AGENDA PAPER

and
accompanying documents
for the

Ordinary Meeting of the Board
of the
Yarra Plenty Regional Library Service

Thursday 31 October 2019
at 6.00pm

Mill Park Library
394 Plenty Road, Mill Park

TO BOARD MEMBER	AGENDA PAPER
Yarra Plenty Regional Library Board	Thursday, 31 October 2019
The next meeting will be held	6.00pm

DATE AND TIME:

Thursday 31 October, 2019 at 6.00pm

LOCATION:

Mill Park Library
394 Plenty Road, Mill Park

REFRESHMENTS:

Will be available from 5.30pm

APOLOGIES:

If you cannot attend the meeting, please email dlamb@yprl.vic.gov.au by Monday 28 October 2019.

Chief Executive Officer

A. Apologies

B. Disclosures of Interest, declaration of Pecuniary and Conflict of Interest

C. Confirmation of the Minutes of the Meeting of 15 August 2019

D. Presentation of General Reports

E. Continuation of matters lapsed from previous meetings

F. Consideration of action petitions and joint letters

G. General Business

H. Reports from delegates appointed by the Board to other bodies

I. Urgent Business

J. Confidential item (meeting closed to the public as per S89 (2) of the Local Government Act 1989)

SECTION C

Confirmation of the Minutes

Meeting of 15 August 2019

SECTION D

Presentation of General Reports

Contents:

Agenda Item 1:   Mill Park Library Branch Manager Presentation

Responsible
Officer:

Chief Executive Officer

Author:

Branch Manager, Mill Park Library

Agenda Item 2:   CEO Report

Responsible Officer:	Chief Executive Officer
Author:	Jane Cowell, CEO
Attachment:	1a - Meetings attended by the CEO October 2019
	1b - Dashboard Qtr1-2019

REPORT

Board and Governance

Colin Morrison, Director, Local Government Victoria, Department of Environment, Land, Water and Planning, has advised that they are currently anticipating the introduction of the new Local Government Bill shortly (potentially next month) with an expectation of passage prior to Christmas, all going well. While there will be some differences when compared to the 2018 Bill, none of these impact on Regional Library Corporations (RLCs) or the proposed new model of beneficial enterprises.

Recruitment for the Executive Manager, Technology and Assets has begun. There was a strong field of applications and interviews are progressing. Reference checks have been undertaken and we are moving forward to offer.

The recent State-wide library services survey undertaken by VAGO to analyse the relative efficiency of Victorian Libraries has been completed. The final report detailing the results of this analysis will be tabled in Victorian Parliament in mid-November 2019. The report will also be published on the VAGO website. YPRL did participate in the survey and will be named in the report.

Knowledge and Information

Book Lovers Festival: The 11th Annual Booklovers Festival was held between 6 September - 21 September and attracted a stellar mainstream media coverage due to the high standard of the festival program. This gave high visibility to YPRL and boosted the profile of the festival as a standout regional reading and writing festival in Victoria. Some of the media coverage included The Age, ArtsHub, the Guardian, and ABC 774 Radio (Afternoons). The festival comprised of 41 events which included writing workshops, author talks, community art projects, book valet, Nillumbik digital agora, community creatives profiles, mass book clubs, and mobile poetry. Many of our events were booked out on release of the festival program however due to unforeseen circumstances such as terrible weather on the opening weekend our numbers were lower than forecast.

The festival was attended by almost 700 people and attracted new people to our library service (many of whom became members). Moreover, this was the first year YPRL ran book valet (a personalised reading recommendation service) and it was a major success. We received 71 requests in a two-week period and over 250 books were recommended and borrowed from our collection. We are well placed to build upon our success and profile for Booklovers Festival 2020.

Collections: Book Express collection, launched in July, has increased to over 700 items attracting 1762 loans in 3 months. This high loan figure confirms the interest in curated collections to attract higher usage. A plan to roll out Book Express to other branches is being developed. Our Junior and Picture book collections continue to perform strongly with upwards of 10 and 13 turnover rates (each item is loaned 10 / 13 times per year) respectively.

Public Participation

Member drive: YPRL is currently undertaking a membership drive to increase the number of people who are active members of our library. Each branch is running its own initiatives and Public Participation are working on several region-wide initiatives. As part of the membership drive, YPRL will be negotiating with our member Councils to send out an all staff email to staff inviting them to join the library, linking to our digital membership form and highlighting the professional development learning resources on offer at the library.

Fun Palaces: On Saturday 6 October all YPRL presented Fun Palaces, a global movement to form connections between community, culture and science. Across all nine branches we showcased the passions and talents of over 30 community groups, from Scouts and Robogals to community houses and the Diamond Valley Gem Club. The diverse Fun Palaces attracted 2669 attendees to the library across one big day and forged many fantastic community connections.

Migrant literacy program: With funding from PLVN, YPRL has developed and is delivering an innovative adult literacy program aimed at increasing the basic English skills of new migrants and refugees. The program is volunteer-led and matches volunteers with students for weekly tutoring sessions at the library. The pilot has been very successful, with 13 volunteers delivering 20 hours of tutoring a week across two months. The pilot has been taking place at Ivanhoe, Eltham, Lalor and Thomastown Libraries and we are currently developing a model to extend the program to other branches in 2020. The program includes the development of at-home language learning kits that the students can borrow, with an ipad, wifi dongle, and language learning resources to assist with at-home learning.

Programming Framework: YPRL delivers a significant programs and events stream. In the last financial year, YPRL delivered 7726 programs to an audience of 176,926. YPRL is developing a brief for a consultant to work with Public Participation to develop a Programming Framework to guide its events programming to ensure it is high-impact and responds to the varied needs of our diverse communities. The Programming Framework will ensure our programs:

- Deliver on the YPRL Library Plan and support Council's strategic objectives
- Help our community to unleash their potential through learning
- Address key public health and social equality issues in our communities
- Are partnership-driven for efficiencies and ensure existing programs are amplified, not duplicated

Ivanhoe Library and Cultural Hub programming workshop: YPRL came together with a cross-section of Banyule City Council staff for a programming strategic planning session for the upcoming Ivanhoe Library and Cultural Hub. YPRL is excited by the vision to undertake a

shared and collaborative approach to programming and services throughout the building and are looking forward to working with key stakeholders to make this vision a reality in the coming months. Shared responsibilities for programming and marketing, some shared spaces, and some customer service will provide a seamless experience for visitors to the venue.

People & Culture

Our staffing level is currently 93.30 compared to the budgeted figure of 93.27.

Staff Survey Actions: After a very close voting race, staff named our new thank-you card initiative Cheers for Peers. Cheers for Peers launches were held across the region, where representatives from the staff survey working group officially presented Cheers for Peers kits. The Cheers for Peers physical and electronic cards provide an easy way for staff to show genuine appreciation and value to their colleagues, and it has been great to see cards appear on desks and workspaces.

Online Learning: In 2017 YPRL implemented an online learning platform to deliver staff compulsory compliance training on topics including bullying and harassment, health and safety, and equal opportunity. After two years of practical use we are evaluating the online learning platform and recently conducted a staff experience survey with 90% of respondents satisfied with the online learning platform and the quality of the online compliance training courses. The survey also indicated staff would like to see more courses available through the online portal, which will be considered as part of development of YPRL's 2020 staff learning program.

CEO On the Spot: The CEO is currently visiting every Branch to meet with staff and answer questions and communicate with staff regarding current projects and report back on her recent International conference experience and the recent PLV summit. Key items on the agenda for discussion are the Opening Hours review, the draft YPRL Library Infrastructure Development Plan, and the recent Living Library Grant applications.

Advocacy

Telling the Public Library story: Public Libraries Victoria Conference: YPRL made three presentations at the PLV Conference in September:

- Lisa Dempster, Executive Manager Public Participation, Marketing Projects that Work
- Scott Mundell, Learning Coordinator, Augmented Reality in Libraries (with Steve Mundell)
- Patrick Jovaras, Learning Coordinator and Slavka Hardi, Customer Service Officer, Lalor Library's Learning Library

Scott Mundell, Learning Coordinator, (with Steve Mundell) presentation on *Augmented Reality and the Technology to deliver in Libraries* has been accepted for VALA, Melbourne February 2020

Scott Mundell, Learning Coordinator, (with Steve Mundell) presentation proposal on *Augmented Reality programming in Libraries* in the US has been accepted for ALIA National Conference, Sydney, May 2020

CEO attended the ALIA National United Nations Sustainable Development Goals and Libraries Summit in Canberra on Monday 23rd September. Representatives from Federal Government, Special Libraries, Council of University Librarians, State Library of Queensland, State Library Western Australia, National Library and Public Libraries from NSW, Victoria, WA were in attendance.

Media Mentions:

ABC Melbourne radio	1
The Age	2
ArtsHub	1
Daily Review online	1
Diamond Valley Leader	5
The Guardian	1
Heidelberg Leader	7
Northern Star Weekly	2
Sydney Morning Herald	1
Town Crier	3
Triple R radio	1
Whittlesea Leader	22
Your Child – Banyule/Nillumbik	2
Your Child – Whittlesea	5
Total	**54**

Infrastructure and Innovation

Living Library Infrastructure Program (LLIP): YPRL supported the City of Whittlesea LLIP application for Stage 2 works at Mill Park Library to be delivered 2019-2020 financial year. YPRL also supported Nillumbik Shire Council LLIP application for the major refurbishment of the Diamond Valley Branch Library to be delivered over two (2) financial years.

Library Management System (LMS): The current LMS contract with SirsiDynix is due to expire in June 2020. Assessment of the Libraries Victoria joint LMS offer for the state

reveals significant uncertainty regarding ongoing governance of the contract and independence of YPRL to deliver local solutions. In light of these uncertainties, YPRL will go to tender. The tender will be released in the coming month as a joint tender with Eastern Region Library Service as they face the same issues and have made the same assessment. The project team are expected to assess and identify a supplier before the current contract ends in June 2020.

LSS Accommodation: LSS staff have successfully relocated and the team were fully operational from the new premises on 19 July 2019. During the relocation it was identified plumbing rectification works were required but we were still able to come under the allocated 50k budget, the total overall cost of the office fit out was $41,110.

Finance and Governance

Business Systems Project Update: Updating YPRL's business systems is part of YPRL's strategy to improve staff user experience, increase work efficiencies, and provide better information to improve decision making. Digitisation means moving away from paper forms as our method for handling routine administrative tasks. When implemented correctly this type of digitisation reduces double handling, increases processing speed, and improves audit trails. We are currently testing Xero and a range of related systems to ensure selection of products meet YPRL's needs moving forward. YPRL has a test environment up and running for Xero, and early analysis is promising. We have also started wider staff communication regarding this project. A working party of staff will be established when we start finalising selection and workflows for a new payroll system.

