



## **ICT Strategic Plan 2015-2017**

**April 2015**

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## **EXECUTIVE SUMMARY**

This framework articulates a strategic direction for Yarra Plenty Regional Library's ICT from a service provision and an asset management perspective.

### **YPRL Strategic Plan 2013 – 17**

#### **4. Technology**

We will:

- Continue to be responsive to community needs in providing access to online services
- Leverage the opportunities of the NBN
- Foster innovation with the provision of digital, creative and maker spaces
- Facilitate business improvement and continuous improvement in the organisation

### **5 KEY OBJECTIVES**

1. Provide fit for purpose technology
2. Manage assets
3. Deliver innovation
4. Provide business solutions
5. Manage risk

## **INTRODUCTION**

The Framework is intended to develop a shared vision for future directions of the provision of ICT including:

- The continued realigning of resources to ensure that we are meeting user needs and expectations
- Maintaining the currency and relevancy of ICT resources
- Outlining the funding required to sustain assets
- Outlining asset management processes
- Managing risk, business continuity and disaster recovery

### **Assessment of ICT Environment, Management and Business Processes**

YPRL has been well served by its IT infrastructure and systems over recent years. In many ways we are seen as technology leaders in our industry. In 2013 super high-speed internet and WiFi was made available to library members at all branches across Whittlesea, Banyule and Nillumbik. The innovation means even library branches that are not currently in NBN-connected areas are connected to the National Broadband Network.

YPRL was successful in obtaining a grant from the federal government in 2012 to implement a Digital Hub at Mill Park library to promote the benefits of the NBN. To date over 5,500 people have been trained in the facility which highlights new technologies in business, home, education and health.

A Makerspace has been introduced at Mill Park library. It has a range of equipment available for community use including 3D printers and other new technologies. Makerspaces are progressively being introduced to other branches.

Business processes are being streamlined with the introduction of a suite of forms for staff and branch use to reduce paperwork and improve efficiencies.

An Internal Audit on Asset Management was undertaken in 2014 and a number of recommendations were made to improve the management of IT assets. These have been incorporated into this plan.

Risk Management is a regular item on EMT and Audit Committee meeting agendas. The Business Continuity and Disaster Recovery Plans are regularly reviewed and updated.

### **Guiding Principles of IT Decision Making**

The library wishes to be at the forefront of online delivery of public library services. To this end it is prepared to invest in technology and be an early adopter of relevant products and services. We will not build solutions but will look for off the shelf products. We will seek open rather than proprietary systems where possible. We prefer to choose cloud-based solutions when practicable.

# 1. FIT FOR PURPOSE TECHNOLOGY

## CURRENT SITUATION

### Applications

Application	Description
Library Management System (LMS)	<p>The Library Service has used SirsiDynix software since 1998 and currently runs Symphony 3.4 through a “Software as a Service” model. It is the leading solution and is supported by the largest LMS vendor in the world. It has a well-defined upgrade path and the vendor continues to develop new products and services.</p> <p>Products used are:</p> <ul style="list-style-type: none"> <li>• Symphony Cloud</li> <li>• SYNDETICs provides content for bibliographic records, eg book covers, reviews</li> <li>• SMS Notification for overdues and reservations</li> <li>• Mobile Circ for use outside the library branches</li> <li>• Blue Cloud Analytics for reports</li> </ul>
Website and Discovery layer	<p>The website was implemented in November 2010 and is being upgraded in April 2015. Developed by BiblioCommons, a Canadian company, it is designed to integrate the Discovery Layer into the library’s website making the user experience seamless. The website is hosted and supported by BiblioCommons and is used by some of the biggest library systems in the US.</p>
RFID system	<p>Bibliotheca RFID solution was implemented at all branches by February 2009. Software was upgraded in 2014, and is being upgraded again in 2015.</p> <p>The latest upgrade is to enable all RFID tags to be moved to the new ISO standard.</p>
Greentree Accounting System	<p>Implemented in 2007, the system is basic but adequate.</p>
My Workplace Payroll System	<p>Implemented in 2006, the system is basic and may need to be upgraded in the medium term.</p>
Envisionware	<p>PC reservations, printing and photocopying solution, and online payments provided through this vendor. Planning to introduce printing from mobile devices in 2015.</p>

