal Two of the plan affirms the Library's commitment to foster a love of reading in people of all ages and increase our engagement with young people, to support development of transliteracy¹ skills, increase lifelong learning and build 21st Century skills essential for future success.

¹Transliteracy – the ability to read, write and interact across a range of platforms, tools and media from signing and orality through handwriting, print, TV, radio, and film to digital social networks.

PURPOSE

The GRLC's Youth Engagement Strategy affirms the Library's commitment to contribute to positive outcomes for young people aged 12 to 18 years who live, work and study in the municipalities served by the GRLC. The strategy articulates GRLC's commitment for all young people to have access to resources, spaces and programming that create opportunities for them to grow intellectually, emotionally and socially. It positions the Library as a space where young people are welcome and supported, and as a partner, helping young people build positive futures for themselves and their communities.

Furthermore, it provides a strategic approach to youth engagement, ensuring that young people are at the centre of policies, services and activities that are developed for them. It sets out principles that ensure young people's diverse experiences, needs and views are valued and incorporated into our planning. It provides a roadmap for GRLC by reviewing current services, identifying key service principles and priorities, and providing a starting point for service planning. The Strategy sets the stage to provide a more comprehensive, progressive and responsive service that will meet the evolving needs of young people. Building on our customer service focus and innovative practices, we will concentrate on youth engagement, capacity building and partnerships.

SITUATION ANALYSIS

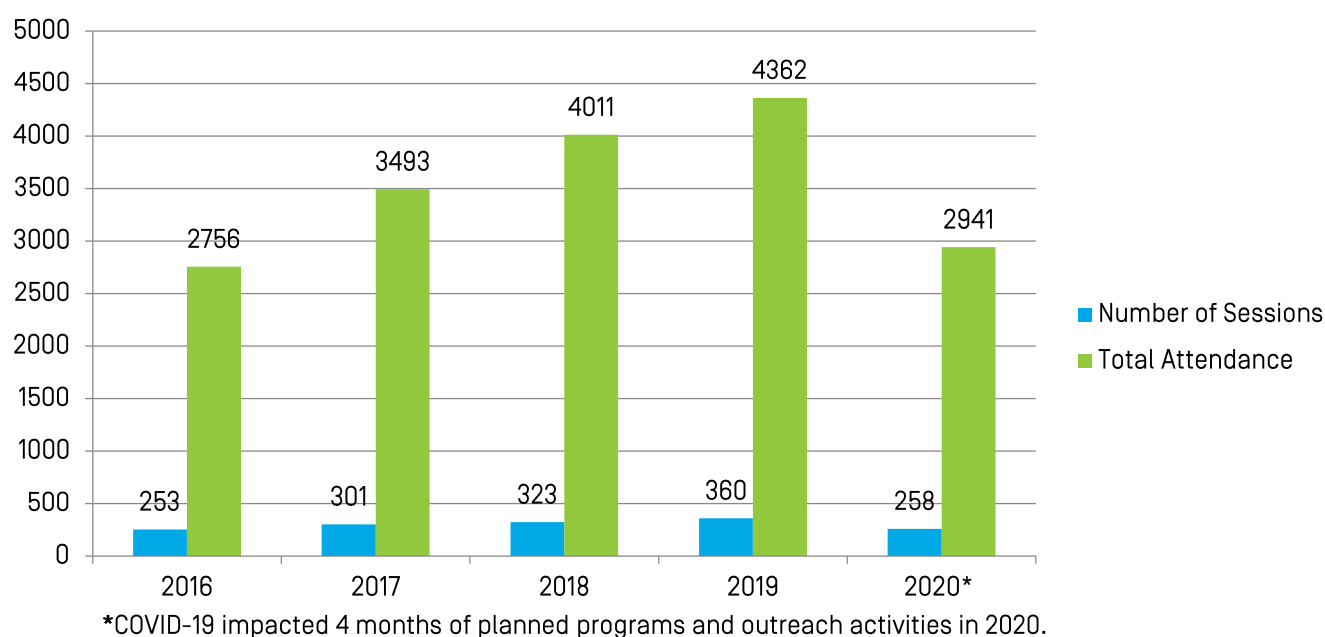
The contexts within which young people live and learn are vastly different from a generation ago, with economic changes transforming work through automation and globalisation. GRLC's commitment to providing quality children's and youth services is reflected in the organisations' structure. The GRLC employs a dedicated team of children's and youth services specialist librarians geographically dispersed across our library network and led by the Manager, Children's and Youth Services. Together, they support the management of children's and young adult collections, resources, library services, and develop and deliver a broad range of programming opportunities, including outreach to schools and other service providers.

GRLC aims to provide flexible, dedicated youth spaces that are welcoming, inclusive and that provide access to coveted study spaces. We understand the challenges young people face and the vast array of competing demands on their time. Thus it is vital that the GRLC is present in the spaces young people already inhabit. Our specialist librarians collaborate and partner with youth service organisations and key stakeholders in the region to connect with young people and inform them about the library services available to them.

In the GRLC's *2018 Library User Survey: 12-17 Year Olds*, respondents told us that they value and use library services that benefit them in different areas of their lives. GRLC currently employs a multifaceted approach to programming which is centred on an ethos of informal education support. Our programs function as a critical tool to facilitate engagement with a focus on the development of 21st Century learning skills necessary for an uncertain future workforce. Through curriculum-aligned workshops, author encounters and hands-on activities, the GRLC provides a variety of opportunities that support young people to develop and pursue their own interests and passions and collaborate with like-minded peers. A review of attendance at library programs and activities over the past five years (Table A) shows the success of this approach, however, the GRLC is committed to building on this success and recognises the need for a Youth Engagement Strategy to further realise this vision.