RECOMMENDATION

THAT the Board resolves to receive the report

M: _____

S: _____

Table 1: External Meetings attended

Date	Meeting	Topic
15 August 1pm – 2pm	ALIA Webinar – as a presenter	Presenter on improving your Online Presence for the Librariams mentorship program
16 August 9am – 5pm	Shared Leadership Program – Yarra Valley Conference Centre	Nominated mentor for one of the research projects. Worked with the team to refine, prepare their report.
23 August 8pm – 11.00pm	Public Libraries Section Dinner, Athens, Greece	Introduction to the new Committee and met the outgoing committee members.
24 August 11.15am – 1.15pm	Standing Committee Business Meeting (Public Libraries) Athens College	Full Committee meeting – handover of projects to the new committee and working on the Action Plan
25 August 10.30am – 12noon	Opening session – Opening Ceremony (MAICC), Athens Greece	Over 3,000 International Library staff in attendance
25 August 4pm – 6pm	Exhibition Opening Party (MAICC), Athens Greece	Met with key vendors and networked with International Librarians
26 August 8.30am – 12.45pm	IFLA Highlights IFLA President's Session: Inspiring, Engaging, Enabling and Connecting the Motors of Change, From Vision to Implementation – IFLA's Strategy, (MAICC), Athens Greece	
27 August 1.15pm – 3.45pm	Public Library of the Year Awards Public Libraries (MAICC)	Held in WLIC in Athens, Greece
28 August 10.45am – 1.15pm	Standing Committee II Public Libraries (MAICC)	Attended as part of WLIC in Athens, Greece. The Standing Committee is made up of Public Librarians from Europe, America, Asia, China and Australia.
29 August 10.45am – 12.45pm	Engage and Connect – The Professional Committee & IFLA's Professional Units (MAICC)	Attended as part of WLIC in Athens. Meeting regarding publishing Library Industry Professional topics.
16 September 9am – 1pm	Whittlesea Community Futures Partnership Meeting – Domestic Violence	Connecting with key stakeholders & partners to ensure Libraries have the local information for referrals and a program that responds to local needs.
18 September 2pm – 3pm	Meeting with Tony Cambrea (CoW) Re Mill Park Stage 2 works	Developed the Living Library Infrastructure Grant proposal with CoW

M:\CEO Department\YPRL Board Meetings\AGENDAS 2019\5 - October 31, 2019\Attachments\External Meetings attended by CEO 17-October-2019 (Jane Cowell) updated.docx

2 August 2019

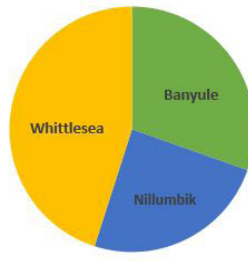| Date	Meeting	Topic
19 September 12.30pm – 1.30pm	Living Libraries Infrastructure Funding Round discussions with Corrienne Nichols & Kirstie McKenzie	Developed the Living Library Infrastructure Grant proposal with Nillumbik Shire
20 September 10am – 12noon	Workshop – Programming & activation plan for the Ivanhoe Cultural Hub and Library – Adrian Cully and Consultants	Banyule City Council staff, key stakeholders & YPRL staff workshop on collaborative programming framework for the new hub.
23 September 8am – 9am	Jennifer Bennet, Spring Green Consulting and Brett Streatfeild regarding ACT Library benchmarking project	YPRL agreed to be a benchmarking partner for this ACT Library project. This meeting was part of the consultation process.
23 September 9am – 4pm	ALIA Sustainable Development Summit, Canberra	Full day summit on developing measures to demonstrate how Libraries deliver on the UN SDGs for local communities. Representatives from National, State, Academic, Public and Special Libraries were in attendance.
24 September 10am – 3pm	PLV AGM & General Meeting, MAV, Melbourne	AGM for Public Libraries Victoria.
2 October 10am – 1.30pm	Shared Leadership Program Presentation Day, SLV, Melbourne	As a mentor for one of the teams I attended their presentation of their findings. My team proposed a staff rotation program across the state as a professional development opportunity. Inspiring to see the new leaders within the profession.
7 October 1pm – 1.30pm	Meeting with Ross Coverdale, Araluen Ivanhoe Library	Signing of the MOU between Araluen and YPRL for the delivery of café services at Mill Park Library and Diamond Creek Library.
10 October 10am – 11 am	Joseph Cullen, ERL & Premal Nirangan ERL LSS	Discussions regarding joint tender process for our Library Management Systems.
15 October 2.30pm – 4pm	PCG Mernda Town Centre CoW	Presentation of where this project is at. The Library will be an anchor tenant for this Town Centre development
23 October 9am – 11am	Gambling Harm Forum Karralyke Centre Ringwood	Forum to discuss plans for all libraries who have Libraries After Dark funding
23 October 2.30pm – 4pm	OCLC Health Research Project Radisson on Flagstaff Gardens, Melbourne	Research on how Public Libraries improve health outcomes for communities.

Membership

Total Members: 121,537

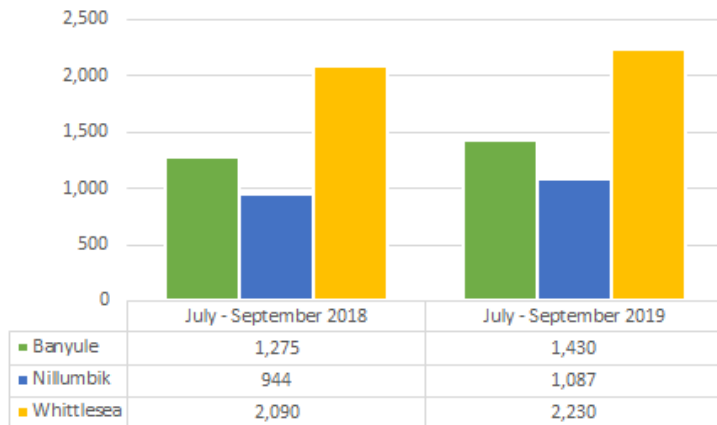|	
Banyule	36,955
Nillumbik	29,825
Whittlesea	54,757

Active Members (Q1): 37,858

Total New Members: 4,835[1]

	July - September 2018	July - September 2019
Banyule	1,275	1,430
Nillumbik	944	1,087
Whittlesea	2,090	2,230

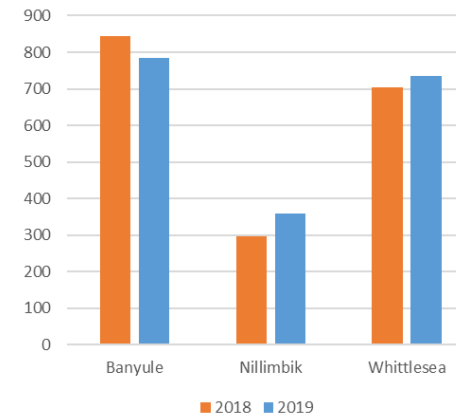**Branch Visits:** 408,407[1]

Banyule   Nillumbik   Whittlesea
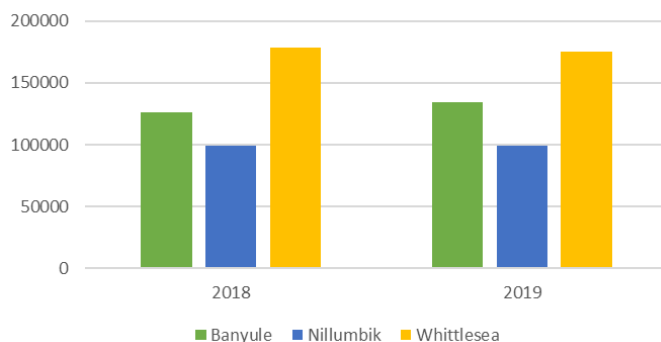
our business

2019/2020 Quarter 1: 1JUL – 30 SEP

Events

Total number of Events: 1,877

2018   2019

Event Attendance Total: 48,859

2018   2019
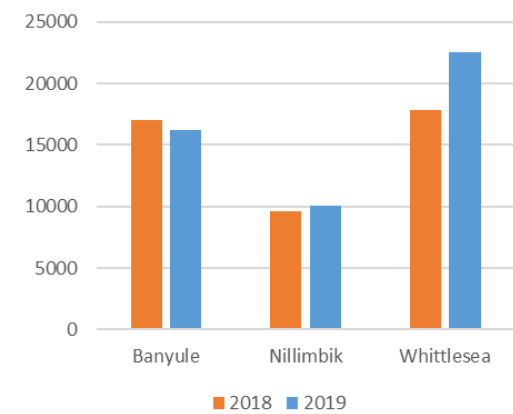
Usage

Website Hits: 334,300 (26% increase)

Tablet
Mobile
Desktop

July - September 2018   July - September 2019
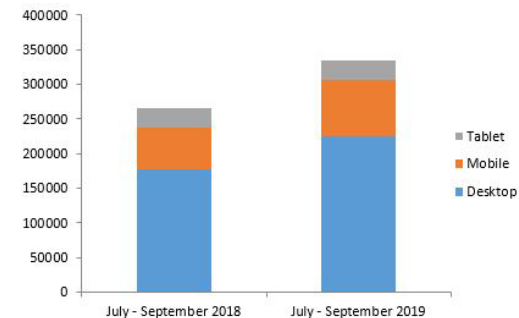
Catalogue hits: 234,402

PC Usage: 49,226

Wifi Total Sessions: 78,191

Banyule: 28,488

Nillumbik: 16,897

Whittlesea: 32,806

Staff

Staff Total: 161

Full time: 33

Part time: 98

Casual: 30

EFT Budget: 93.27 Current: 93.3

11 Staff have excess annual leave *(more than 8 weeks accrued)*

Turnover: 1.86% *(previously 1.25%)*

Absenteeism: 5.17% *(previously 5.10%)*

KPI: under 4%

Volunteer Total: 169

Training

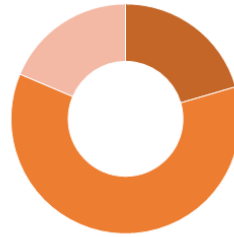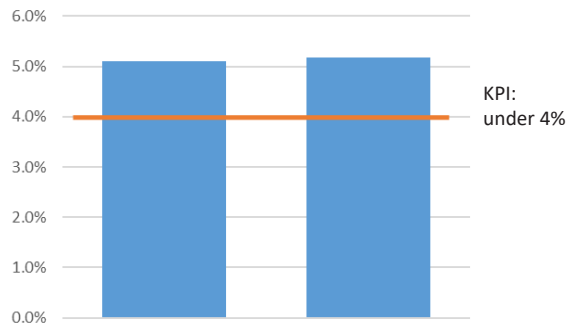|	**2018**	**2019**
Hours Delivered	641	833
Average Hours per employee	4.0	5.0

our people & finance

2019/2020 Quarter 1: 1JUL – 30 SEP

Projects

LMS Tender Project	●
Opening Hours Review	●
Ivanhoe Library and Cultural Hub Project	●
YPRL Business Management System Change	●
ICT Equipment Projects	●

● On Time, On Target
● Pending
● Under Evaluation

Finances

Budget: How are we tracking?