## Hardware

Equipment	Description
Servers	<p>There are 12 Dell servers all running multiple virtualised Windows Server 2008 R2. One server is installed at each branch providing local file and network services. At LSS, there are two high end servers supporting shared file services, mail, business applications, backup and network services. Mill Park Library has an additional server that operates in standby mode to support our Disaster Recovery Plan.</p>
Desktops	<p>We currently manage 330 Windows PCs. Of these, 220 are public access PCs, and 110 staff PCs. There is one Standard Operating Environment (SOE) for staff and three for public PCs. One is for normal public use; another includes genealogy material; and the third is for training room PCs. All public access PCs have image protection software called Deep Freeze installed. This software provides protection against the installation of any non-SOE software and decreases the amount of desktop support required to fix such violations.</p> <p>PCs are replaced every 3 years under a lease arrangement. The PCs in the branches are heavily used and this is considered their maximum life. While the number of PCs in Whittlesea and Nillumbik libraries is sufficient, space constraints at Banyule libraries mean that there are not enough PCs in these branches.</p> <p>There are 2 Apple iMacs at each branch.</p>
OPACs (Online public access catalogue)	<p>Branches have from one to four HP Smart Zero Client devices for patrons to look up the catalogue. These are very simple devices with a screen, keyboard and mouse. They are particularly green, running on just 13 watts, and are powered through their network cable.</p>
Tablets, laptops, iPads	<p>Branches have 146 mobile devices and 52 laptops for training and using in programs and activities. They are supported by sync stations that charge and reset the iPads.</p>
Printers /photocopiers	<p>Sharp Multifunction Devices (MFDs) were installed in branches in 2009. They provide photocopying, printing and scanning services. A cost recovery system from EnvisionWare for photocopying and printing was introduced in 2010. New models were introduced in 2012. The MFDs are due for replacement in 2016</p> <p>There are three 3D printers in the Mill Park Makerspace.</p>
RFID Hardware	<p>Mill Park and Eltham libraries each have 4 self-check units. Thomastown and Whittlesea each have 2. All other branches have 3.</p> <p>Eltham has an automated returns system including a 5 bin sorter.</p> <p>All branches have security gates to monitor unauthorised removal of library collections.</p>

Equipment	Description
	<p>All equipment was upgraded in 2014.</p> <p>After hours chutes are being upgraded in all branches by June 2015. The chutes open only in response to sensing an RFID tag on one of the items being returned. This provides an added level of building security and a more consistent experience for our patrons.</p>

## Network

Component	Description
Wide Area Network (WAN)	<p>The WAN is a microwave wireless solution installed in 2006. It links eight libraries and LSS. Whittlesea is not yet fully connected.</p> <p>The WAN connects to our NBN connections at South Morang and Mill Park and this allows us to provide an NBN experience for all branches.</p> <p>The capacity of the various WAN microwave connections was upgraded with new microwave dishes in 2014. This enabled increased usage of the NBN capacity.</p> <p>All branches except Mill Park have an ADSL connection. Mill Park has multiple NBN connections and does not need a separate ADSL. The ADSL connections provide dedicated access to the Library Management System (LMS) hosted in the cloud by SirsiDynix. While relatively slow, ADSL connections are more than adequate to support LMS traffic. Being isolated from the impact of patron activity on public PCs, they also provide consistent performance.</p>
Local Area Network (LAN)	<p>The LAN at each branch and LSS is comprised of Juniper switches and CAT5 cabling. CAT6/CAT6e cabling is utilised wherever new network points are required, and was first introduced at Eltham during its refurbishment.</p>
Internet Service Provider (ISP)	<p>Access to the internet was provided through PeopleTelecom via two radio links and several ADSL services. Now part of the M2 group, a sister company, iPrimus, supplied us with our first NBN connections. All services, NBN and ADSL, are being migrated to iiNet. Their service has proven superior and they are able to apply our IP address range across all network points without charge.</p>
Network Design	<p>The design includes Juniper firewalls at all exit points, 4 proxy servers, the separation of public and staff traffic, and separate VLANs (traffic paths) for both WiFi and VoIP. Any disruption of an ADSL service is automatically detected, and traffic re-routed via the WAN to an alternative exit point. Recovery is also automatic when the ADSL service is restored.</p> <p>Prior to the NBN, our monthly internet traffic was 2.2TB a month. It</p>