Youth Programs and Outreach 2016-2020



[Table A]

The COVID-19 pandemic and government-imposed restrictions during much of 2020 severely disrupted and limited GRLC's capacity to connect and engage with audiences through traditional programming and outreach activities. Whilst these circumstances posed many challenges, it also presented the unique opportunity to reimagine services, explore new ways to connect with young people and meet some of their needs in a virtual environment. Whilst engaging virtually through the Library's website, online programming initiatives, eCollections and other services such as *Click & Collect* and *Click & Deliver* services, GRLC was also able to respond to a gap in service. The *2018 Library User Survey: 12-17 Year Olds* showed that when using social media, 56% of survey respondents preferred using Instagram above other social media platforms, with YouTube [54%] and Snapchat [43%] the next preferred platforms. In response to this feedback, GRLC introduced a new Instagram profile called *checked.in.ya*; allowing us to provide reader recommendations and connect with young people in a space they already occupy.

To continue to effectively reach this cohort during and post COVID-19, the GRLC will review this new level of engagement to fully understand the changing needs of young people as they journey into adulthood. By building a narrative around this changing need, GRLC has an opportunity to evolve *together* with young people; to be present and approachable, to consult, to involve, to listen, and to act. GRLC will continue to respond to young people in both the physical and virtual realm by building the capacity of our staff, designing spaces young people will want to use, delivering programs that inspire and inform, partnering with others who share our vision, providing access to diverse collections, and providing access to technologies that meet their evolving needs.

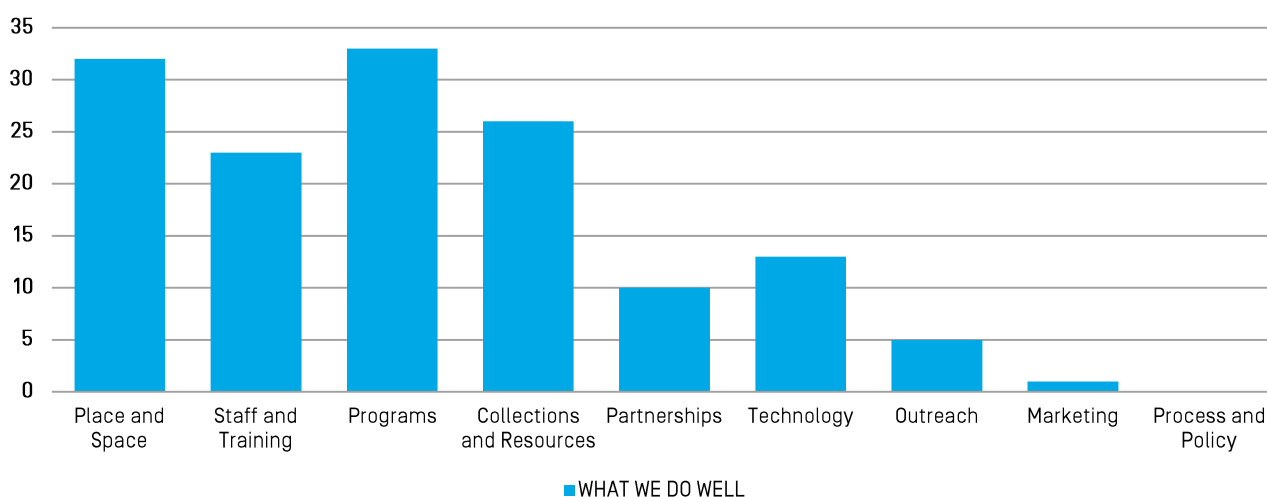
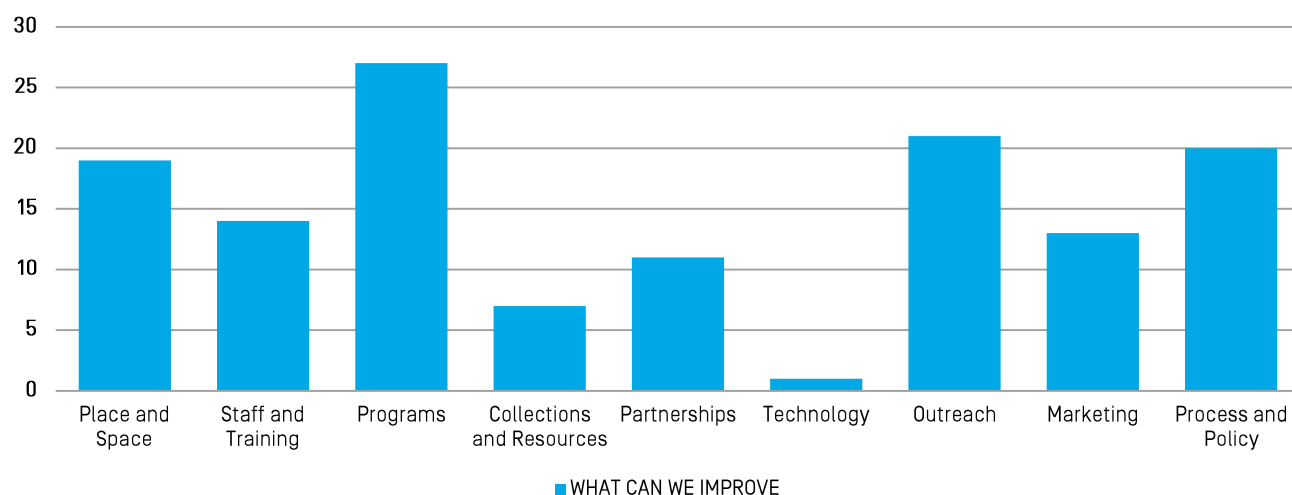
METHODOLOGY

The strategy builds on many years of experience working with young people and on research into this important life stage. It is informed by ongoing dialogue between library staff and young people, internal stakeholder focus groups, survey responses, and customer feedback obtained through programming and outreach activities. Furthermore, the strategy outlines a framework for ongoing and enhanced consultation with young people.

259 respondents completed the *2018 Library User Survey: 12-17 Year Olds*, and provided feedback on their library usage habits and satisfaction with library services. Survey responses show that 89% of respondents access services by visiting a physical library space (including mobile libraries). They access the space for a variety of reasons, including studying, internet/WiFi access and hanging out with friends. 75% of respondents use the Library's computers or free WiFi despite 82% having access at home. 87% rated their satisfaction as 'very satisfied' with many enjoying the range of books, having access to study spaces and the friendly staff.