Capital	Projected	456,593
	Actual	471,344
Salaries	Projected	2,210,557
	Actual	2,242,569
Operations	Projected	955,204
	Actual	731,756

Collection

Total Physical & Digital Collection: 375,110
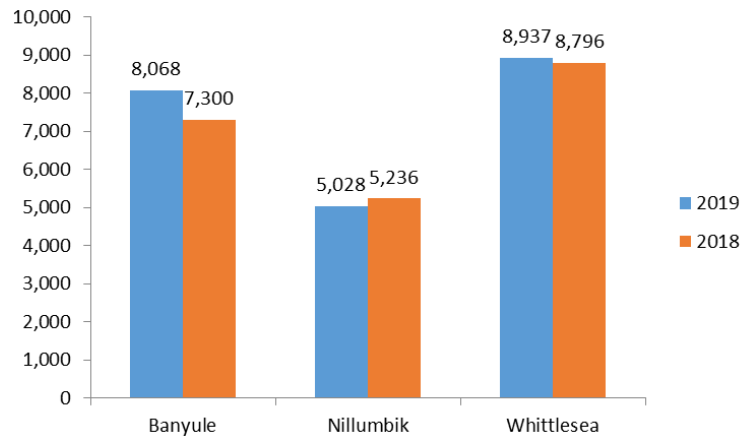
Total Digital Items: 39,883

- 7,214
- 32,669

■ eBooks ■ eAudiobooks

Total Physical Items 335,227[3]

	2018	2019
Banyule	117,335	116,897
Nillumbik	74,289	75,328
Whittlesea	148,169	143,002

■ Banyule ■ Nillumbik ■ Whittlesea
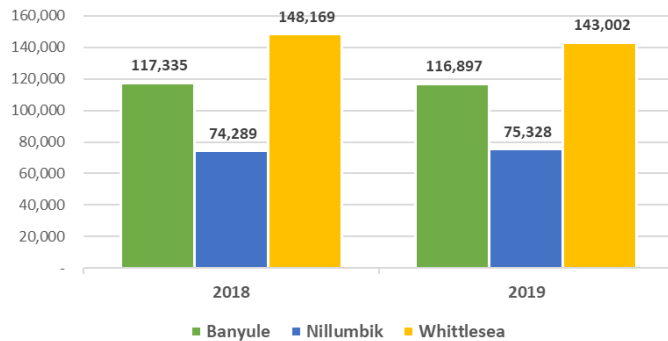
New Collection Items (Physical and Digital): 25,289

New Physical Collection Items: 22,033

	Banyule	Nillumbik	Whittlesea
2019	8,068	5,028	8,937
2018	7,300	5,236	8,796

■ 2019 ■ 2018

Loans

Total Physical Loans: 786,234

(1% decrease)[2]

- Whittlesea, 261,358
- Banyule, 301,482
- Nillumbik, 223,394
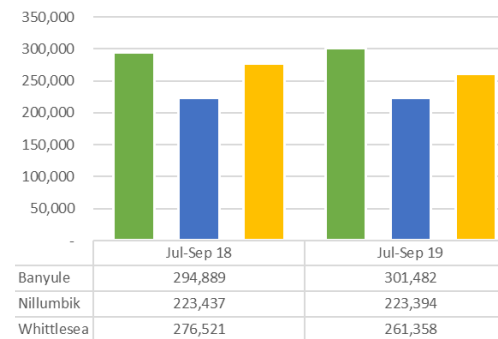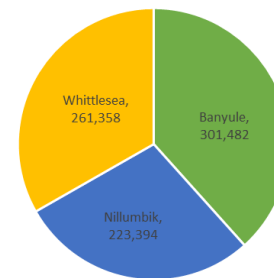
Total Digital Items Loans: 18,329[4]

	2018 eBooks	2018 eAudio	2019 eBooks	2019 eAudio
Total	35,215	21,081	10,030	8,299

	Jul-Sep 18	Jul-Sep 19
Banyule	294,889	301,482
Nillumbik	223,437	223,394
Whittlesea	276,521	261,358
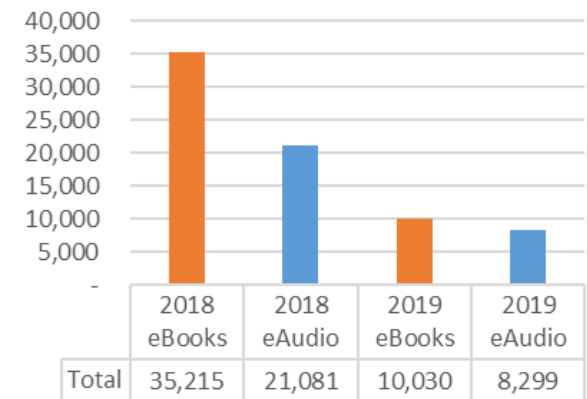
1	Overall increase compared to same period last year despite 4 week Mill Park Library closure.
2	Decrease is due to the 4 week closure of Mill Park Library for refurbishment.
3	The physical items graph shows allocation by LGA. The total figure does not include items located on the Mobile Libraries.
4	eBook & eAudiobook loans impacted by dissolution of Brisbane City Libraries / YPRL OverDrive consortia in December 2018.

Agenda Item 3:   Quarterly Finance Report

Responsible Officer:	Chief Executive Officer
Author:	Matthew Shaw, Finance Manager
Attachment	3 - YPRL 30 September 2019 Quarterly Finance Report

REPORT

SUMMARY

This report covers the Board's September 2019 quarterly report.

INTRODUCTION

The Board adopted its 2019/2020 Budget at its meeting on 20 June 2019.

The September 2019 quarterly finance report is attached for your reference. It comprises the following financial statements:

- Statement of Financial Activities
- Balance Sheet
- Statement of Capital Works
- Cash Flow Statement

REPORT

Statement of Financial Activities

YPRL is projected to run an accounting deficit of $211k against a budgeted accounting deficit of $5k.

There are four key factors driving the current projected variance:

- Additional expenditure approved by the Board 2018/2019.
- Professional Development $19k
- Balance of Library Support Service Move $34k
- Accounting change in Long Service Leave calculation per RSD Audit advice $46k
- Utilities cost price increase not allowed for in budget $61k
- Revised depreciation projections $30k

Board Approved Accounting Surplus/Deficit vs Projection

YPRL is currently projecting a $128k deficit in excess of that approved by the Board, due to the factors above. Management will be seeking cost savings to offset these unplanned over budgets over the coming months.

Long service leave probability calculations have been updated in accordance with RSD audit advice. This has resulted in an out of budget 'book entry' expense of $46k unfavourable.

Utilities price increases were not factored in to the 2019/2020 budget. YPRL has liaised with each member council and can now confirm all library utilities are understood to fall under council responsibility and are on current Procurement Australia rates.

It should be noted that the projected deficit only includes known and quantified changes to the budget. It does not include currently unquantified savings which may occur across the year such as:

- Savings due to staff vacancies due to ordinary turnover
- Savings due to project or activity deferral for unforeseen operational reasons
- Other savings which may be identified in later quarters due to trend analysis

In the event that savings cannot be found to cover the entirety of the current projected over budget, YPRL's cash reserves are sufficient to cover all operating and capital requirements for 2019/2020.

Statement of Capital Works

YPRL's Capital expenditure is on track to be within budget as at 30th September 2019.

Changes to Accounting Standards AASB 15, AASB 16

New Accounting Standards AASB 15 (Income) and AASB 16 (Leases) apply to the 2019/2020 Financial Year. These standards are not reflected in the current accounts but will be implemented in a future quarter.

CONSULTATION

Consultation was held with the Executive Leadership Team and the Finance team during the preparation of this report.

CRITICAL DATES

Nil

FINANCIAL IMPLICATIONS

All financial implications are included in the body of the report.

POLICY STRATEGY AND LEGISLATION

Section 138 of the Local Government Act (1989) as amended states that a quarterly finance report is to be presented

LINKS TO STRATEGIC PLAN

Finance and Governance

Goal: Responsibly manage our budget to deliver best value to our community

Strategy: Optimise public value through sustainable financial management and governance

DECLARATIONS OF CONFLICTS OF INTEREST

Under section 80C of the Local Government Act 1989 officers providing advice to the Library must disclose any interests, including type of interest.

The Responsible Officer reviewing this report, having made enquiries with the relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

CONCLUSION

Accounting assumption changes and refined budget understanding have resulted in a current projected accounting deficit $128k above that approved by the Board. Management will be seeking cost savings to offset these unplanned over budgets in the coming months

RECOMMENDATION

THAT the Board resolve to receive and note the 30 September 2019 quarterly finance report

M: _____

S: _____

Yarra Plenty Regional Library Statement of Financial Activities

as at 30 September 2019

Income	September 2018 Actual $	September 2019 Actual $	Full Year Budget $	Full Year Projection $	Full Year Projected Variance $	Finance Manager comments - Projected Variance against Budget
Contributions to Regional Library Service - Member Councils	3,000,758	3,090,591	12,362,364	12,362,364	0	
Contributions to Regional Library Service - State Government	2,395,835	2,455,731	2,443,752	2,455,731	11,979	2.5% Grant increase compared to 2% budget.
Grants	182,892	129,249	189,743	188,108	(1,635)	2.5% Grant increase compared to 2% budget.
Other Contributions	20,563	48,558	12,600	49,924	37,324	Additional Specific Purpose Grants received (2)
Library Fees	93,307	43,588	167,750	167,750	0	
Interest	12,579	4,544	80,000	70,000	(10,000)	Improved cash flow model to be developed (3)
Other Revenue	47,017	60,289	148,438	147,802	(636)	
Total Income	**5,752,952**	**5,832,551**	**15,404,646**	**15,441,678**	**37,032**	
Expenses						
Employee Costs	2,441,291	2,242,569	9,628,141	9,687,973	(59,832)	$46k Provision for LSL(4), $11k Grant Projects offset above (2)
Library Support Centre Lease Costs	14,167	29,999	88,000	88,500	(500)	Timing & double rent during relocation.
Depreciation	0	0	1,960,800	1,990,800	(30,000)	$30k Revised Depreciation projection (5)
Administration Costs	127,710	124,506	363,454	417,745	(54,291)	$20k Budget adjustments (6), $34k LSS move costs (7)
Branch Costs	177,320	122,506	817,036	877,736	(60,700)	$61k Utilities Cost increase (8)
Computer Services	352,657	269,837	1,059,076	1,059,076	0	
Collection Services	400,502	241,518	950,966	950,966	0	
Net Loss on Disposal of Assets	0	0	0	0	0	
Other Expenses	70,499	(56,611)	542,285	584,777	(42,492)	$19k Additional Staff PD (9), $26k Grant Projects (2), Grants c/f (10)
Total Expenses	**3,584,146**	**2,974,326**	**15,409,758**	**15,657,573**	**(247,815)**	
Accounting Surplus (Deficit)	**2,168,806**	**2,858,225**	**(5,112)**	**(215,895)**	**(210,783)**	
Plus board approved expenditure outside budget:						
Additional Staff Development Expenditure			19,000	19,000	19,000	
LSS Moving Costs			34,000	34,000	34,000	
Depreciation (Historically not included in budget result analysis)			30,000	30,000	30,000	
Board Approved Accounting Surplus (Deficit)			**(88,112)**	**(132,895)**	**(127,783)**	Current Projection $128k unfavourable compared to Board Approved. (1)

Notes:

(1) Current projections a based on known, quantified variance items as at the report date. Management will seek cost savings throughout the year to bring YPRL's overall final result within board approved budget.

(2) $37k of Additional Specific Purpose Grants approved as at 30/09/2019. This income is offset by Employee Costs and Other Expenses totalling the same amount.

(3) The interest income budget was aligned with the 2018/2019 budget, rather than 2017/2018 actuals or then year to date actuals. YPRL will review its cash flow model to ensure most effective investment of cash reserves.

(4) Long Service Leave updated to align with RSD Audit's leave probabilities per Unadjusted audit differences. YPRL has revised its bond rates, but does not agree with RSD Audit's proposed bond rate changes.

(5) Depreciation estimates have been revised following end of year adjustments made to correct the 30 June 2019 balance sheet. Historically depreciation has been added back prior to budget result analysis.

(6) Various estimates and assumptions used by the Finance Consultant in preparing the budget have been refined and corrected.

(7) The Board approved additional expenditure of $50k to facilitate relocating LSS. $16k expended 2018/2019, with the balance of $34k expended 2019/2020.