Component	Description
	is now 6.5TB a month.
Mobile Libraries	<p>Mobile libraries are network connected via Telstra 3G services. This provides bandwidth to offer public internet access via two PCs on the bookmobile as well as access to the Library Management System for staff.</p> <p>A new cellular router supporting Telstra 4G is being installed in February 2015. This will also supply WiFi services at Bookmobile stops.</p>
WiFi	<p>Wireless hotspots have been available at all branches since 2008. To access the internet, patrons need to authenticate their library card number with the LMS.</p> <p>WiFi has seen an explosion in use with the proliferation of smart phones and tablets.</p> <p>We moved from a controller based WiFi model to a vWLAN model in 2012. This eliminated the controller from being a bottleneck and supported more simultaneous users. In 2013, the network was extensively reengineered to better support WiFi. Since then WiFi traffic has steadily increased, reaching a peak in October 2014 of 2.6TB for the month.</p> <p>WiFi supports not only public and staff, but also library devices, for example, smart TVs, and most recently building management systems for reporting back to base.</p>

### Operating systems

Platform	Description
Servers	<p>Servers are all virtualized under VMWare vSphere 5.</p> <p>The primary server operating system is Microsoft Windows Server 2008 R2. This provides all file sharing and directory services.</p> <p>WiFi is managed via a centrally controlled virtualised Linux system from Adtran (Bluesocket).</p>
Business applications server	Microsoft Windows Server 2008 R2.
ZenWorks	Provides central management of imaging, hardware, software inventory, and software patch management.

## 2. ASSET MANAGEMENT

Asset management involves balancing desired levels of service and targets for performance against costs.

The purpose of Asset Management is to:

- ensure that assets are managed to deliver on the Strategic Plan
- ensure that assets provide a specified level of service in the most cost-effective manner
- provide assurance to stakeholders that the capital and operational aspects of the asset are managed appropriately
- ensure the continued sustainability of the asset
- provide a basis for monitoring the performance of the asset.

### Effective life for IT Assets

Public PCs	Leased	3 years
Staff PCs	Leased	3 years
Servers	Leased	4 years
WAN microwave	Purchased	5 years
Switches	Leased	4 years
Firewalls	Leased	4 years
NAS (surveillance recording)	Leased	4 years
WiFi access points	Leased	3 years
RFID equipment	Leased	4 years
Self-check units	Leased	3 years
Security gates	Leased	4 years
After hours chutes	Purchased	10 years
Automated returns unit	Purchased	5 years
iPads, tablets	Purchased	3 years
Laptops - branches	Leased	3 years
Laptops - staff	Leased	3 years
Multi-function devices	Leased	3 years
Photocopy controller	Purchased	7 years
Coin & bill acceptor	Purchased	7 years
i-Tiva equipment	Rented	5 years

### 3. INNOVATION

#### Libraries in the technology landscape

The global information environment is rapidly changing and impacts on the services and programs that the library delivers.