In developing this strategy, five focus groups were held with internal stakeholders consisting of four focus groups of customer-facing staff and one focus group of non-customer-facing staff. In total, 44 staff participated. Following this, an all staff survey was generated, returning 34 responses. Staff identified the following strengths and areas for improvement. The draft strategy was then distributed to targeted external stakeholders for consultation and feedback.

Internal Stakeholder Responses



ENGAGEMENT FRAMEWORK

Youth engagement requires adequate thought, planning, time and resources. It must be intentional and sustained. "Youth engagement has to be delivered in a meaningful way which values the contribution, ideas and expertise of young people. Tokenistic youth engagement in many ways can be more damaging to young people than no engagement at all."²

IAP2³ is the International Association for Public Participation and had been endorsed as the theoretical basis for stakeholder engagement. The IAP2 engagement spectrum represents the most widely accepted participation definitions across government and industry, and meets the requirements set out by the Victorian Auditor-General's Office. The IAP2 spectrum shows that different levels of engagement are legitimate, depending on the requirements of each project.

The stages of the IAP2 spectrum and the principles which are generally agreed to underpin meaningful youth engagement and participation are:

Inform

- Providing information to stakeholders.

Consult

- Obtaining stakeholder feedback on alternatives for potential courses of action or decisions made.
- Young people have the opportunity to take on valued roles to address issues which impact them, and can create real change.

Involve

- Working directly with stakeholders to ensure that concerns and aspirations are understood and reflected in proposals or policy.
- Young people all have the opportunity to participate.

Collaborate

- Partnering with stakeholders at each stage of a project.

Empower

- Young people have greater control over their lives through participation, placing final decision making in their hands.

"I love how when I walk in I feel so relaxed and happy. I can feel all stress from the world leave as it takes me away from my thoughts. I also like it when me, my mother and my grandmother come together as a girls' outing. I love to help them find books and we have a great time there. My grandma has a disability which means she is limited to what she can do. She can only read as a past time and loves the library. Without this amazing facility for the community she wouldn't be able to enjoy her life"

2018 Library User Survey 12-17 Year Olds Respondent

² Golden Pains Shire Youth Engagement Guide – Golden Plains Youth version 1. June 2019

³ [c] International Association for Public Participation www.iap2.org

BACKGROUND



THE YOUTH EXPERIENCE

DEVELOPMENT

Young people generally experience three key stages of development, and whilst they mature dramatically throughout this period, they are also more vulnerable to stress. Many face pressures related to body image, school, friendships, career path and independent living. Emotions are experienced more intensely and concurrently their self-esteem can be negatively affected. Their capacity for self-regulation, assessing risks and planning improves, and as they move toward adulthood, they begin to struggle for independence and control. Peer influence and acceptance becomes more important and they are increasingly motivated by their internal values. During this period, they are rapidly constructing their own identity by:

- understanding themselves in relation to others
- understanding the dynamics of relationships
- building resilience
- learning to negotiate peer relationships
- learning through role-modelling
- learning and experimenting with risks
- developing their own unique style.

When children transition from primary to secondary school, there is an inherent period where reading habits dramatically change. Reading material broadens becoming a tool for learning and schoolwork, but at the same time, it also narrows, as books are seldom read as a form of recreation. During this time, the library can play a pivotal role as “informed intermediaries”⁴ to help identify the trigger that will keep youth motivated to continue to read for pleasure. Encouraging the celebration of reading and developing practical and effective strategies to open up pathways that lead teenagers to books is fundamental to their future lives and society as a whole.

With these transitional and transformational development periods in mind, it should be acknowledged that any youth engagement strategy cannot be ‘one size fits all’.

⁴ Teen Reading in the Digital Era – Launch 25/11/2020



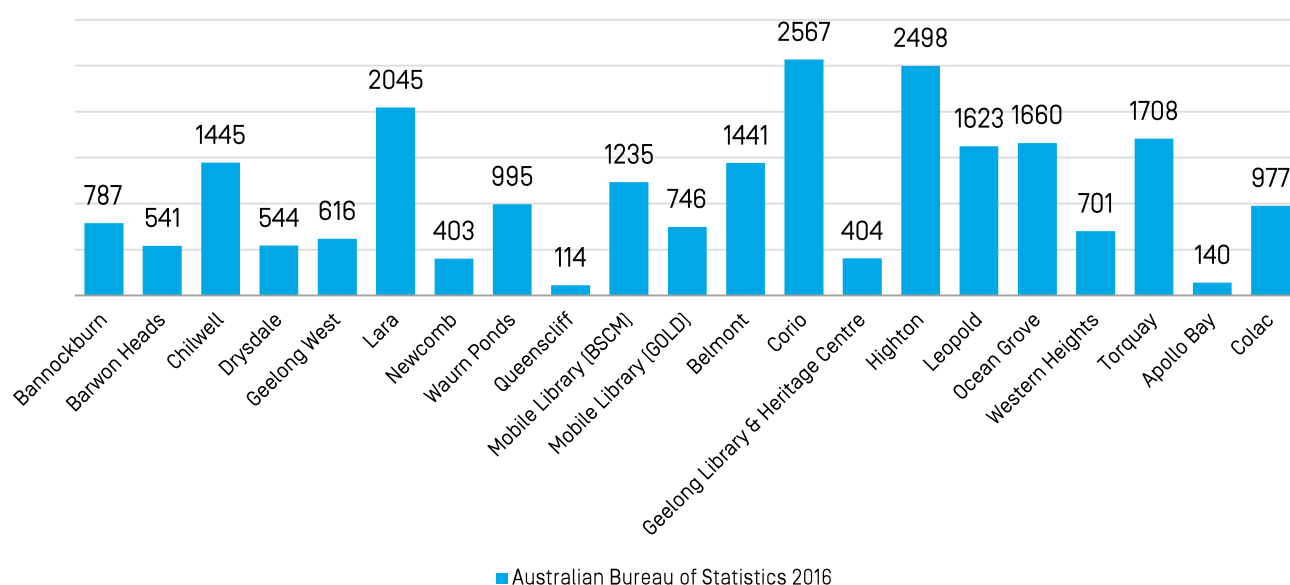
DEFINING YOUTH

There is no universally agreed international definition of the youth age group. The National Strategy for Young Australians (2010)⁵ defines youth as 12-25 year-olds; however, the GRLC recognises that under general Australian law a child becomes an adult at the age of 18. For the purpose of this strategy, we will be focusing on young people aged from 12 to 18 years of age. This definition closely aligns to the GRLC's membership categories, which use the following age groupings: Teens (12 – 14 years) and Youth (15 – 17 years) thus enabling us to remove false divisions and align the strategy to our collection development and resources strategies.