(8) The 2019/2020 YPRL utilities budget was aligned with the 2018/2019 utilities budget, and did not factor in price increases which occurred during 2018.

(9) On August 15th the Board approved an increase in expenditure of $19k to invest in Professional Development for YPRL staff across 2019/2020.

(10) Other Expenses YTD shows as negative $57k. YPRL carried forward $96k of local priorities funding, and $34k of other grant funding, reversed as accrued expenses July 2019 for programs to be delivered 2019/2020.

Balance Sheet
as at 30 September 2019

Assets	September 2018 Actual $	June 2019 Actual $	September 2019 Actual $	YTD Movement $
Current Assets				
Cash and Cash Equivalents	6,312,650	4,593,405	6,397,160	1,803,755
Other Financial Assets	0	0	0	0
Trade & Other Receivables	21,868	92,057	80,977	(11,080)
Non Financial Assets	0	128,452	128,452	0
Total Current Assets	**6,334,519**	**4,813,914**	**6,606,589**	**1,792,675**
Non-Current Assets				
Bookstock, Plant & Equipment	4,739,517	4,335,081	4,806,425	471,344
Total Non-Current Assets	**4,739,517**	**4,335,081**	**4,806,425**	**471,344**
Total Assets	**11,074,036**	**9,148,995**	**11,413,014**	**2,264,019**
Liabilities				
Current Liabilities				
Trade and Other Payables	578,663	955,562	306,451	(649,111)
Employee Provisions - Current	1,940,692	1,864,890	1,924,605	59,715
Total Current Liabilities	**2,519,355**	**2,820,452**	**2,231,056**	**(589,396)**
Non Current Liabilities				
Employee Provisions - Non Current	25,511	47,034	42,226	(4,808)
Total Non-Current Liabilities	**25,511**	**47,034**	**42,226**	**(4,808)**
Total Liabilities	**2,544,866**	**2,867,486**	**2,273,282**	**(594,204)**
Net Assets	**8,529,170**	**6,281,509**	**9,139,732**	**2,858,223**
Equity				
Reserves	3,770,079	3,770,080	3,770,080	0
Accumulated Surplus	4,759,091	2,511,429	5,369,654	2,858,225
Total Equity	**8,529,170**	**6,281,509**	**9,139,734**	**2,858,225**

Statement of Capital Works
as at 30 September 2019

	September 2018 Actual $	September 2019 Actual $	Full Year Budget $	Full Year Projection $
Plant and Equipment				
Bookstock	432,869	471,344	1,826,371	1,826,371
Plant and Equipment (Note 1)	0	0	0	0
Total Plant and Equipment	432,869	471,344	1,826,371	1,826,371
Total Capital Works Expenditure	432,869	471,344	1,826,371	1,826,371
Represented By:				
Renewal	432,869	471,344	1,826,371	1,826,371
Total Capital Works	432,869	471,344	1,826,371	1,826,371

Note 1. YPRL Plant and Equipment is budgeted and recorded as an expense. Year to date expenditure for Plant and Equipment appears in the P&L. Plant and Equipment items over $500 value are capitalised as part of the end of year process.

Cash Flow Statement

as at 30 September 2019

	2018-2019 $	YTD September 2019 $
Cash flows from operating activities		
Member Council Contributions	13,203,335	3,399,650
State Government Library Grant	2,395,835	2,455,731
Payments to suppliers	(4,036,365)	(812,482)
Payments to employees	(9,434,661)	(2,477,943)
Interest received	67,321	6,173
Library fees	257,074	47,947
Other receipts	531,438	261,906
Net GST payment	(689,425)	(158,749)
Net cash provided by operating activities	2,294,552	2,722,234
Cash flows from investing activities		
Payments for library books, plant and equipment	(2,403,092)	(918,479)
Proceeds from redemption of financial assets	1,046,964	0
Payments for financial assets	0	0
Net cash used in investing activities	(1,356,128)	(918,479)
Net increase/(decrease) in cash and cash equivalents	938,424	1,803,755
Cash and cash equivalents at the beginning of the period	3,654,981	4,593,405
Cash and cash equivalents at the end of the period	4,593,405	6,397,160

Agenda Item 4:   Fraud and Corruption Prevention Policy and Procedure

Responsible Officer:	Chief Executive Officer
Author:	Executive Manager Corporate Services
Attachments:	4a - Fraud and Corruption Prevention Policy
	4b - Fraud and Corruption Prevention Procedure

REPORT

SUMMARY

A proposed Fraud and Corruption Prevention Policy is presented for Board adoption.

INTRODUCTION

Yarra Plenty Regional Library (YPRL) has developed a Fraud and Corruption Prevention Policy and Procedure to demonstrate YPRL's commitment to the prevention, deterrence, detection and investigation of all forms of fraud and corruption. The Policy also ensures the requirements of the Local Government Act relating to developing and maintaining adequate internal control systems are met.

REPORT

The attached Fraud and Corruption Prevention Policy has been developed in response to an external audit recommendation that YPRL develop and document policies that reflect the current practices in place for Fraud. The purpose of the Fraud and Corruption Prevention Policy is to:

1. Demonstrate YPRL's commitment to the prevention, deterrence, detection and investigation of all forms of fraud and corruption; and
2. Ensure the requirements of the Local Government Act 1989 relating to developing and maintaining adequate internal control systems are met.

It should be noted that both the Fraud and Corruption Prevention Policy and Procedure have included in their scope YPRL Board members.

The Policy provides instructions for anyone who identifies, or suspects, any instance of a YPRL employee potentially engaging in fraud or corrupt conduct, to immediately report their concerns.

The Policy specifies responsibilities for YPRL Board Members, including:

- Maintaining, modelling, and fostering the highest standards of ethical behaviour;

- Endorsing and supporting all policies and measures taken to prevent, deter, detect and resolve instances or suspected instances of fraud;

- Conducting themselves in a manner that will ensure they avoid situations where their actions may be perceived to be fraudulent, corrupt or unduly influenced by a conflict of interest;

- Reporting all suspected fraud, theft, corruption, or misconduct to the CEO, an Executive Manager or the Protected Disclosure Coordinator, except where it relates to a Board member. If the matter relates to a Board member, then a Board member should follow the provisions of the Board member Code of Conduct, or if a protected disclosure matter, report the matter to IBAC.

The Policy will be added to YPRL's website to ensure members of the public and contractors have access to this Policy, and the instructions it contains on how they can report concerns if they identify or suspect a YPRL employee has committed fraud or corrupt conduct.

In addition to the Fraud and Corruption Prevention Policy, a Fraud and Corruption Prevention Procedure has also been developed to provide guidance and details for YPRL employees about:

- The mechanisms YPRL use to mitigate the risk of fraud and corruption;
- The activities YPRL undertake to prevent fraud, and who is responsible for ensuring those activities occur;
- How an employee can report identified or suspected fraud or corrupt conduct;
- What happens when a Manager receives a report of identified or suspected fraud or corrupt behaviour;
- The process for investigating fraud and/or corrupt conduct; and
- How YPRL will address media contact related to suspected fraud or corrupt conduct.

CONSULTATION

The draft policy has been developed by the Executive Manager Corporate Services in consultation with the Finance Manager. The Executive Leadership Team, Consultative Committee, Branch Managers and staff have also been invited to review and contribute to the policy.

CRITICAL DATES

Nil

FINANCIAL IMPLICATIONS

Nil

POLICY STRATEGY AND LEGISLATION

Local Government Act 1989, Protected Disclosure Act 2012, Crimes Act 1958 (Vic), Privacy and Data Protection Act 2014.

LINKS TO STRATEGIC PLAN

The YPRL Fraud and Corruption Prevention Policy contributes to good governance of YPRL and respond directly to strategies identified in the current Library Plan as follows:

Finance and Governance:

  Goal: Optimise public value through sustainable financial management and governance

  Strategy: Committing to good governance practices in all we do

DECLARATIONS OF CONFLICT OF INTEREST

Under section 80C of the Local Government Act 1989 officers providing advice to the Library must disclose any interests, including type of interest.

The Responsible Officer reviewing this report, having made enquiries with the relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

CONCLUSION

Adoption of the Fraud and Corruption Prevention Policy will demonstrate YPRL's commitment to the prevention, deterrence, detection and investigation of all forms of fraud and corruption. It will also ensure the requirements of the Local Government Act relating to developing and maintaining adequate internal control systems are met.

RECOMMENDATION

THAT the Board resolves to adopt the Fraud and Corruption Prevention Policy and note the Fraud and Corruption Prevention Procedure

M: _____

S: _____

Policy Name	**Fraud and Corruption Prevention Policy**
Version number	1.0
Policy date	October 2019
Date to be reviewed	October 2022
Responsibility	Chief Executive Officer
Related Policies and Procedures	Fraud and Corruption Prevention Procedure Protected Disclosure Policy Protected Disclosure Procedure Board Code of Conduct Employee Code of Conduct Conflict of Interest Procedure Child Safe Procedure Procurement Policy Credit Card Procedure Risk Management Framework ICT Policy and Procedures CCTV Policy and Procedures Discipline Procedure

Purpose

The purpose of the Fraud and Corruption Prevention Policy is to:

- Demonstrate Yarra Plenty Regional Library's (YPRL's) commitment to the prevention, deterrence, detection and investigation of all forms of fraud and corruption; and
- Ensure the requirements of the Local Government Act 1989 relating to developing and maintaining adequate internal control systems are met.

Scope

This policy applies to all YPRL Board members, employees, volunteers, and contractors.

Related Legislation

- Local Government Act 1989
- Independent Broad-based Anti-Corruption Commission Act 2011
- Protected Disclosure Act 2012
- Crimes Act 1958 (Vic)
- Privacy and Data Protection Act 2014

Definitions

Corruption	Dishonest activity in which a person to whom this Policy applies acts contrary to the interests of YPRL and abuses their position of trust in order to achieve some personal gain or advantage for themselves or for another person or entity or to disadvantage YPRL.
Corrupt Conduct	Under the Independent Broad-based Anti-Corruption Commission Act 2011, conduct that: • Adversely affects the honest performance of the function of a Council Officer or Council • Involves the dishonest performance of the function of a Council Officer or Council • Involves knowingly or recklessly breaching public trust • Involves the misuse of information or material acquired in the course of the performance of the functions of a Council Officer or Council • Is intended to adversely affect the effective performance of the functions or powers of a Council Officer or Council and results in the person or their associate obtaining a specified benefit AND • Is an indictable offence against the Act, or • Is perverting the course of justice (or attempting to), or • Is bribery of a public official, or • Is misconduct in public office.
IBAC	Independent Broad-based Anti-Corruption Commission
Fraud	The use of deception or misrepresentation to obtain an unjust advantage or to cause a disadvantage or loss to YPRL, including benefiting another, and includes theft or misappropriation of YPRL assets or finances. Fraud can also involve misuse of confidential information, abuse of discretions, facilities or employment conditions, redirection of goods or services for personal use and inappropriate arrangements with contractors and third parties. Offences of fraud may be prosecuted under a number of different Victorian laws including the Crimes Act 1958 (Vic). Examples include: • Unauthorised use of a credit card or credit card number issued to another person • Theft or unauthorised use of equipment, parts, software, and office supplies • Theft of cash or funds • Fraudulent financial or performance reporting • Payment of fictitious employees or suppliers • Obtaining bribes or kickbacks from suppliers or contractors • Theft of intellectual property or other confidential information • Any computer related activity involving the alteration, destruction, forgery or manipulation of data for fraudulent purposes or misappropriation of YPRL-owned software

	• Submission of fraudulent applications for reimbursement • Omitting to submit leave forms when taking leave • Falsifying academic or training credentials, or work history details, in an employment application • Damage, destruction or falsification of documents for the purpose of material gain • Inappropriately providing benefits or making decisions • Acting in self-interest rather than public interest
Misconduct	Any conduct which is unlawful or fails to meet the ethical or professional standards required in the performance of duties or the exercise of powers entrusted to YPRL officers or Board members. Examples include: • Deliberately falsifying accounts to conceal or obtain a benefit • Entering into a secret commission • Colluding to share profits with tenderers • Deception to gain a financial advantage • Misusing power to harm, oppress or disadvantage a person.
Principal Officer	The CEO is YPRL's Principal Officer. The Principal Officer is responsible for mandatory reporting to IBAC of suspected corrupt conduct and reporting to the Audit Committee confirmed incidences of fraud, theft, corruption or misconduct.
Protected Disclosure Coordinator	Coordinates the receipt and recording of protected disclosures in accordance with YPRL's Protected Disclosure Policy and Procedure.
Employee	Is used as a generic term meaning a person engaged or providing services on behalf of YPRL. This includes employees, volunteers, contractors, sub-contractors, suppliers, consultants, temporary employees or persons employed through a third party agency.
Theft	Dishonest appropriation of money or property belonging to YPRL or another person is considered fraud.