The IFLA Trend Report identifies five high level trends shaping the information society, spanning access to education, privacy, civic engagement and transformation. Its findings reflect a year's consultation with a range of experts and stakeholders from different disciplines to map broader societal changes occurring, or likely to occur in the information environment.

#### IFLA Trend Report

The 5 trends	Possible impact for Libraries and YPRL
<p>1. New technologies will both expand and limit who has access to information</p>	<p>Advocacy is important to ensure that libraries continue to have free and unfettered access to information and can purchase digital books and loan them in the same way they purchase and lend physical items</p> <p>There is a huge amount of information now easily accessible and libraries can help people navigate through and recommend authoritative resources</p> <p>Digital literacy is increasingly important for all members of society and libraries offer access and learning opportunities</p> <p>Libraries need to be able to continue to share information that is too expensive for people to access or own as individuals</p>
<p>2. Online education will transform and disrupt traditional learning</p>	<p>There are opportunities for libraries to facilitate communities of learning utilising MOOCs and other online resources</p> <p>Programs such as Treehouse and Byki offer library members free access to quality learning sites</p>
<p>3. The boundaries of data protection and privacy will be redefined</p>	<p>The security of data /records / user information is very topical at this time in Australia.</p> <p>Privacy of patron records is more fluid than it has been with applications that are in the cloud and on shared services</p>

The 5 trends	Possible impact for Libraries and YPRL
4. Hyper connected societies will listen to and empower new groups	The use of social media to create virtual communities is growing and all branches now have their own Facebook page and some also have Twitter accounts
5. The global information economy will be transformed by new technologies	There are opportunities to make available new technologies in Maker spaces – 3 D printers, single board computers, self-publishing software, laser cutters for example

YPRL is an innovative library service, constantly seeking to ensure that its technology solutions are the best that they can be.

### Current Innovations

Digital Hub Mill Park Library	This two-year Federal Government-funded Digital Hub project has now finished. 2029 computer classes including 1078 one-on-one sessions, with particular focus on business and education were delivered. 5,311 people have utilised the hub's formal sessions. The Digital Hub provides a central location for the local community to have an interactive Broadband experience.
Makerspace Mill Park Library	Mill Park Library has a Makerspace – a community-oriented space where people gather to create, make, and learn using a variety of tools. The space offers a wide selection of interactive activities, including augmented reality sessions and three 3D printers available for public use.
NBN	In December 2012, all internet traffic totalled 2.2 terabytes per month. By June 2013, we had reached a maximum capacity of 4 terabytes per month. An innovation introduced later that year means even library branches that are not currently in NBN-connected areas can access the NBN. All public and staff computers, as well as the WiFi service, are now connected to the NBN. We acquired additional NBN connections increasing the total capacity to 8 terabytes per month and current usage is 6.5 terabytes per month.

Mobile solutions	Our website, developed by BiblioCommons, included a YPRL app. Patrons can search for collection items, place them on hold, and monitor their current loans from their tablets and smart phones.
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### Planned Innovations

Future Makerspaces	<p>2 Makerspaces will be added in FY 15/16</p> <p>Write and Publish Makerspace at Watsonia</p> <p>Craft Makerspace at Thomastown</p> <p>Both will feature new technologies</p>
VOIP	It has become necessary to implement a VOIP telephone system, this is currently underway
Edge assessment	<p>The Edge Assessment is a system to assess and evaluate the library's current public access technology services. The tool allows library managers or their designated staff to enter data and find out how the library is doing relative to the Edge benchmarks. It is a point in time assessment.</p> <p>Reporting and presentation tools help show how libraries help support the local economy, workforce, lifelong learning, and a strong community. These tools will help in the development of branch business plans</p>
Local Stories	This program provides new ways to display stories, cultural heritage, and historical images in the library and will be housed at Eltham Library
RFID	Continue to develop ways of using RFID to enhance efficiencies – Smart Blade trial
Single Board computers	The Raspberry Pi is a credit card-sized single-board computer developed in the UK by the Raspberry Pi Foundation with the intention of promoting the teaching of basic computer science in schools. Branches are running programs for children

