



**READING AHEAD  
LIBRARY PLAN 2017-2021  
ANNUAL PRIORITIES 2019-2020**

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## OUR VISION

### **A thriving regional community...**

- Enriched by reading
- Empowered by learning
- Inspired by information and ideas.

## 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.

## OUR GOALS

**The Geelong Regional Library Corporation (GRLC) strives to enrich, empower and inspire the community we serve - providing library services and experiences that create opportunities for people to read, learn, work and connect with one another and the ever-changing world in which they live. Over the next four years this plan will guide us as we move ahead, striving to leave no community member behind. We will focus on four key goals:**

### **GOAL ONE: *Join up, join in***

To deliver greater benefit to our community we must grow library usage and library membership. More readers, more loans, more library visits, more downloads, more people participating in library programs. We will reach out to and engage new library users, especially those in greatest need of support, so that they can access and benefit from the many services we offer.

### **GOAL TWO: *Making life better***

Everyone is welcome at the library, and the library has something to make everyone's life better. We will:

- foster a love of reading in people of all ages
- support development of reading and digital literacies – essential life skills in the modern age
- facilitate access to authoritative trusted information
- support digital and social inclusion
- fire the imagination through thought-provoking and inspiring experiences
- work with our partners to connect people with the services they need
- share stories and celebrate our heritage, our many cultures and our aspirations.

### **GOAL THREE: *Great customer experiences***

Our library users rate our performance very highly. We aim to do even better. The quality of the customer experience in our libraries and in library programs is directly related to the attitudes, knowledge and skills of our staff. We will empower and equip them to respond to users' needs in the most friendly, professional and expert manner possible.

### **GOAL FOUR: *Regional strength, local feel***

Among the state's 47 public libraries GRLC best displays the desired combination of high service levels, collections quality and usage delivered at average industry cost. We are Victoria's leading public library service. We will strive to remain an industry and community leader. We will build on the strength of a collaborative regional approach, realising opportunities for efficient and sustainable service delivery, while retaining a local feel in provision of library services to meet the varying needs of communities across the Geelong region.

# READING AHEAD: LIBRARY PLAN 2017-2021

## YEAR 3 - ANNUAL PRIORITIES 2019-2020

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The GRLC Board adopted Reading Ahead: Library Plan 2017-2021 in June 2017. This document details the priorities for the coming year which represents year three of the current four year plan. A half year progress report will be provided to the GRLC Board at its February 2020 meeting, annual achievements will be reported at the August 2020 meeting and in GRLC's Annual Report 2019-2020.

### STRATEGIES FOR SUCCESS FROM THE LIBRARY PLAN 2017-2021

The Board and staff of the Geelong Regional Library Corporation work together in the interests of the regional population and the four member Councils. Over the next four years we will strategically direct our resources and energies to delivering library services, collections, programs, spaces and experiences which will enable us to achieve our goals.

Strategy		Page
<b>1. Welcoming places and spaces</b>	Present welcoming, purposeful and safe physical and digital library facilities at the heart of the community.	3
<b>2. Learning for life</b>	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.	4
<b>3. Creativity and innovation</b>	Provide creative and co-working spaces, technology, and learning opportunities that stimulate innovation and equip people with skills and confidence for the future.	5
<b>4. Sharing our stories</b>	Capture, share, celebrate and preserve the stories – past and present – that tell of our region's heritage, culture, creative endeavour and aspirations.	6
<b>5. Better together</b>	Work collaboratively with community, government and business organisations to increase awareness of, access to and use of library services among targeted population groups.	7
<b>6. Capable, confident and caring</b>	Create an organisational culture that expects, supports and recognises relevant knowledge and expertise, excellent customer service, creativity and innovation, flexibility, good governance and accountability.	8

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# 1 WELCOMING PLACES AND SPACES

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Present welcoming, purposeful and safe physical and digital library facilities at the heart of the community.