Policy

Yarra Plenty Regional Library (YPRL) is committed to protecting its revenue, expenditure and assets from any attempts by members of the public, contractors, agents, intermediaries, volunteers, Board members or its own employees to gain financial or other benefits by deceit, bias or dishonest conduct.

YPRL is committed to maintaining the highest ethical standards and ensuring that fraudulent or corrupt activity is prevented, conflicts of interest are avoided, and auditing systems are in place to deter and/or identify corrupt activities.

All reports of fraud and/or corruption will be fully investigated, and appropriate action taken.

YPRL will take action against any suspected acts of fraud or corruption. Action will be taken regardless of the position, title and length of service or relationship with YPRL of any party who might be or becomes involves in or becomes/is the subject of such investigation. Where an investigation into fraud or corruption is required, the person under investigation will be given written notice of the allegations and be provided with an opportunity to respond.

Anyone who identifies, or suspects, any instance of a YPRL employee potentially engaging in fraud or corrupt conduct, is encouraged to immediately report their concerns via the following options:

- In writing, marked Private & Confidential, to the CEO, YPRL, Bag 65, Bundoora Vic 3083.
- Report the matter to the police
- Report the matter directly to the Independent Broad-Based Anti-Corruption Commission

Responsibilities

Responsibility for the prevention and detection of fraud and corruption and for the implementation and operation of controls that minimise fraudulent and corrupt activity within their areas of responsibility rests with all levels of management, the YPRL Board, employees, volunteers, and agency or contract staff who represent YPRL.

The **CEO** is responsible for:

- Ensuring appropriate and effective governance structures are in place for fraud and corruption prevention and control including the implementation of this policy;
- As Principal Officer, notifying IBAC as soon as practicable if there is a reasonable suspicion that corrupt conduct may have occurred or be occurring;
- Reporting confirmed incidences of fraud, theft, corruption, or misconduct to the Audit Committee (that are not protected disclosures).

YPRL Board Members are responsible for:

- Maintaining, modelling, and fostering the highest standards of ethical behaviour;
- Endorsing and supporting all policies and measures taken to prevent, deter, detect and resolve instances or suspected instances of fraud;
- Conducting themselves in a manner that will ensure they avoid situations where their actions may be perceived to be fraudulent, corrupt or unduly influenced by a conflict of interest;
- Reporting all suspected fraud, theft, corruption, or misconduct to the CEO, an Executive Manager or the Protected Disclosure Coordinator, except where it relates to a Board member. If the matter relates to a Board member, then a Board member should follow the provisions of the Board member Code of Conduct, or if a protected disclosure matter, report the matter to IBAC.

All employees are responsible for:

- Complying with internal control requirements, policies and procedures;
- Reporting all suspected incidents of fraud, theft, corruption or misconduct to their supervisor and/or management.;
- Assisting with any enquiries and investigations pertaining to fraud, corruption or misconduct;
- Conducting themselves in a manner that will ensure they avoid situations where their actions may be perceived to be fraudulent, corrupt or unduly influenced by conflict of interest;
- Being mindful that the inappropriate acceptable of a gift or hospitality may be seen as acceptance of a bribe (refer to YPRL's Code of Conduct for information on accepting Gifts, Benefits and Hospitality).

Audit

The role of Internal Audit is to assist YPRL management and employees to achieve satisfactory control over all YPRL activities. This will be achieved by:

- Independently reviewing systems, procedures and controls to ensure there are adequate safeguards to prevent, deter and detect fraud and corruption;
- Identify areas of concern through specific audits and testing of systems;
- Advising on the production of rules, regulations and policies which deter fraud and corruption.

External Audit is conducted by the Victorian Auditor General's Office (VAGO) verifying YPRL's annual reported financial and performance statements. External audit also has a responsibility to report any irregularities identified during the audit process in accordance with relevant legislation and accounting standards.

Breach of Policy

Any action taken in regard to employees suspected of being involved in fraudulent or corrupt activity that is in breach of this Policy, will be undertaken in accordance with the Discipline Procedure and Volunteer Policy. This includes the possibility of summary dismissal.

Any action taken in regard to Board members shall be undertaken in conjunction with the requirements of the Local Government Act and any other relevant legislation.

Where appropriate, breaches will be referred to the relevant external authorities.

YARRA PLENTY
REGIONAL LIBRARY

Procedure Name	**Fraud and Corruption Prevention Procedure**
Version number	1.0
Procedure date	October 2019
Date to be reviewed	October 2022
Responsibility	CEO
Related Policies and Procedures	Fraud and Corruption Prevention Policy Protected Disclosure Policy Protected Disclosure Procedure Board Code of Conduct Employee Code of Conduct Conflict of Interest Procedure Child Safe Procedure Security Check Procedure Procurement Policy Credit Card Procedure Risk Management Framework ICT Policy and Procedures CCTV Policy and Procedures Discipline Procedure

Purpose

The purpose of this procedure is to:

- guide the conduct of all Board members, employees, volunteers and external parties associated with YPRL, with a view to the avoidance of fraud and misconduct.
- Set out roles and responsibilities in the identification, prevention, mitigation, and investigation of fraud and corruption risks and events in YPRL;

Scope

This procedure applies to all YPRL Board members, employees and volunteers.

Related Legislation

- Local Government Act 1989
- Independent Broad-based Anti-Corruption Commission Act 2011
- Protected Disclosure Act 2012
- Crimes Act 1958 (Vic)
- Privacy and Data Protection Act 2014

Definitions

Corruption	Dishonest activity in which a person to whom this Policy applies acts contrary to the interests of YPRL and abuses their position of trust in order to achieve some personal gain or advantage for themselves or for another person or entity or to disadvantage YPRL.
Corrupt Conduct	Under the Independent Broad-based Anti-Corruption Commission Act 2011, conduct that: • Adversely affects the honest performance of the function of a Council Officer or Council • Involves the dishonest performance of the function of a Council Officer or Council • Involves knowingly or recklessly breaching public trust • Involves the misuse of information or material acquired in the course of the performance of the functions of a Council Officer or Council • Is intended to adversely affect the effective performance of the functions or powers of a Council Officer or Council and results in the person or their associate obtaining a specified benefit AND • Is an indictable offence against the Act, or • Is perverting the course of justice (or attempting to), or • Is bribery of a public official, or • Is misconduct in public office.
IBAC	Independent Broad-based Anti-Corruption Commission
Fraud	The use of deception or misrepresentation to obtain an unjust advantage or to cause a disadvantage or loss to YPRL, including benefiting another, and includes theft or misappropriation of YPRL assets or finances. Fraud can also involve misuse of confidential information, abuse of discretions, facilities or employment conditions, redirection of goods or services for personal use and inappropriate arrangements with contractors and third parties. Offences of fraud may be prosecuted under a number of different Victorian laws including the Crimes Act 1958 (Vic). Examples include: • Unauthorised use of a credit card or credit card number issued to another person • Theft or unauthorised use of equipment, parts, software, and office supplies • Theft of cash or funds • Fraudulent financial or performance reporting • Payment of fictitious employees or suppliers • Obtaining bribes or kickbacks from suppliers or contractors • Theft of intellectual property or other confidential information

	• Any computer related activity involving the alteration, destruction, forgery or manipulation of data for fraudulent purposes or misappropriation of YPRL-owned software • Submission of fraudulent applications for reimbursement • Omitting to submit leave forms when taking leave • Falsifying academic or training credentials, or work history details, in an employment application • Damage, destruction or falsification of documents for the purpose of material gain • Inappropriately providing benefits or making decisions • Acting in self-interest rather than public interest
Misconduct	Any conduct which is unlawful or fails to meet the ethical or professional standards required in the performance of duties or the exercise of powers entrusted to YPRL officers or Board members. Examples include: • Deliberately falsifying accounts to conceal or obtain a benefit • Entering into a secret commission • Colluding to share profits with tenderers • Deception to gain a financial advantage • Misusing power to harm, oppress or disadvantage a person.
Principal Officer	The CEO is YPRL's Principal Officer.
Protected Disclosure Coordinator	Coordinates the receipt and recording of protected disclosures in accordance with YPRL's Protected Disclosure Policy and Procedure.
Employee	Is used as a generic term meaning a person engaged or providing services on behalf of YPRL. This includes employees, volunteers, contractors, sub-contractors, suppliers, consultants, temporary employees or persons employed through a third party agency.

Procedure

Mitigating the Risk of Fraud and Corruption

YPRL employs the following mitigation mechanisms:

- Formal policies and procedures;
- Standard operating practices;
- Segregation of duties and responsibilities as appropriate;
- Separation of orders, authorisation or other controls;
- Ongoing reconciliations and reporting at all levels;
- Maintenance of detailed records such as asset registers;
- Monitoring of various discrete behaviours which may indicate impropriety;
- Internal audit reviews;
- Annual financial audits;
- Discrete preliminary investigation into any incidents of concern.

YARRA PLENTY
REGIONAL LIBRARY

Prevention

Activity	Responsibility	Procedure Steps
Preventing fraud and corrupt conduct	Executive Leadership Team	1. Ensure fraud and corruption control initiatives covered in YPRL's policies are implemented, communicated and monitored. 2. Identify and assess fraud and corruption risks through normal department operations and through regular review of the risk register in accordance with the risk management strategy.
	Branch Managers, All Managers	1. Ensure employees under their direction are aware of and understand YPRL's fraud and corruption prevention policy and procedure. 2. Ensure YPRL's fraud and corruption prevention policy and procedures are discussed at staff meetings annually. 3. Set the example and demonstrate high levels of integrity by regularly reminding employees of the importance of complying with the Fraud and Corruption Prevention Policy and Procedure. 4. Comply with screening and security check requirements contained in YPRL's Child Safe Procedure and Security Check Procedure. 5. Check the bona fides of new suppliers at the point of engagement and comply with YPRL's Procurement Policy and processes.
	Finance Manager	1. Maintain and review insurance for fraud and corruption as appropriate, in particular theft of YPRL property. 2. Ensure changes to supplier bank account details are verified with the supplier.