Social media	Facebook and Twitter will increasingly be used to promote the library and its services
Digital kiosk	A pilot digital kiosk project to loan ebooks at an external site

### Cloud computing

YPRL has a preference for cloud based solutions. Current applications in the cloud are:

Service	Description
Library Management System (LMS)	Hosted by SirsiDynix at a data centre in Russell Street Melbourne.
Website and Discovery Layer	Hosted by BiblioCommons in Toronto, Canada.
Email anti-spam and antivirus	Hosted by Firstwave in Sydney.
Provision of Shelf-Ready Collection items	Provided by a number of suppliers after tender and under multi-year agreements.
EContent – eBooks, Audiobooks and Music	Ebooks are provided by Overdrive in the USA via a joint arrangement with Brisbane Library Service; and by Bolinda in Australia. Magazines are through Zinio; music and videos through Freegal.
Debt Collection	Provided by Unique Management Services, USA
Bibliotheca Statistics	The latest RFID security gates provide door counts. These are retrieved through a web site.
Return Chutes	Chute opening times are provided via a Google Calendar.
Staff Social Network	Yammer

## 4. BUSINESS SOLUTIONS

### Management Information

The library service generates significant volumes of statistical data. This data comes from many sources:

- The Library Management System – loans, items, renewals, Collection activity
- Door counts from RFID security gates
- Branch recording of attendances at activities
- Internet Service Providers
- Software that monitors Public PC usage
- Photocopying and Printing statistics
- WiFi Usage
- Website usage
- Audiobook and eBook downloads.

Much of the data ends up in Excel spreadsheets. Much of it resides in various source-specific formats. It can be extremely difficult to match one set of metrics with another.

Management has no frequently updated dashboard to inform daily operational decision making, and no Executive Information System to provide strategic insight of trends, awareness of anomalies, or the ability to readily compare branches, this year with last year, or any combination of statistical dimensions.

The LMS vendor SirsiDynix has had a new MIS on the horizon for the past 2 years. Their current package called Directors Station is not able to be operated on current browsers, and has been installed on one PC with an old unsupported version of Internet Explorer. We are eagerly awaiting the enhanced features of Bluecloud Analytics.

The Payroll system may require upgrading in the medium term.

The iTiva telephone system for customer notifications is becoming redundant as more people are switching to SMS notifications. It is planned to retire this system by June 2015.

### Business Applications

Business applications	<p>My Workplace (MWP) – roster and payroll system</p> <p>Greentree accounting system</p> <p>Envisionware provides a number of solutions – PC reservation, printing and photocopying solution, and online payments</p> <p>Talking Tech’s iTiva system provides telemessaging (inbound &amp; outbound)</p> <p>SirsiDynix provides an SMS customer notification system</p>
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### Standard Operating Environment

Component	Current	Update
Desktop Operating System	Windows 7	Windows 8.1 /10
Microsoft Office	2010 Standard	2013 Standard

Component	Current	Update
Browsers	Internet Explorer 11 Firefox 34 Chrome 38	As available
Security – Staff Security – Public	Kaspersky 10 Faronics Deep Freeze and AntiVirus	As available

### **Intranet**

The intranet is clunky to use and cumbersome to maintain and is in the same format and using the same software as it was 12 years ago. It is built in html using DreamWeaver, an early web page editor. It has been flagged to be upgraded for a number of years; however it has not had the priority of other ICT projects. There are now new platforms available that make it easier to create, deploy and manage an intranet and this will improve our business processes. It is anticipated we will implement a new platform in 2015/16.

## 5. RISK MANAGEMENT

Yarra Plenty Regional Library recognises the need for risk management to feature as a consideration in strategic and operational planning, day to day management and decision making at all levels in the organisation.