LIBRARY USERS

Data from the Australian Bureau of Statistics (ABS) 2016 census⁶ shows the number of youth living in suburbs which have access to a public library (Table D). When compared to GRLC youth membership statistics for the same locations, it becomes clear that young people do not necessarily use the library which is closest to their home (Table E). A number of factors could contribute to this trend, including proximity to educational facilities attended, access to transport or public transport, cultural influences, negative experiences and fit for purpose spaces.

Youth Population by Branch

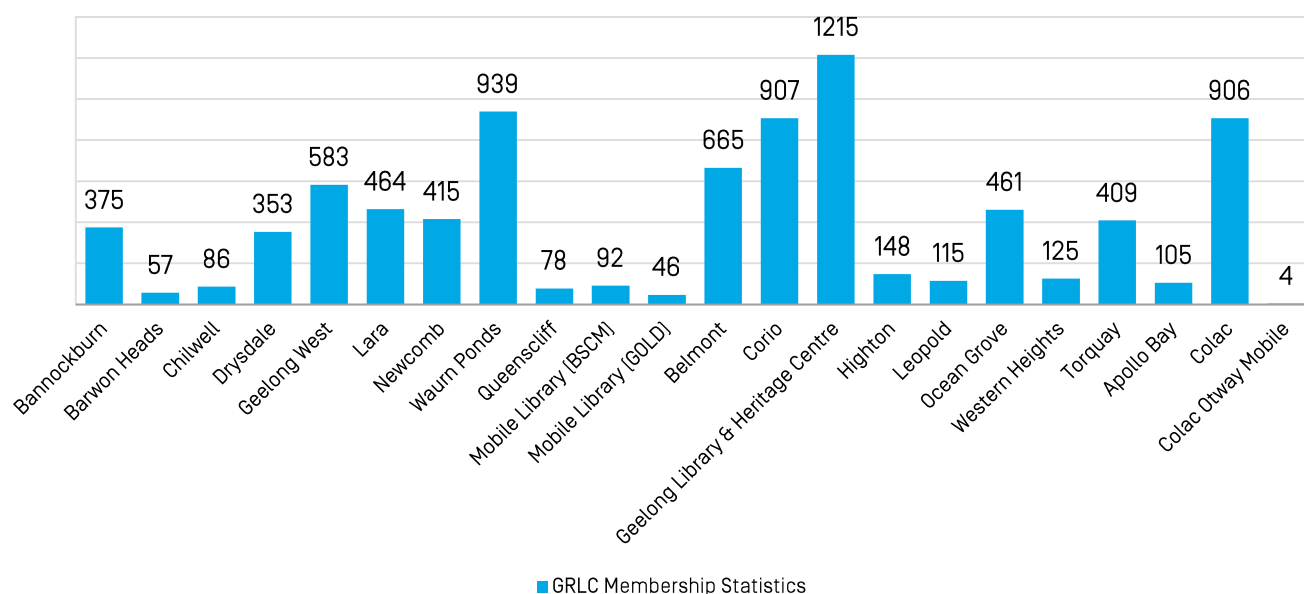


[Table D]

⁵ https://www.youthpolicy.org/national/Australia_2010_National_Youth_Strategy.pdf

⁶ https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/203?opendocument

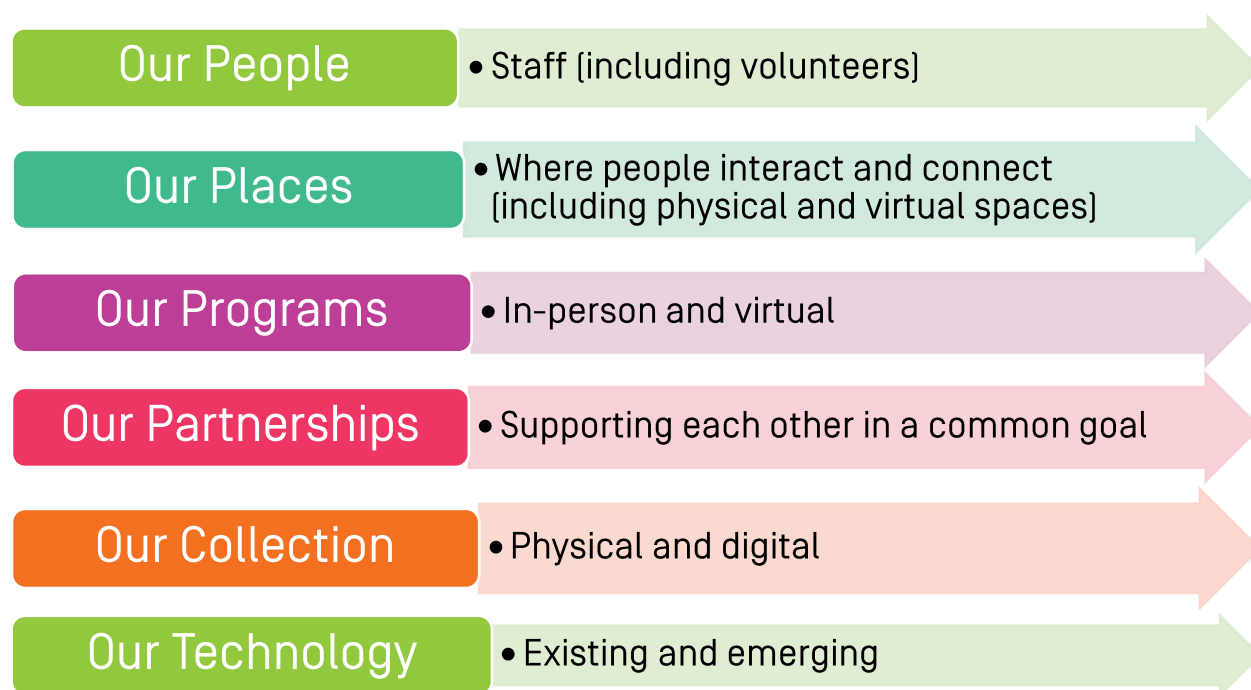
Youth Membership by Branch (2019-2020)