2019-20 Actions	
1.1	In Partnership with the Borough of Queenscliffe, actively participate in the detailed planning and design of the Queenscliffe Community Hub.
1.2	In partnership with City of Greater Geelong, explore Living Libraries Capital Funding Program opportunities to enable redevelopment of the Corio Library.
1.3	In partnership with relevant member Councils, commence initial planning and design for replacement libraries at Drysdale, Lara and Torquay.
1.4	Communicate, develop and deliver implementation plans arising from recommendations in the GRLC Infrastructure Development Plan 2019.
1.5	Review facilities reporting policies and procedures including mechanisms for timely input and advice to member Council maintenance schedules.
1.6	Work closely with member Councils to undertake access audits and implement improvements as required.
1.7	Continued review of OHS policies and procedures including emergency response plans.
1.8	Implement OHS online reporting, management and staff training systems.
1.9	Undertake stakeholder consultation regarding findings and recommendations arising from the Opening Hours statistical desk top review.
1.10	Review and update the GRLC website and Intranet to optimise sharing of information and communication.
1.11	Build on the recent establishment of the GRLC Green Team and early initiatives by developing a detailed policy and action plan.
1.12	Implement improvements to meeting room marketing, hire policies and procedures to encourage and optimise activation of meeting spaces in library branches.

## 2 LEARNING FOR LIFE

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**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.**

### 2019-20 Actions

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|------|---|
| 2.1  | Continue to increase opportunities for children with additional needs to access library programs including new funding streams and initiatives.   |
| 2.2  | Create a new Reader Advocacy and Development Strategy including ways to build adult, family literacy and a reading region.  |
| 2.3  | Provide a range of evidenced based early years reading literacy development programs in all libraries.  |
| 2.4  | Prepare quarterly events programs that are aligned with organisational priorities and meet community needs and expectations.  |
| 2.5  | Explore external sources of funding opportunities to further support vulnerable communities.  |
| 2.6  | Continue to strengthen partnerships with youth services teams and youth councils/advisory groups across all member Councils and with relevant community organisations and agencies.                   |
| 2.7  | Continue active participation in statewide Reader Development Special Interest Group.   |
| 2.8  | Actively promote Australian and Geelong region writers through collection development and programming.  |
| 2.9  | Identify special collections and programs for fundraising by Friends of the Library Program.  |
| 2.10 | Optimise participation in the Word for Word National Non-Fiction Festival 2019 through development of innovative program, effective planning and production and securing of external funding sources. |
| 2.11 | Expand the range and volume of eCollections including eBooks, eMagazines, film and music streaming.   |

### 3 CREATIVITY AND INNOVATION

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**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.**

#### 2019-20 Actions

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|------|---|
| 3.1  | Articulate clear objectives and develop an evaluation framework for all GRLC programs in line with organisational priorities.   |
| 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. |
| 3.3  | 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 efficiencies in business processes.                         |
| 3.4  | 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.                                  |
| 3.5  | Promote the use of existing library infrastructure as a co-working space including access to core library technology, software and high speed internet access as it becomes available through community branches.           |
| 3.6  | Expand digital hub and maker space capability throughout the network where possible including accessing external funding.   |
| 3.7  | Implement findings from the WAN pilot project and expand to other branches where internet infrastructure capacity allows.   |
| 3.8  | Monitor improvements in current technology that may be implemented in rural areas including outreach to improve access to library services.   |
| 3.9  | Expand information literacy and critical thinking as part of eKnowhow programming.  |
| 3.10 | Explore opportunities for integration of digital collections platforms.   |
| 3.11 | Implement new GRLC Document Management System.  |
| 3.12 | 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.                                |

## 4 SHARING OUR STORIES

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Capture, share, celebrate and preserve the stories – past and present – that tell of our region's heritage, culture, creative endeavour and aspirations.