YPRL is committed to managing and minimising risk by identifying, analysing, evaluating and treating exposures that may impact on the Library achieving its objectives and/or the continued efficiency and effectiveness of its operations.

Possible risks for ICT are outlined as follows:

### Category – Systems and Processes – February 2015

Risk	Likelihood	Consequence	Residual Rating	Risk owner	Treatment Required
22. Technology not fit for purpose, or out dated resulting in poor customer service and inefficient work practices	Likely	Moderate	Med	CEO	Ongoing
24. BCP inadequate, out dated, untested resulting in lack of business continuity as a result of a disaster	Unlikely	Major	Med	Manager Resources	No - As updates to facilities and services are made, the BCP documentation is kept current
25. Theft of assets resulting in financial loss to organisation	Likely	Major	Med	Manager Resources	Implement recommendations of Internal Audit
19. NFC risk to RFID tags	Likely	Major	High	Manager Resources	Yes – Planning has commenced to implement solution
29. Restricted connectivity to WAN and VOIP resulting in poor customer service at Whittlesea Library	Certain	Major	Low	CoW Manager Resources	City of Whittlesea to provide power to repeater station at Whittlesea

## Information security

Issue	Description
Business continuity	Backup and recovery policies and procedures have been developed to ensure that in the event of a disaster the library can recover to a stable position in a timely and cost efficient manner.
Email	All email traffic enters via an external anti-virus/anti-spam service provided by Firstwave. The service removes items identified as SPAM (88%) and items identified as viruses (.005%).
Anti-Virus	Kaspersky anti-virus protects all staff desktop PCs and laptops.

## Investment in ICT

A significant investment was made by the Board in 2005/2006 in upgrading the network and in 2007/08 for implementing RFID and self-service technology. These large capital investments have proven to be extremely beneficial to the library service and have enabled increased opening hours at branches with no additional staff.

In 2013 another significant investment in time and resources was made with the migration to “mainstream” products – Windows 7, Office 2010 with Outlook, Windows 2008 R2 servers, shared drives across the organisation, new backup facilities, and significant virtualisation with VMWare.

All assets are recorded on the Asset Register.

## Current expenditure

The library service is currently spending 7% of the total recurrent budget on computer services (excluding staff costs.) For 2014/15 this is \$932,690.

An asset replacement fund is provided for the replacement of IT equipment and hardware. Most IT equipment is leased, as this is the most cost effective way to ensure our technology remains up to date and relevant.

## Depreciation

Leased IT assets, 647 items, are not included in our depreciation schedule.

## Procurement

All procurement is undertaken in accordance with the Procurement Policy.

## Policies and procedures

A Policies and Procedure system tailored to YPRL’s requirements by KAON Security is being deployed.

## STRATEGIES – GOALS AND OBJECTIVES

### 1. Fit for purpose technology

This means that our technology is appropriate, properly maintained and is an enabler for delivering services, programs and activities at branches.

#### Where should we be?

The network should have sufficient capacity to provide a fast and reliable service to staff and library users on whatever device they are using.

The Library Management System should be reliable and provide business information needed to properly manage the service.

The website should be intuitive and easy to use and make the invisible visible.

Business applications should have the functionality needed to properly account for income and expenditure and to accurately pay staff.

Hardware should be energy efficient.

There should be the best mix of desktops, tablets, laptops and other devices for staff and public to ensure optimal use of equipment, taking into account the local community and levels of PC ownership and access to the Internet.

All equipment should be up to date and as simple as possible to operate.

#### Why is it important?

Libraries play a vital role in improving digital literacy skills in the community and providing access to online content for people who may not otherwise have access.

#### Where are we now?

Generally our technology is fit for purpose. Opportunities for improvement are updating projectors and screens in libraries; making the sync stations for iPads properly functional; ensuring all replacement PCs are energy efficient; enabling printing from mobile devices; and reviewing the mix of equipment offered at branches.