[Table E]

CORE PRINCIPLES

To ensure that more young people benefit from our services, we will raise awareness and prioritize accessibility as well as youth-friendly and supportive spaces. We will also refine and enhance our services through community consultation and strategic partnerships, increasing and diversifying opportunities for young people to engage and inform library services. The Youth Engagement Strategy will inform GRLC's work under the pillars of:



The years from 12 to 18 include critical stages of development. People in this age demographic face major decisions which affect their future and need information, ideas and experiences to guide their thinking and inform their choices. For young people to thrive, they need a range of supports from the entire community to build the personal competencies needed to transition successfully into adulthood. These core principles drive the development of library services and programs for young people.

- Child safety is fundamental to all aspects of GRLC services.
- Young people have important strengths and skills to contribute and should be actively engaged as experts in their own interests and needs.
- Self-directed, interest-based and experiential learning contributes to a young person's skill development and future success.
- Being a digital native does not equal digital literacy. Literacy today is a much broader term that transcends reading and writing. Young people require multiple literacies to support active participation in a vastly global society.
- Libraries contribute to community health and wellbeing, reaching the most vulnerable community members and working in partnership with other organisations.





**“The librarians and staff are the most
warm and welcoming people I know
besides my friends.”**

**2018 Library User Survey 12-17 Year Olds
Respondent**

OUTCOMES



GRLC is committed to creating an evidence-based and youth-informed library service that will enable GRLC to develop and deliver services across all its service pillars; to provide a consistent experience that is equitable, inclusive and geared toward supporting young people for future success.

GRLC will be recognised as a trusted, progressive service provider and community partner for young people, dedicated to meeting developmental needs, celebrating and building on strengths and supporting young people as they transition to adulthood.

GRLC will provide opportunities that are accessible and support participation of the entire community, including: Aboriginal and Torres Strait Islander Peoples, people with a disability, culturally and linguistically diverse communities, remote and rural communities, and LGBTIQ+ communities.

BARRIERS TO ENGAGEMENT

Although young people have much to contribute to society, and are resilient, they are not always treated with respect. Young people can be stereotyped, dismissed and rejected. Some face multiple barriers and challenges that arise from systemic inequities, including marginalisation, discrimination, racism, educational setbacks, social and cultural isolation, unemployment, poverty, mental health issues, disability, addiction and homelessness.

There is also the potential for young people to become disengaged simply because of the overwhelming effects of issues beyond their control, such as climate change, environmental issues, job prospects, fear of the future, the cost of further education, or the after-effects of the global pandemic.

Mission Australia's *Annual Youth Survey 2020*⁷ identified the top three most important issues in Australia today as:

- Equity and discrimination
- COVID-19
- Mental health

These issues provide the Library with very clear 'markers' to improve its engagement with young people on issues that are important to them.

⁷ <https://www.missionaustralia.com.au/what-we-do/research-impact-policy-advocacy/youth-survey>



STRATEGY 1



INVOLVE

GOAL

Strengthen relationships between the GRLC and young people through open communication and by creating opportunities for active participation.

Young people are experts in what matters to them. The GRLC will develop an understanding of the characteristics, needs and priorities of young people through respectful, authentic, open and honest communication. We will encourage young people's contribution to decision making to facilitate the long-term sustainability of positive youth participation.

OUR COMMITMENT

- Young people are everyone's customers. Support staff with expanded, flexible and meaningful professional development so they can best serve the needs of young people.
- Create opportunities to involve young people in planning processes, service development and facilitating youth-led initiatives.
- Create opportunities to involve young people in the development of library spaces to ensure that concerns and aspirations are understood and reflected.
- Place young people at the centre of library decision-making and create opportunities to involve young people in program planning.
- Encourage active collection development with a youth voice through direct consultation.
- Work with key stakeholders to increase reach and meaningful engagement with young people.
- Provide young people with targeted employment, work experience and traineeship opportunities within the Corporation.

STRATEGY 2



THRIVE

GOAL

Identify and address systemic barriers for youth in accessing opportunities, resources, services and participating in programming.

GRLC recognises that a number of factors can affect outcomes for young people. Limited access to safe spaces, housing, education, employment, mental health and civic participation can result in fewer opportunities. Young people experiencing vulnerability need improved access to learning opportunities and services to reach their potential. Their sense of place and connection to their local community can help them to foster resilience, personal identity and build social connections.

The ability to understand, communicate and transfer information in a knowledge-rich society is built upon the foundation skills of reading, writing and digital competence. Literacy is an essential life skill; it is fundamental to all learning and integral to economic, civil and social participation. Literacy today has broadened in scope, it is multimodal, tied to technology and culture, and young people need an increasing range of literacies to participate and communicate effectively.

OUR COMMITMENT

- Align the Youth Engagement Strategy with other relevant GRLC policies, plans and strategic documents.
- Identify and remove barriers to youth membership and library use.
- Ensure spaces meet the diverse needs of young people; they are welcoming, safe, inclusive and culturally safe.
- Identify and deliver services in spaces young people already inhabit and prioritise outreach to areas of disadvantage.
- Develop programs which address issues that are important to young people and engage young people experiencing disadvantage.
- Facilitate programs to support the development of transliteracy and 21st Century learning skills.
- Ensure collections represent and respond to the diverse interests and needs of young people.
- Provide access to new and emerging technologies that address systemic barriers and support the development of multiple literacies.

STRATEGY 3



BELONGING

GOAL

Support young people to develop a sense of social connectedness to community and peers.

GRLC understands that young people need a sense of belonging, to feel part of their community and to have opportunities to participate in programs and events that support them to develop relationships with others. GRLC is committed to promoting a relaxed, inclusive and stable environment where bonds are made, relationships built and friendships are born; where young people feel supported to find their place and pursue their passions and interests amongst peers.