### 2019-20 Actions

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| 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.  |
| 4.2  | Strengthen existing relationships and establish new partnerships with leading arts and cultural organisations.   |
| 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.  |
| 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.   |
| 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.  |
| 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.                |
| 4.7  | Improve discoverability and accessibility to the collection and archive by implementation of ATOM, the Heritage Centre Collection Management System with web interface.  |
| 4.8  | Deliver phase one of the Geelong Honours Them Project including installation of digital repository.  |
| 4.9  | Work with the Borough of Queenscliffe and Heritage partners to explore the role of Heritage Services and possibilities regarding systems and services integration at the Queenscliffe Hub.   |
| 4.10 | Develop a Management of Aboriginal Cultural Materials Policy that meets the legislated requirements of the <i>Aboriginal Heritage Act 2006</i> , activities to include audit of the GHC archive to identify materials that may be culturally sensitive and manage according to policy and procedure and in collaboration with Wadawurrung cultural advisors. |

## 5 BETTER TOGETHER

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**Work collaboratively with community, government and business organisations to increase awareness of, access to and use of library services among targeted population groups.**

### 2019-20 Actions

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|------|--|
| 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.  |
| 5.2  | Strengthen partnership with the Wadawurrung Community to ensure the delivery of relevant, community responsive and culturally sensitive services, programs and access.   |
| 5.3  | Implement an organisation wide Indigenous Engagement Program.  |
| 5.4  | Review and improve strategic partnership policies, processes and documentation.  |
| 5.5  | Explore ways of strengthening partnership with Diversitat and other key diversity and community agencies and organisations.  |
| 5.6  | Implement year 2 of the 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). |
| 5.7  | Evaluate the Friends of Geelong Regional Libraries program with a view to expanding support for the initiative and community benefits available.   |
| 5.8  | Explore and evaluate opportunities, costs and benefits of participating in a statewide Library Management System project.  |
| 5.9  | 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.   |
| 5.10 | In partnership with State Library Victoria and Public Library Network, participate actively in planning the next Triennium 2020-2021 – 2022-2023 of statewide projects.  |
| 5.11 | Analyse and respond to community feedback gathered in biennial library survey August September 2018.   |
| 5.12 | Encourage 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.   |



## 6 CAPABLE, CONFIDENT AND CARING

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**Create an organisational culture that expects, supports and recognises relevant knowledge and expertise, excellent customer service, creativity and innovation, flexibility, good governance and accountability.**

### 2019-20 Actions

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|------|---|
| 6.1  | Commence review of all people related systems maximising staff and volunteer resources including recruitment, training and development and performance management.  |
| 6.2  | Complete development of GRLC workforce skills and behaviours frameworks.  |
| 6.3  | Develop and implement an organisation culture and customer services strategy that responds to the Library Plan, the needs of a modern library service and the biennial staff engagement survey.                             |
| 6.4  | Strengthen leadership capability across the organisation and include leadership training in the Staff Development calendar.   |
| 6.5  | Develop 2019-20 Marketing, Community Engagement and Communications Plan.  |
| 6.6  | Ensure financial sustainability through advocacy, investigating alternative streams of funding, operational and financial efficiency measures.  |
| 6.7  | Commence review of current financial services arrangements and services to ensure value for money and focus on GRLC priorities.   |
| 6.8  | Develop an Evaluation Framework focused on impact for GRLC Services and Program planning, development and advocacy purposes.  |
| 6.9  | 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. |
| 6.10 | In partnership with member Councils develop a financial plan for the life of the Reading Ahead Library Plan and work towards a ten year financial plan.   |



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51 Little Malop Street  
T 4201 0600

**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

**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 | Linton        |
| Anakie       | Lorne         |
| Anglesea     | Meredith      |
| Cape Clear   | Portarlington |
| Deans Marsh  | Rokewood      |
| Dereel       | Smythesdale   |
| Enfield      | St Leonards   |
| Grenville    | Winchelsea    |
| Haddon       |               |



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