Action	Responsibility	Timeframe	\$000
Replace projectors and screens at branches	Manager Resources	2016	21
Implement printing for mobile devices	Manager Resources	2015	10
Upgrade sync stations for iPads at branches to make them more functional	Manager Resources	2015	8
Review the mix of equipment offered at branches	EMT / Branch Managers	2015	5

## **2. Asset management**

Asset management, broadly defined, refers to any system that monitors and maintains items of value to an entity or group. It is a cost effective and systematic process of deploying, operating, maintaining, upgrading and disposing of assets. In order to effectively deliver its services, YPRL owns the following categories of fixed assets:

- Book stock
- Plant and Equipment, and
- Leased Equipment.

YPRL has developed 'Asset Strategic Framework' and 'Asset Plan and Management Guidelines' documents for book stock; and following the Internal Audit 2014 an Asset Management Plan is currently being developed for plant and equipment and IT assets.

### **Where should we be?**

The Asset Management Plan will provide an overall focus and direction in making key decisions related to the acquisition, maintenance, replacement, disposal and utilisation of plant and equipment and IT assets.

Physical assets will be able to be verified and maintained.

Reports monitor performance of plant, equipment and IT assets.

Plant and equipment are currently being assigned a unique tag number for easy identification and tracking purposes.

There will be a single repository for the registration of assets.

### **Why is it important?**

The balance sheet of the YPRL consists of assets (book stock, plant and equipment) valued at approximately \$4.5 million at 30 June 2014. Accordingly, it is important that YPRL has comprehensive policies and procedures to manage and account for its fixed assets and that they be complied with by staff members in all instances.

### **Where are we now?**

The effectiveness and success of the library collection is analysed through performance data criteria such as turnover, loans or visits. The collection performance against key performance indicators (KPIs) is evaluated and reported to relevant internal stakeholders in each financial year to facilitate capital investment decisions.

YPRL's plant and equipment is managed centrally at LSS by the Finance Department. These assets are recorded in the fixed assets register which is reviewed by the Finance Coordinator on a monthly basis.

IT assets are either leased from Equigroup or owned by YPRL. Spreadsheets record IT assets. The Greentree accounting system records plant and equipment. Equigroup records leased IT assets.

<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>\$000</b>
Develop an Asset Management Plan which provides an overall focus on the management and utilisation of plant and equipment and IT assets	CEO / Manager Resources	2015	BAU
Detailed procedures related to key processes such as the acquisition, disposal, transfer, maintenance, replacement and the timing of physical asset counts of plant and equipment and IT assets	Manager Resources / Finance Coordinator	2015	BAU
Develop KPIs that will provide an assessment of asset performance in terms of functionality, utilisation, effectiveness, operating costs and maintenance	Manager Resources / Finance Coordinator	2015	BAU
Develop a process whereby asset performance is regularly reviewed in terms of the status of activities and performance measures for asset management	Manager Resources	2015	BAU
Assign a unique identification tag number on all plant and equipment	Manager Resources	2015	1
Update the fixed asset register to include tag details/numbers and asset locations	Manager Resources	2015	BAU
Circulate the fixed asset register to the relevant branch managers for update and verification on a periodic basis	Manager Resources / Finance Coordinator	2015	BAU

### 3. Innovation

YPRL is known for its innovative practices

#### Where should we be?

We continually strive to offer new and interesting services and programs to our community members. We seek to build on success and to be aware of new trends and technologies and implement them in a timely manner.

#### Why is it important?

Libraries are one of the few places where all members of the community can come in a relaxed and non-commercial environment to discover new technologies and explore opportunities. We provide a supportive and helpful learning environment. It is also important to be seen as tech savvy by the community and our stakeholders.