OUR COMMITMENT

- Positive role modelling is embedded in staff professional practice.
- Facilitate collaborative spaces (both virtual and physical) that promote broader social interactions and create a sense of belonging.
- Celebrate the achievements of young people.
- Provide opportunities for young people to share their stories and experience.
- Enhance access to technologies that supports civic participation and the development of social connections.
- Provide access to new and emerging technologies that support skill development, the pursuit of personal interests and creative passions.

GEELONG REGIONAL LIBRARIES



Geelong Library & Heritage Centre
51 Little Malop Street
Geelong Victoria 3220
T 4201 0600

www.grlc.vic.gov.au

Geelong Library & Heritage Centre
51 Little Malop Street
T 4201 0600

Apollo Bay
6 Pengilley Avenue
T 5237 1013

Bannockburn
25-27 High Street
T 5281 2367

Barwon Heads
Barwon Heads Primary School,
Golf Links Road
T 5254 2143

Belmont
163 High Street
T 5243 2655

Chilwell
51 Russell Street, Newtown
T 5221 5129

Colac
173 Queen Street
T 5231 4613

Corio
Cox Road (cnr Moa Street) Norlane
T 5275 2388

Drysdale
18-20 Hancock Street
T 5251 3855

Geelong West
153A Pakington Street
T 5229 1939

Highton
Roslyn Road (cnr Belle Vue Avenue)
T 5243 4864

Lara
5 Walkers Road
T 5282 4182

Leopold
Leopold Community Hub
31-39 Kensington Road
T 4201 0675

Newcomb
cnr Bellarine Highway & Wilsons Road
T 5248 1802

Ocean Grove
Presidents Avenue (cnr The Avenue)
T 5255 4218

Queenscliff
55 Hesse Street
T 5258 2017

Torquay
Surf City Plaza, Beach Road
T 5261 3049

Wairn Ponds
140 Pioneer Road
T 5244 0048

Western Heights
Western Heights College,
Vines Road, Hamlyn Heights
T 5277 1177

Mobile Library Stops

Aireys Inlet	Gellibrand
Anakie	Grenville
Anglesea	Haddon
Beeac	Lavers Hill
Beech Forest	Linton
Birregurra	Lorne
Cape Clear	Meredith
Coragulac	Portarlington
Cressy	Rokewood
Deans Marsh	Smythesdale
Dereel	St Leonards
Enfield	Winchelsea
Forrest	




















CITY OF GREATER
GEELONG











Colac Otway
SHIRE





















1. Welcoming places and spaces - Present welcoming, purposeful and safe physical and digital library facilities at the heart of the community				
	2020/21 Actions	Comments	Result	Executive Accountability
1.1	Develop and implement a post-COVID-19 plan including library spaces, services, programs, events, marketing and communication.	Ongoing, and to be integrated into the new Library Plan 2021 - 25		All
1.2	In partnership with the Borough of Queenscliffe, actively participate in the detailed planning and design of the Queenscliffe Community Hub and develop interim services for construction phase.	Detailed planning and design is complete and construction of the Hub commenced in December 2020. The library was transitioned to temporary premises at The Tavern in Hesse Street and commenced operation on 2 December 2020.		Community Experience
1.3	In partnership with City of Greater Geelong, explore Living Libraries Capital Funding Program opportunities to enable redevelopment of the Corio and Belmont Libraries.	Corio has not been identified in the CoGG Capital program. A Living Libraries Funding application is being prepared for Drysdale Library as the timing for this project is due for construction in 2020/2021. Belmont went through a refurbishment in May 2021.		Digital Solutions and Innovation
1.4	In partnership with relevant member Councils, participate in the detailed design process for the new Drysdale Library and initial planning and design for replacement libraries at Lara and Torquay.	GRLC has been actively participating on working groups and control groups for detailed design for Drysdale Library (completed and tendered for construction in June), concept design for Torquay, design for Armstrong Creek, concept design for Chilwell extension. It is expected a working group will be established shortly for design work for Lara.		Digital Solutions and Innovation
1.5	Deliver implementation plans arising from recommendations in the GRLC Infrastructure Development Plan 2019.	Work is underway in partnership with member Council for planning for Torquay, Drysdale, Armstrong Creek, Lara and Chilwell. Minor refurbishment at Belmont (furniture/shelving replacement) was completed this financial year		Digital Solutions and Innovation
1.6	Continued review of Occupational Health and Safety policies and procedures including emergency response plans.	Ongoing and a priority for the Coordinator HSW.		Organisational Performance and Development
1.7	Source and implement improved online Occupational Health and Safety system reporting.	SolvSafety has been launched in April 2021.		Organisational Performance and Development
1.8	Communicate and implement new opening hours arising from Opening Hours Review undertaken in the 2019-20 financial year.	The implementation of operating hours was delayed due to COVID restrictions and lockdowns. The new opening hours were implemented and active from 2 January 2021.		Community Experience
1.9	Review and update the GRLC website and Intranet to optimise sharing of information and communication.	Migration to Sharepoint on Microsoft 365 has been identified as a key new deliverable in this action. Intranet project being managed by the Manager of Digital Solutions, launch due by August 2021		Community Experience
1.10	Implement improvements to meeting room marketing, hire policies and procedures to encourage and optimise activation of meeting spaces in library branches.	Venue Hire Coordinator has commenced in the role and is reviewing the function, strategy and priorities. This will be integrated into the new Library Plan 2021 -25		Community Experience