Detection

The following procedure shall be used to report suspected fraud and/or corrupt conduct under this procedure (Please note: all persons also have the option to report a suspected fraud and/or corrupt conduct through YPRL's Protected Disclosure Policy and Procedure):

Activity	Responsibility	Procedure Steps
Reporting suspected fraudulent and/or corrupt conduct	YPRL Employees	1. Report suspicions to your Manager. 2. If you do not feel comfortable reporting suspicions to your Manager, report to your Executive Manager. 3. If you do not feel comfortable reporting to your Executive Manager, report the matter to the CEO. 4. A matter may be reported anonymously to the CEO but note this may impact on the ability to investigate fully. 5. Employees who knowingly make false allegations may be subject to disciplinary action up to and including termination of employment.
Receiving a report	Manager, Executive Manager	1. Record details of the report, including the time and date the report is made and details of matters raised. 2. Report the matter to the CEO.

Investigation

The following procedure outlines the process for investigating fraud and/or corrupt conduct (Please note: Where an allegation arises through a protected disclosure, then the investigation will be in accordance with YPRL's Protected Disclosure Policy and Procedure).

Activity	Responsibility	Procedure Steps
Assess reported incident	CEO	1. Assess the reported incident to determine whether an investigation is required.
Once the decision is made to investigate	CEO	1. Notify IBAC, as soon as practicable, if there is a reasonable suspicion that corrupt conduct may have occurred or be occurring. 2. Should IBAC direct YPRL to initiate an investigation, appoint an appropriately skilled and experienced person who is independent of the Department in which the alleged fraudulent or corrupt conduct has occurred. 3. Take action to prevent the theft, alteration, or destruction of relevant records. Such actions include, but are not limited to, removing the records and placing them in a secure location, limiting access to the location where the records currently exist, and preventing the individual suspected of committing the fraud or corruption from having access to the records. 4. The investigator may be an external law enforcement agency, a senior YPRL person or an external consultant. 5. Ensure the investigator appointed is mindful of legislative provisions that are relevant to the investigation, including the provisions of the Privacy and Data Protection Act 2014, regarding the disclosure and use of personal information. 6. Ensure reports are received in confidence and the person reporting the event is protected from adverse repercussions, provided there is no evidence of malice. 7. Seek advice from People & Culture to ensure compliance with the Discipline Procedure.
	Finance Manager	1. Advise YPRL's insurers under any obligations of disclosure as required by Insurance Policies.
During the investigation	Employees, Managers	1. Any person contacted by an investigator or other person nominated by the CEO regarding an investigation, must cooperate fully with the process. 2. Strict confidentiality will be observed and maintained.
	Investigator	1. Where an external investigation is required by an independent authority or agency, for example the Victoria Police, they will be in charge of the investigation. 2. Strict confidentiality and the principles of natural justice will be observed and maintained.

Investigation Outcome

Activity	Responsibility	Procedure Steps
Once the investigation has been finalised	Investigator	1. Provide a report of findings of the investigation to the CEO.

	C Fraud and Corruption Prevention Policy CEO	1. Make a determination as to the action required. The course of action could include:
		   a. Disciplinary proceedings;
		   b. Referral to Victoria police for a criminal investigation;
		   c. Referral to another external agency for investigation (e.g. Local Government Inspectorate); and
		   d. Civil action.
		2. Consider all relevant avenues available for recovering any funds lost or compensation for other fraud losses. Due consideration will be given to the likely benefits of recovery action exceeding the funds and/or resources required for the recovery action.
		3. Report all incidences of proven fraud and corruption to the Audit Committee in a timely manner with details of mitigation measures already taken or proposed to prevent further instances occurring.

	Relevant Executive Manager	1. Assess the adequacy of relevant internal controls and determine, document and implement any recommended improvements identified, including allocating timeframes and responsibilities.

Media

Activity	Responsibility	Procedure Steps
The media make contact	Employees, Board members, Managers	1. No employee, Board member or other person associated with YPRL other than the CEO shall make any public comment in relation to any suspected fraud or corruption, whether proven or otherwise.

Breach of Procedure

Any action taken in regard to employees suspected of being involved in fraudulent or corrupt activity that is in breach of this procedure, will be undertaken in accordance with the Discipline Procedure and Volunteer Policy. This includes the possibility of summary dismissal.

Any action taken in regard to Board members shall be undertaken in conjunction with the requirements of the Local Government Act and any other relevant legislation.

Agenda Item 5:   Payroll Policy

Responsible Officer:	Chief Executive Officer
Author:	Executive Manager Corporate Services
Attachment:	5 - Payroll Policy

REPORT

SUMMARY

A proposed Payroll Policy is presented for Board adoption.

INTRODUCTION

Yarra Plenty Regional Library (YPRL) has developed a Payroll Policy in response to an external audit recommendation.

REPORT

The attached Payroll Policy has been developed in response to an external audit recommendation that YPRL develop and document a Payroll Policy. The purpose of the Payroll Policy is to demonstrate YPRL's commitment to ensuring all employees are paid accurately and in accordance with the YPRL Enterprise Agreement, relevant legislation and employment terms and conditions.

The Policy is supported by internal operational procedures and the YPRL Enterprise Agreement.

The Payroll Policy is internally focused and operational in nature and it is therefore suggested that responsibility for future approval should be delegated to the CEO.

CONSULTATION

The draft policy has been developed by the Executive Manager Corporate Services in consultation with the Finance Manager. The Executive Leadership Team, Consultative Committee, Branch Managers and staff have also been invited to review and contribute to the policy.

CRITICAL DATES

Nil

FINANCIAL IMPLICATIONS

Nil

POLICY STRATEGY AND LEGISLATION

Fair Work Act 2009, National Employment Standards, Workplace Injury Rehabilitation and Compensation Act (Vic) 2013, Local Government Long Service Leave regulations 2012, Taxation legislation, Superannuation legislation, Privacy and Data Protection Act 2014.

LINKS TO STRATEGIC PLAN

The YPRL Payroll Policy contributes to good governance of YPRL and responds directly to strategies identified in the current Library Plan as follows:

Finance and Governance:

  Goal: Optimise public value through sustainable financial management and governance

  Strategy: Committing to good governance practices in all we do

DECLARATIONS OF CONFLICTS OF INTEREST

Under section 80C of the Local Government Act 1989 officers providing advice to the Library must disclose any interests, including type of interest.

The Responsible Officer reviewing this report, having made enquiries with the relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

CONCLUSION

Adoption of the Payroll Policy will demonstrate YPRL's commitment to ensuring all employees are paid accurately and in accordance with the YPRL Enterprise Agreement, relevant legislation and employment terms and conditions.

RECOMMENDATION

THAT the Board resolves to:

1. Adopt the Payroll Policy.
2. Delegate responsibility for the Payroll Policy to the CEO.

M: _____

S: _____

Policy Name	**Payroll Policy**
Version number	1.0
Policy date	October 2019
Date to be reviewed	October 2022
Responsibility	Executive Manager Corporate Services
Related Policies and Procedures	Enterprise Agreement Payroll Procedures Personnel Files Access Procedure

Purpose

This policy outlines Yarra Plenty Regional Library's (YPRL) commitment to ensuring all employees are paid accurately and in accordance with the YPRL Enterprise Agreement, relevant legislation and employment terms and conditions.

Scope

This policy applies to all YPRL employees.

Related Legislation

- Fair Work Act 2009;
- National Employment Standards;
- Workplace Injury Rehabilitation and Compensation Act (Vic) 2013;
- Local Government Long Service Leave regulations 2012;
- Taxation legislation;
- Superannuation legislation;
- Privacy and Data Protection Act 2014.

Policy

Yarra Plenty Regional Library (YPRL) is committed to ensuring all employees are paid accurately and in accordance with the YPRL Enterprise Agreement, relevant legislation and employment terms and conditions. YPRL will:

- Ensure employees are paid accurately and on time.
- Ensure all payroll disbursements (i.e. net pay, tax, superannuation, deductions, etc.) are made accurately and on time.
- Ensure there is security over payroll data including personnel files, payroll reports and sensitive employee information.
- Record, monitor and manage leave entitlement balances and ensure corresponding liabilities are maintained.

Responsibilities

The **Finance Manager** is responsible for:

- Ensuring appropriate procedures and systems are in place to ensure employees are paid accurately and on time;

All Branch Managers and Managers are responsible for:

- Ensuring that employees under their direction are aware of and understand YPRL's Payroll Policy and procedures.
- Reviewing and approving wages and salaries for employees under their direction each pay period, and ensuring all approved wages and salaries are accurate.

All Employees are responsible for:

- Complying with YPRL's Payroll Policy and related Agreements, and procedures.
- Ensuring their time and attendance is accurately recorded.

Breach of Policy

All employees are required to comply with this policy. If an employee breaches this policy they may be subject to disciplinary action. In serious cases this may include termination of employment.

Agenda Item 6:   Staff Development Day 2020

Responsible Officer: Chief Executive Officer

Author: Executive Manager Corporate Services

REPORT

SUMMARY

This report is for the Board to approve the closure of all YPRL Branches on Friday 28 February 2020 to enable staff to attend an All Staff Development Day.

INTRODUCTION

YPRL employs approximately 160 staff across 9 branches, 2 mobile services and Head Office. An All Staff Development Day is planned for February 2020 to continue investment in YPRL's future and development. The aim is to bring all staff together to:

- Be challenged by innovations in the public library sector,
- Contribute to the ongoing development of YPRL's strategy,
- Share successes and innovations from existing YPRL staff,
- Deliver a large-scale action-based learning and development activity, and
- Find agreed actions for increased region wide collaboration.

Successful All Staff Development Days were held at YPRL in 2014 and 2019, at which time all libraries closed.

In 2019 the theme was "Unleash Our Potential" and some of the best ideas staff said they encountered on the day included:

"Don't set things in concrete. Be prepared to change to follow the path the customers want to go. Also, don't just complain about something, see how I can affect something. Don't say I'm stuck in traffic and blame it on everyone else, realise I am part of the traffic so how can I change that."

"It's all about resourcefulness and adaptability"

"think outside the square, challenge yourself by doing something different every day"

Other comments from staff included:

"It was an awesome day, really inspiring and motivating."

"I think that the whole day was put together with a lot of thought and professional. Its was very educational; it made me think of where will the future take us and how far the Library industry will travel."

"Was great to work with colleagues I normally wouldn't work with."

REPORT

The 2020 All Staff Development Day will be held on Friday 28 February 2020. The outcomes and learning from the All Staff Development Day will inform future actions within the current Library Plan, and the next Library Plan, and delivers an opportunity for strategic learning and development activities to be delivered to all staff.

A working group consisting of managers and staff from across the Library Service is developing the agenda for the All Staff Development Day. The Agenda will include a session with a panel of public library experts, a key note speaker, a series of lightning talks from staff about key initiatives and achievements and facilitated workshops.

To enable all staff to attend the day, all Branches will need to be closed which will impact the community. To minimise the community impact the All Staff Development Day will be held on a Friday (all Branches close at 5pm on Fridays, compared to 8:30pm on other week days). In addition, we will provide sufficient warning and advertise the libraries will be closed via the library's website, on social media, notices in libraries and an advertisement in local papers.

CONSULTATION

The Working Group is developing the final agenda for the All Staff Day.

The public will be advised in advance of the date the libraries will be closed.

CRITICAL DATES

Nil

FINANCIAL IMPLICATIONS

Expenditure will be funded within the existing 2019/20 adopted budget.