#### Where are we now?

YPRL has a good reputation for its innovative services and programs. 78% of staff think we are an innovative organisation (Quantum Management Indicators 2013)

Action	Responsibility	Timeframe	\$000
Watsonia – Write and publish Makerspace	New Technologies Coordinator / Watsonia Branch Manager	Second half of 2015	10
Thomastown – Craft Makerspace	New Technologies Coordinator / Thomastown Branch Manager	Second half of 2015	10
Raspberry pi classes / clubs	Learning Coordinators		BAU
Smart Blade return shelf pilot at one branch	Manager Resources	2016	5
Pilot a digital kiosk in a public space to offer ebooks for loan	Manager Collections	2017	10
Smart screen for ebooks	Manager Collections	2016	3
Continue to increase social media presence	Manager Community Engagement / Marketing and Media Coordinator/ New Technologies Coordinator	ongoing	

#### 4. Business solutions

Efficient operations require sound Financial, Administration, Operations and HR business solutions.

##### Where should we be?

There is some frustration with the Payroll system which is basic and not user friendly. There is a high proportion of part time and casual staff and this causes complications with the system. The clocking hardware has been reported as not reliable.

##### Why is it important?

YPRL is completely self-sufficient and is responsible for all corporate services functions. It is therefore important that the solutions we use are fit for purpose and appropriate for the size of the organisation. There is a trade-off between sophisticated systems that provide much more functionality than we need and are expensive and basic systems that cost less but require more intervention.

##### Where are we now?

The Payroll system, My Workplace was implemented in 2006; the system is basic and should be assessed with the intention of upgrading it.

The Intranet is very old and clunky and solutions are currently being assessed to replace it.

Many of the forms used for HR, Procurement and Finance have recently been updated and improved and have been added to the shared drive to create a more seamless way of tracking them and reducing paper flow. There is still some work to be done with this, and it may be able to be incorporated into the new intranet.

Action	Responsibility	Timeframe	\$000
Implement VOIP	Manager Resources	2015	Cost neutral
Improve forms and create seamless workflow	Manager Resources	2016	BAU
Refine Y Drive	Manager Resources	2016	BAU
Replace Intranet	Manager Resources	2016	26
Provide MACs for designated staff	Manager Resources	2016	10
Assess lockdown of pcs	Manager Resources	2015	BAU
Investigate replacement of Payroll system	Manager Resources / Finance Coordinator	2016	BAU

## 5. Risk Management

Risk arises in all aspects of YPRL's operations and at all stages within the life cycle of those operations. It offers both opportunity and threat, and must therefore be managed appropriately.

### Where should we be?

Risk management is incorporated into strategic planning and decision making processes. Risk management must also be included as a consideration in sectional and operational planning as a delegated line management responsibility. YPRL staff must implement risk management according to relevant legislative requirements and appropriate risk management standards.

### Why is it important?

Risk management involves establishing an appropriate risk management infrastructure and culture, and applying logical and systematic risk management processes to all stages in the life cycle of any activity, function or operation. By minimising losses and maximising gains, risk management enables the Library to best meet its organisational objectives.

### Where are we now?

The Risk Management Policy, Framework and Register are regularly reviewed by the Audit Committee and annually by the Board. Most risks identified in the original Risk Management Framework have been treated and now have a low to medium residual risk or are to be tolerated. Current risks identified for ICT in the register are:

- Technology not fit for purpose, or outdated resulting in poor customer service and inefficient work practices
- Theft of assets leading to financial loss for organisation
- NFC technology risk to RFID tags and security of stock
- Restricted connectivity to WAN and VOIP resulting in poor customer service at Whittlesea

Action	Responsibility	Timeframe	\$000
Upgrade Windows 8 / 10	Manager Resources	2016	15
Improve training for staff when new hardware and software is introduced	Manager Resources with HR Coordinator	As required	BAU
Compile Asset register	Manager Resources	2015	BAU
NFC project – rewrite tags to new ISO standard	Manager Resources	2015	BAU
CoW to provide electricity to tower for connectivity for Whittlesea	CoW	2015	