2. Learning for Life - Deliver engaging library programs, print and digital collections, events and activities that encourage reading, support a range of literacies, promote lifelong learning and increase access and inclusion.				
	2020/21 Actions	Comments	Result	Executive Accountability
2.1	Continue to increase opportunities for children with additional needs to access library programs including new funding streams and initiatives.	Design of the YES Action plan		Community Experience
2.2	Create a new Reader Advocacy and Development Strategy including ways to build adult, family literacy and a reading region.	Design of the READ (reader engagement advocacy and development strategy) strategy and action plan, next step to implement		Community Experience
2.3	Explore external sources of funding opportunities to further support vulnerable communities.	This will be integrated into the new Library Plan 2021 -25		Community Experience
2.4	Actively promote Australian and Geelong region writers through collection development and programming.	Local writer's program planned for June 2021. Collections and Events team working together to highlight and reflect collections in programming.		Community Experience
2.5	Identify special collections and programs for fundraising by Friends of the Library Program.	Friends of the Library Program to be reassessed. This will be integrated into the new Library Plan 2021 -25		Community Experience
2.6	Optimise participation in the Word for Word National Non-Fiction Festival 2020 through development of innovative program, effective planning and production and securing of external funding sources.	W4W Festival cancelled in 2021. Friends of the Library Program to be reassessed. This will be integrated into the new Library Plan 2021 -25		Community Experience
2.7	Expand the range and volume of eCollections including eBooks, eMagazines, film and music streaming.	eMagazines have been transitioned to Pressreader platform to increase availability and range of materials. eBook collections have been actively expanded and highly utilised. Linked.in Learning for Libraries platform has been implemented from February 2021.		Digital Solutions and Innovation











3. Creativity and Innovation - Provide creative and co-working spaces, technology, and learning opportunities that stimulate creativity and innovation and equip people with skills and confidence for the future.

	2020/21 Actions	Comments	Result	Executive Accountability
3.1	Develop a new four year digital strategy and action plan to ensure positioning as a leader in technology provision for the community and realise organisational business efficiencies.	Drafting the consultancy brief to deliver on this task. Seeking alignment with the GRLC Library Plan 2021-2025		Digital Solutions and Innovation
3.2	Continue to provide leadership and advocacy for the adoption of, and opportunities to extend community access to new and emerging technologies and programming, including actively pursuing external funding opportunities.	GRLC hosted the 2021 VALA Tech Camp for GLAMR (Galleries, Libraries, Archives, Museums, Research) professionals.		Digital Solutions and Innovation
3.3	Develop an implementation plan for a replacement Library Management System to provide state of the art access to information services, collections and digital services for the community.	Funding approved by Board, implementation planning underway.		Digital Solutions and Innovation
3.4	Expand digital hub and maker space capability throughout the network where possible including accessing external funding.	Connecting with the Geelong Tech School to explore precinct based makers space opportunities.		Digital Solutions and Innovation
3.5	Monitor improvements in current technology that may be implemented in rural areas including outreach to improve access to library services.	Actions addressing this goal included: Fit out of Golden Plains Mobile Library service with improved 4G reception to ensure connectivity and support for rollout of public WiFi on that route. Remediation of network infrastructure at Colac and Apollo Bay.		Digital Solutions and Innovation
3.6	Review and fine-tune eKnowHow programming.	This is to be reviewed in light of COVID programming impacts.		Digital Solutions and Innovation
3.7	Source and implement new GRLC Document Management, Customer Relationship Management and digital asset register systems.	- Document Management component to be addressed through the application of the Microsoft Compliance Centre to the new GRLC Microsoft 365 platform. A consultant specialising in records management and governance within this environment has been engaged. '- Customer Relationship Management (CRM) for management of the "Friends of the Library" and other Marketing campaign activities has been evaluated and considered in the 2021-22 financial year budget '-Digital Asset Register platform was implemented in Q1 2021, in addition to the rollout of a new IT Helpdesk solution		Digital Solutions and Innovation
3.8	Develop a strategic plan for the Geelong Library and Heritage Centre to enable its continued positioning and success as a world class innovative cultural and lifelong learning institution.	Strategy completed in draft January 2020. Friends of the Library Program to be reassessed. This will be integrated into the new Library Plan 2021 -25		Community Experience

4. Sharing our stories - Capture, share, celebrate and preserve the stories – past and present – that tell of our region’s heritage, culture, creative endeavour and aspirations.				
	2020/21 Actions	Comments	Result	Executive Accountability
4.1	Develop a calendar of community focused programs and collection development that celebrate local writers, culture and heritage including a focus on the narrative arts, creative endeavours, knowledge and ideas.	Extensive online program delivered in Q3 and Q4 2020. In-person events resuming February 2021.		Community Experience
4.2	Strengthen existing relationships and establish new partnerships with leading arts and cultural organisations.	As cultural sector recovers, GRLC is in post-Covid negotiations with Wheeler Centre, ACMI, State Library, Deakin University Arts and local artists to reignite program offer, progress stalled with COVID uncertainty. Opportunities for new collaborations being explored with Geelong Gallery and Geelong Arts Centre.		CEO/ Community Experience
4.3	Explore further opportunities to add value to the Cultural Precinct by strengthening relationships, increasing collaborative activities including new programming and initiatives with precinct partners, and actively promoting the precinct.	City-wide work underway through CoGG's new Arts and Cultural Strategy, G21 and individual organisation's planning processes for stronger collaborative precinct future.		CEO/ Community Experience
4.4	Support the community’s cultural mosaic, celebrate and nurture diversity and stimulate cross-cultural conversation and understanding. Establish and strengthen partnerships with aligned service and cultural organisations.	GRLC is currently sitting on the Project Steering Group for the G21 Creative Industries Strategy which is due for completion in Q2 2021. Active membership of the G21 Arts and Culture Pillar and projects currently being planned with Geelong City of Design, ACMI and the Wheeler Centre.		CEO/ Community Experience
4.5	Scope project and explore funding opportunities to establish the Geelong Library and Heritage Centre Fellowship, Writers in Residence or Genealogist in Residence programs providing artists, writers and scholars the opportunity to explore, repurpose or creatively respond to the collection.	Fellowship has been fully scoped and a number of funding applications are pending.		Community Experience
4.6	Provide the Geelong Region community with a Heritage Centre that is recognised as leader in Australia through the development and implementation of collection related projects, partnerships and collaborations, public programs, events, collection displays and operational management procedures that are recognised as industry leading.	Key highlights in 2020 included remote volunteering opportunities, strong uptake of the Ancestry.com, launch of the Geelong Honours Them project and liaison with Aboriginal stakeholders resulting in the current Aboriginal Perspective Plan and Significance Assessment. Successful in securing funding from CoGG's Creative Communities Grants round, and key plans for 2021 include implementing extensive 'Connecting community - celebrating heritage, culture and stories of our region' project.		Digital Solutions and Innovation
4.7	Promote and continue to add items to the completed Geelong Honours Them website.	Website currently features 192 honour boards. Work continues with communities to index, catalogue and feature new boards as their existence comes to light		Digital Solutions and Innovation
4.8	Develop a Management of Aboriginal Cultural Materials Policy that meets the legislated requirements of the Aboriginal Heritage Act 2006, activities to include audit of the Geelong Heritage Centre archive to identify materials that may be culturally sensitive and manage according to policy and procedure and in collaboration with Wadawurrung cultural advisors.	Muriyul consultants engaged in December 2020. Project currently underway on Aboriginal Perspectives Plan and Aboriginal Significance Assessment - due for completion Q3 2021.		Digital Solutions and Innovation
4.9	Following implementation of digital repository and ATOM heritage collections management system, continue to add items, grow the database and improve access to content.	Consultant engaged to complete configuration and training for Heritage staff. Hosted solution for digital object management and description has been priced in the 2021-22 financial year to ensure continued sustainability and resilience. AtoM (Access To Memory) platform has been migrated to the cloud.		Digital Solutions and Innovation