POLICY STRATEGY AND LEGISLATION

Nil

LINKS TO STRATEGIC PLAN

The All Staff Development Day responds directly to strategies identified in the current Library Plan as follows:

People & Culture:

Goal: Invest in our people and culture because they are at the heart of everything we do

Strategy: Creating a culture which inspires, supports and develops our people

Strategy: Continuing to build and deliver excellence in customer service

DECLARATIONS OF CONFLICTS OF INTEREST

Under section 80C of the Local Government Act 1989 officers providing advice to the Library must disclose any interests, including type of interest.

The Responsible Officer reviewing this report, having made enquiries with the relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

CONCLUSION

All Staff Development Days are recognised as a considerable investment in YPRL's future. They provide a valuable opportunity to continue to review progress on the current Library Plan and ensure that staff have a real opportunity to inform development of the next Library Plan. The 2020 All Staff Development Day will build on the increased connection and understanding of YPRL direction achieved through the 2019 All Staff Development Day. To maximise the benefit of the All Staff Development Day it is necessary to close all Branches to enable all staff to attend.

RECOMMENDATION

THAT the Board approve the closure of all YPRL branches on Friday 28 February 2020 to enable all staff to attend the All Staff Development Day

M:	
S:	

Agenda Item 7:   Opening Hours Review Update

Responsible Officer:	Chief Executive Officer
Author:	Executive Manager Public Participation
Attachments:	7a - Previous Opening Hours Review Board Papers
	7b - Combined Customer and Staff Opening Hours Review Survey Results
	7c - Proposed Opening Hours – Option 1
	7d - Proposed Opening Hours – Option 2

REPORT

INTRODUCTION

In April 2019, YRPL retained Libraries Alive! to undertake an Opening Hours Review. The aims of the review were to:

- assess the impact of our opening hours to ensure that our opening hours are in line with community need at point of delivery and usage trends,
- ensure that YPRL's current staffing mix is maximised for the best opening hours possible for our communities.

Based on research and evaluation, Libraries Alive presented several options to YPRL that would assist it to deliver an optimal library service through improved opening hours.

Attachment 7a is a summary of previous Board Paper for review.

SUMMARY

Libraries Alive! developed a report outlining general recommendations for opening hours for YPRL with specific recommendations relating to individual branches. At the request of the Board, YPRL has undertaken both an internal staff consultation and community consultation through in branch feedback and an online survey.

Based on community feedback, staff consultation, and cost considerations, YPRL is proposing two options for extending its opening hours to better meet community demand:

Option 1:

9am opening at all branches, increased evening hours and full day Sunday openings at the 1 main library in each LGA branches. It is also proposed that the remaining branches close at 8pm not 8.30pm. 9am opening at all branches, increased evening hours and full day Sunday openings at the 1 main library in each LGA branches. It is also proposed that the remaining branches close at 8pm not 8.30pm. This represents a 10.4% increase in our current opening hours for a 3.1% increase in council contributions for a total increase of $385,746.

Option 2:

9am opening at all branches, increased evening hours at 1 main library and no extension of Sunday hours. It is also proposed that the remaining branches close at 8pm not 8.30pm. This represents an 8.6% increase in our current opening hours for a 2.3% increase in council contributions of $286,501.

REPORT

Community consultation was undertaken through an online survey and in-branch posters and flyers. We collected 1923 responses from the community on the proposed changes to opening hours. The results of the consultation showed:

1. *A strong desire for increased opening hours to access library services.*

Survey results showed a significant interest in increased opening hours across the board in order to be able to better access library services.

"People have long working hours. Access to library important"

"More hours is great. Thanks for all you do for us. We love the library."

"I want the library to be open 24/7"

2. *An interest in longer opening hours during summer.*

The results of the online survey, which were reflected in the in-branch submissions, showed strong community appetite for having:

- Some branches open longer hours during warmer months (81%)

- Extended opening hours on Sundays (59%)

- All branches open at 9am (45%)

"Opening when the day is cooler during summer months is healthier and easier for children and elderly"

"Great to see us extending opening hours when people need them most. Summer hours will also offer more library study time during exam time at the end of the year."

"Good idea to open longer in summer and on Sunday afternoons."

3. *A high demand for extended opening hours on Sundays.*

A significant number of responses indicated that there is a high demand for extended opening hours on Sundays.

"Extended hours would be greatly appreciated especially on Sundays."

"Open all day on Sunday"

"Users have more time on Sundays so opening an hour earlier would be extremely beneficial. It seems a waste to open for just 4 hours on Sunday."

4. A high demand for having all branches open at 9am.

A very clear trend in the results was to have all branches open earlier.

"9am opening would be handy, so I can come straight here after school drop."

"9am weekday open sounds great"

"Opening at 9am, all year round should be standard. I work from home, but would love to sometimes come and work at the library. However, because of the 10am opening, I find it's too disruptive to work an hour (or less) at home, then pack up and go out and work, when I could come straight there after school dropoffs."

5. A high demand for maintaining or extending evening opening hours.

A considerable number of responses showed a desire for extended evening opening hours, even if only in some locations. Studying, and being able to visit after work, were key reasons. Many responses indicated an interested in extended hours on Friday evenings, allowing for time to visit after work.

"Students are in school 9 - 3pm and if the library closes earlier this reduces the time we have to study or do group work. This will make it harder for those who really need library access to study (internet, computers)."

"8pm closure is too early for workers and commuters. Sorry!"

6. Significant feedback against closing Diamond Valley and Rosanna Libraries earlier in the evenings.

The results showed significant negative impact if Diamond Valley and Rosanna Libraries were to close at the suggested 7 pm.

"I use the toy library on Tuesday nights and bring my kids to use the library too. What's going to happen closing @ 7pm " – Diamond Valley

"Too early to close! Not enough time after school, I would probably go to Watsonia instead" – Diamond Valley

"Can only make library after work on weekdays - 7pm is a bit hard to get to" – Rosanna

Staff were also consulted on the recommendations in the Opening Hours Review report. We collected 42 (from a possible 160) responses to a staff survey. Overall, staff felt that the proposed opening hours would be slightly to moderately beneficial to community members (52%). The proposals that staff felt would most benefit the community were:

- all branches opening at 9am (78%)
- extended Sunday opening hours (51%)
- having extended opening hours at destination libraries (36%)

Staff felt that the proposed opening hours would create new opportunities for the community to engage with the library (43%) and that it would be unlikely to eliminate opportunities for the community to engage (58%). In their feedback, staff felt strongly that closing some libraries significantly earlier in the evenings would not work for their community (Diamond Valley and Rosanna). There was also a desire for some uniformity in opening hours.

Staff also gave feedback on the operational aspects of the proposed changes and these were taken into consideration when developing the two options proposed.

Branch Managers contributed to the proposal by providing the operational impact of a 9am opening, a later closing and the proposed Sunday extended opening hours.

The following are the results of the further analysis undertaken by the Executive Leadership Team taking into account all these inputs:

- The 5-hour opening on a Sunday across all Branches was determined to be of a high cost with minimal impact as it was clear that the community wanted all day Sunday opening. Additionally, there would be a staff impact of an additional unpaid half hour break required for all Sunday rostered staff which was viewed unfavorably by staff.
- A strong desire from our community for their libraries to be open at night was evident in the feedback. YPRL does not recommend implementing an earlier closing time of 7pm and this is not included in the Options presented.
- To accommodate the community desire for extended evening hours YPRL recommends opening the three main destination branch libraries till 9pm for the full year and not implementing different summer and winter opening times.
- From the staff and Branch Manager feedback, 9am opening hours is achievable with rostering changes and some staffing impact. Both Options proposed include a 9am opening time for all branches to accommodate the overwhelming community support for this change.

For more detail, see Attachment 7b for full results

Proposal

The following proposal responds clearly to the community and staff feedback, operational requirements and efficiency and sets a realistic budget impact.

Option 1: Preferred

Option 1 includes 9am opening at all branches, increased closing hours at key branches and significantly extended Sunday hours at the three destination libraries. Option 1 represents a 10.4% increase in our current opening hours for a 3.1% increase in council contributions of $ 385,746. The budget estimation includes expected increases in some operational costs including staffing impacts.

Table1 – Option 1 - Key Changes

Option 1: Key Changes		
Mornings	**Evenings**	**Weekends**
All branches opening at 9am.	Destination libraries (Ivanhoe, Eltham, Mill Park) increased opening hours until 9pm Monday – Thursday Destination libraries extend Friday opening hours until 6pm Modest decrease in opening hours at most other branches (8pm rather than 8.30pm) – Diamond Valley, Lalor, Rosanna, Thomastown, Watsonia, Whittlesea offset by the 9am opening.	Extended Saturday hours at Thomastown Library. Destination libraries (Ivanhoe, Eltham, Mill Park) have significantly extended Sunday openings 10am – 5pm.

Table1a – Option 1 - Costs

Council	Current opening hours	Proposal 1	% increase	Cost increase	Cost increase as % of Council contribution
Banyule	176	193	10	$ 127,119	2.7%
Nillumbik	111	125	13	$ 84,501	3.1%
Whittlesea	218.5	240	10	$ 174,126	3.6%
Total	**505.5**	**558**	**10.5**	**$ 385,746**	**3.1%**

See Attachment 7c showing proposed Option 1 opening hours per branch.

Option 2:

Option 2 includes 9am opening at all branches, increased closing hours at key branches and no extension of Sunday hours. Option 2 represents an 8.6% increase in our current opening hours for a 2.3% increase in council contributions of $278,704.

Table2 – Option 2 – Key Changes

Option 2: Key changes		
Mornings	**Evenings**	**Weekends**
All branches opening at 9am	Destination libraries (Ivanhoe, Eltham, Mill Park) increased opening hours until 9pm Monday – Thursday. Destination libraries extend Friday opening hours until 6pm Modest decrease in opening hours at most other branches (8pm rather than 8.30pm) – Diamond Valley, Lalor, Rosanna, Thomastown, Watsonia, Whittlesea	Extended Saturday hours at Thomastown Library. No change to Sunday hours.

Table2a – Option 2 - Costs

Council	Current opening hours	Proposal 2	% increase	Cost increase	Cost increase as % of Council contribution
Banyule	176	190	8	$ 87,638	1.9%
Nillumbik	111	122	10	$ 48,894	1.8%
Whittlesea	218.5	237	8.5	$ 142,172	2.9%
Total	**505.5**	**549**	**8.5**	**$ 278,704**	**2.3%**

See Attachment 7d showing proposed Option 2 opening hours per branch.

CONSULTATION

Community consultation was undertaken through online survey and in-branch feedback posters and flyers. There were 1923 responses.

Staff consultation was undertaken through an online survey and discussion within the Senior Leadership Team and Executive Leadership Team.

CRITICAL DATES

- Proposed date of implementation of change of hours: 1 July 2020
- Member Council decision will need to be communicated to YPRL by December 2019 to allow preparation of the new 2020/21 budget for presentation to the Board in February 2020

FINANCIAL IMPLICATIONS

YPRL 2020/21 Budget increase of 3.1% required for Option 1.

YPRL 2020/21 Budget increase of 2.3% required for Option 2.

POLICY STRATEGY AND LEGISLATION

Nil

LINKS TO STRATEGIC PLAN

Infrastructure & Innovation:

Goal: Create innovative digital and physical infrastructure to deliver sector leading services

Strategy: Providing or adapting flexible spaces that serve the changing needs of our community

DECLARATIONS OF CONFLICT OF INTEREST

Under section 80C of the Local Government Act 1989 officers providing advice to the Library must disclose any interests, including type of interest.