5. Better together - Work collaboratively with community, government and business organisations to increase awareness of, access to and use of library services among targeted population groups.				
	2020/21 Actions	Comments	Result	Executive Accountability
5.1	Work closely with our member Councils and in alignment with their vision and strategic priorities to maximise community wellbeing including regular meetings, briefings, planning activities and reporting.	Extension to Strategic Plan adoption from 30 June to 31 October 2021 granted from the Minister for Local Government to allow GRLC to align their plans with that of member Councils. Regular meetings with all Councils continue.		All
5.2	Develop implementation plans for the First Nations Project Cultural Protocols adopted in the 2019-20 financial year.	Three Year Action Plan finalised, to be rolled out. To be reviewed.		Organisational Performance and Development
5.3	Explore ways of strengthening partnerships with key diversity and community agencies and organisations. This will be integrated into the new Library Plan 2021 -25	Partnerships agreements with Give Where You Live, Geelong Community Foundation and regional diversity consultants working in the space. This will be integrated into the new Library Plan 2021 -25		Organisational Performance and Development
5.4	Continue implementation of the GRLC Access and Inclusion Plan utilising the knowledge and expertise of regional partners including multicultural, disability, education and community services organisations improving access and inclusion for the Disability, CALD, LGBTI and ATSI sectors of the community (ongoing implementation multiyear project).	This will be integrated into the new Library Plan 2021 -25		Organisational Performance and Development
5.5	Evaluate the Friends of Geelong Regional Libraries program with a view to expanding support for the initiative and community benefits available.	Evaluation completed in October 2020 and program has not been relaunched. This will be integrated into the new Library Plan 2021 -25		Community Experiences
5.6	Actively participate in Public Libraries Victoria and State Library of Victoria Advocate project 'Libraries Change Lives' to raise awareness of the value of public libraries and positively influence funding outcomes.	Attended the Libraries Change Lives online showcase event on 10 September 2020, which included the Minister for Local Government.		Community Experiences
5.7	In partnership with State Library Victoria and Public Library Network, participate actively in the next Triennium 2020/2021 – 2022/2023 of statewide projects – Sector Advocacy, Libraries for Health and Wellbeing and Sector Capability Lifting.	Executive Manager Library Services and Customer Experience was an active member of the Capability Lifting Project Working Group which has seen the rollout of Resilience training for library staff in February 2021. Participated in focus group workshops and surveys for the Health and Wellbeing framework project. The CEO has just joined the Sector Advocacy Group		All
5.8	Conduct biennial library community survey.	Not conducted due to disruption caused by pandemic. Will reschedule. Awaiting possible development of a library survey conducted as a statewide project as partnership between Public Libraries Victoria and State Library Victoria.		CEO
5.9	Encourage and support staff to join relevant and aligned professional, planning and service networks including statewide Public Libraries Victoria Special Interest Groups, GLAM Networks, Australian Library and Information Association.	Completed and continuing.		Organisational Performance and Development

6. Capable, Confident and Caring - Create an organisational culture that expects, supports and recognises relevant knowledge and expertise, excellent customer service, creativity and innovation, flexibility, good governance and accountability.

	2020/21 Actions	Comments	Result	Executive Accountability
6.1	Continue review of all people related systems maximising staff and volunteer resources including recruitment, training and development and performance management.	Ongoing and dependant on team's capacity, includes opportunities to link systems to create more capacity for the team.		Organisational Performance and Development
6.2	Conduct biennial staff engagement survey.	The staff survey is underway in August 2021.		Organisational Performance and Development
6.3	services program that respond to the Library Plan, the needs of a modern library service and the biennial staff engagement survey.	Customer service training has been rolled out.		Organisational Performance and Development
6.4	Strengthen leadership capability across the organisation and include leadership training in the Staff Development calendar.	Ongoing, Management training has been delivered in-house and will continue depending on capacity in the team. Leadership development to be discussed once the new Executive Manager is in place.		Organisational Performance and Development
6.5	Develop 2020-21 Marketing, Community Engagement and Communications Plan.	Strategic directions from plan shared with and endorsed by Board in early 2020. Plan currently being rolled-out across all corporate comms. Next plan to be developed inline with and alongside new Library Plan 2021-2025.		Community Experience
6.6	Strengthen financial sustainability through advocacy, investigating alternative streams of funding, operational and financial efficiency measures.	To be integrated into the new Library Plan 2021 - 25		CEO
6.7	Investigate governance and organisational changes required as a result of the new Local Government Act and develop options and action plan.	Completed.		CEO
6.8	Conduct an annual audit against national public library standards, guidelines and benchmarking data from the annual survey of Victorian public libraries to understand and act on industry standing and financial position.	Due to be completed in last third quarter.		CEO
6.9	In partnership with Member Councils, develop a 10 year financial plan.	To be integrated into the new Library Plan 2021-2025.		CEO
6.10	Seek external funding to support the work of the GRLC Green Team to ensure action plan and policy initiatives can be implemented.	On hold in 2020/21 due to Covid-19 and other funding priorities. No further progress to date.		CEO