The Responsible Officer reviewing this report, having made enquiries with the relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

CONCLUSION

It was clear from the high engagement in the consultation process that extended opening hours for YPRL branches are of high priority for our communities. The Libraries Alive! Report did recommend a pilot trial for one year and to reassess the impact after 12 months. YPRL is confident that the preferred Option 1 will meet community expectations and will be enthusiastically embraced.

RECOMMENDATION

THAT the Board endorse the YPRL proposals for extended opening hours for consideration by each member Council in their 2020/21 budget process:

M: _____

S: _____

Opening Hours Review Report

Responsible Officer:	Chief Executive Officer
Author:	Lisa Dempster, Executive Manager Public Participation

REPORT

INTRODUCTION

In April 2019 YRPL retained Libraries Alive! to undertake an Opening Hours Review. The aims of the review were to:

- assess the impact of our opening hours to ensure that our opening hours are in line with community need at point of delivery and usage trends,
- ensure that YPRL's current staffing mix is maximised for the best opening hours possible for our communities.

Based on research and evaluation, Libraries Alive developed a series of recommendations and optimal library service opening hours with a range of options for review. Please note that this paper and report is accompanied by a presentation to the Board by Libraries Alive!

SUMMARY

Libraries Alive! have developed a report outlining general recommendations for opening hours applying to the YPRL recognising that there are three member Councils served. They have also made some specific recommendations relating to individual branches.

The recommendations aim overall is for a predictable pattern in opening hours across YPRL for ease of understanding from the Library user point of view.

Across the service the recommendation is for a modest 5.24% increase in opening hours, which in the view of the consultants, will maximise the best opening hours for the community within recognised financial constraints.

REPORT

Libraries Alive! are of the view that the following changes to opening hours will align them more closely with actual customer behaviour and thereby increase activity rates and membership.

General recommendations:

- Open earlier
- Close earlier
- Designate one main branch in each LGA: (new) Ivanhoe, Eltham and (refurbished) Mill Park as a 'destination library' with extended opening hours

- Adjust weekend opening hours to provide a small improvement in access to provide a fine balance between labour cost penalty rates and customers' changing work/life patterns
- Consider a Summer/Winter timetable, possibly aligned with Daylight Saving, staying open for one additional hour in Summer and closing an hour earlier in Winter
- Extend opening hours into the evening in the October – November exam period
- With nine separate rostering systems, save many staff hours by implementing a single rostering system across the whole library service
- Vigorously promote then trial the suggested changes to opening hours for a period of 12 months (four full seasons), monitoring membership, loans and visits and fine-tuning if the need is obvious.

CONSULTATION

Review was undertaken by Libraries Alive! In close consultation with the Senior Leadership Team.

CRITICAL DATES

If the Board agrees to move ahead with the recommendations it is suggested that the 12-month trial be from daylight savings time October 2020 through to September 2021.

The 2020/21 budget would reflect the operating cost implications.

FINANCIAL IMPLICATIONS

If the full recommendations are accepted and there is an increase of opening hours this will have a budget impact on YPRL ongoing operational costs. As an indication only, based on an estimation of staffing costs, this budget impact is in the range of $200,000 - $300,000 or 1.62% - 2.43% of the budget.

POLICY STRATEGY AND LEGISLATION

N/A

LINKS TO STRATEGIC PLAN

Infrastructure & Innovation:

Goal: Create innovative digital and physical infrastructure to deliver sector leading services

Strategy:

- Providing or adapting flexible spaces that serve the changing needs of our community

DECLARATIONS OF CONFLICT OF INTEREST

Under section 80C of the Local Government Act 1989 officers providing advice to the Library must disclose any interests, including type of interest.

The Responsible Officer reviewing this report, having made enquiries with the relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

CONCLUSION

Opening Hours is the number one issue of most importance in our recent customer survey and YPRL is committed to responding to evolving community need. The Opening Hours Review was commissioned to provide an objective view of our current opening hours across all nine (9) branches and to recommend changes based on community need.

RECOMMENDATION

That the Board resolves that YPRL provide the estimated cost of the implementation of the recommendations of the Opening Hours review for the October 2019 Board meeting for implementation from October 2020 to September 2021

M:

S:

YPRL Opening Hours Review

Written by

Ian McCallum and Sherrey Quinn

Directors, Libraries Alive! Pty ltd

30 July 2019

Contents

1. Executive Summary and Recommendations

1.1. Introduction

The Brief for the project read as follows:

> *. . . to assess the impact of our opening hours to ensure that our opening hours are in line with community need at point of delivery and usage trends, and to ensure that our current staffing mix is maximised for the best opening hours possible for our communities.*

The methodology developed by Libraries Alive! analysed labour cost, loans and visits figures for a typical week (March 25-31, 2019) in order to determine the time of day when demand for service occurred, and the costs of staffing to meet that demand. Detailed findings which support the recommendations are included in 24 charts attached as Appendix 1.

The methodology itself, which records labour costs, loans and visits, then derives a cost per transaction, is embodied in the spreadsheet referred to in Appendix 3. YPRL staff will be able to use this spreadsheet to analyse the costs of their services beyond the completion of this project.

In this section we present our findings in the form of general recommendations applying to the service as a whole, and then specific recommendations relating to individual branches. Libraries Alive! is of the view that the following changes to opening hours will align them more closely with actual customer behaviour and thereby increase activity rates and address the key issue of low overall membership.

1.2 General recommendations

R1. Open earlier

R2. Close earlier

R3. Designate one main branch in each LGA: (new) Ivanhoe, Eltham and (refurbished) Mill Park as a 'destination library' with extended opening hours

R4. Adjust weekend opening hours to provide a small improvement in access to provide a fine balance between labour cost penalty rates and customers' changing work/life patterns

R5. Consider a Summer/Winter timetable, possibly aligned with Daylight Saving, staying open for one additional hour in Summer and closing an hour earlier in Winter

R6. Extend opening hours into the evening in the October – November exam period

R7. With nine separate rostering systems, save many staff hours by implementing a single rostering system across the whole library service

R8. Vigorously promote then trial the suggested changes to opening hours for a period of 12 months (four full seasons), monitoring membership, loans and visits and fine-tuning if the need is obvious.

1.3. Specific recommendations

Following on from the meeting with Branch Managers we have aimed for a predictable pattern in opening hours. The 'destination libraries' are open until at least 7pm or 8pm during the week; all libraries are open from 10am on Saturdays and six libraries are open from 12 noon on Sundays.

There are small labour cost implications in extending weekend opening hours from the current 79 hrs/wk to the proposed 90 hrs/wk.

Across the whole service we are suggesting a modest 5.24% increase in opening hours.

BANYULE before: 176 hrs/wk. BANYULE after: 185 hrs/wk. DIFFERENCE: + 9 hrs/wk

IVANHOE – currently 60 hrs/wk; proposed 66 hrs/wk

1. Open at 9am and close at 8pm Monday to Thursday; open at 9am and close at 7pm on Friday (Council may have a funded preference for 9am to 9pm Monday to Friday)

2. Open at 10am and close at 5pm on Saturday; open at 12 noon and close at 5pm on Sunday

ROSANNA – currently 56 hrs/wk; proposed 57 hrs/wk

1. Open at 9am and close at 7pm Monday to Friday

2. Open at 10am and close at 5pm on Saturday; close Sunday

WATSONIA - currently 60 hrs/wk; proposed 62 hrs/wk

1. Open at 9am and close at 7pm Monday to Friday

2. Open at 10am and close at 5pm on Saturday; open at 12 noon and close at 5pm on Sunday

NILLUMBIK before: 111 hrs/wk. NILLUMBIK after: 118 hrs/wk DIFFERENCE: +7 hrs/wk

DIAMOND VALLEY – currently 51 hrs/wk; proposed 52 hrs/wk

1. Open at 9am and close at 5pm Monday to Friday

2. Open at 10am and close at 5pm Saturday; open at 12 noon and close at 5pm on Sunday

ELTHAM – currently 60 hrs/wk; proposed 66 hrs/wk

1. Open at 9am and close at 8pm Monday to Thursday; open at 9am and close at 7pm on Friday

2. Open at 10am and close at 5pm on Saturday; open at 12 noon and close at 5pm on Sunday

WHITTLESEA before: 218.5 hrs/wk. WHITTLESEA after: 229 hrs/wk DIFFERENCE: +10.5 hrs/wk

LALOR – currently 60 hrs/wk; proposed 62 hrs/wk

1. Open at 9am and close at 7pm Monday to Thursday; open at 9am and close at 5pm on Friday

    2. Open at 10am and close at 5pm on Saturday; open at 12 noon and close at 5pm on Sunday

MILL PARK – currently 60 hrs/wk; proposed 68 hrs/wk

    1. Open at 9am and close at 8pm Monday to Wednesday; open at 9am and close at 10pm on Thursday (late night funding now secured); open at 9am and close at 7pm on Friday

    2. Open at 10am and close at 5pm on Saturday; open at 12 noon and close at 5pm on Sunday

THOMASTOWN – currently 52 hrs/wk; proposed 55 hrs/wk

    1. Open at 9am and close at 7pm Monday to Thursday; open at 9am and close at 5pm on Friday

    2. Open at 10am and close at 5pm on Saturday; close Sunday

WHITTLESEA – currently 46.5 hrs/wk; proposed 44 hrs/wk

    1. Open at 9am and close at 5pm Monday to Friday

    2. Open at 10am and close at 2pm on Saturday; close Sunday
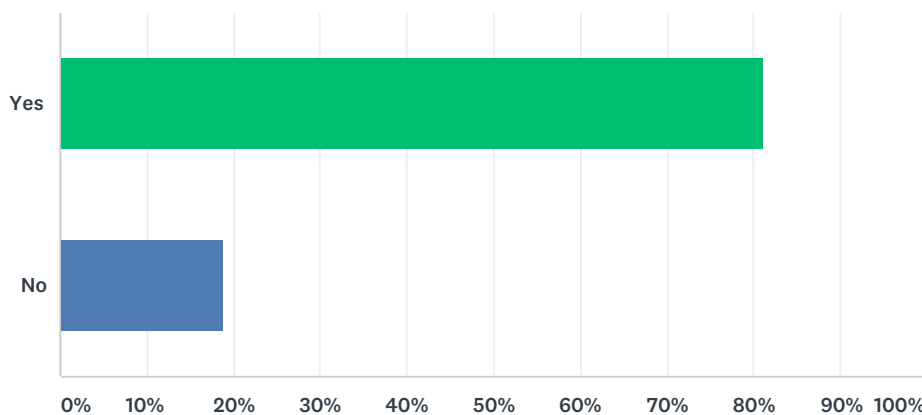
ACROSS THE WHOLE SERVICE

Current hours/week   505.5

Proposed hours/week   532

Difference   26.5 hrs/wk

Appendix 2 shows the proposed opening hours in the form of a table, just like the current opening hours card (which came into effect in May 2017).

Q1 Would it be beneficial to have some branches open longer hours during warmer months (October to March)?

Answered: 913   Skipped: 9

ANSWER CHOICES	RESPONSES	
Yes	81.27%	742
No	18.73%	171
TOTAL		913

Q2 How beneficial would it be to have all branches open an hour earlier, at 9.00am, Monday to Friday?

Answered: 916   Skipped: 6
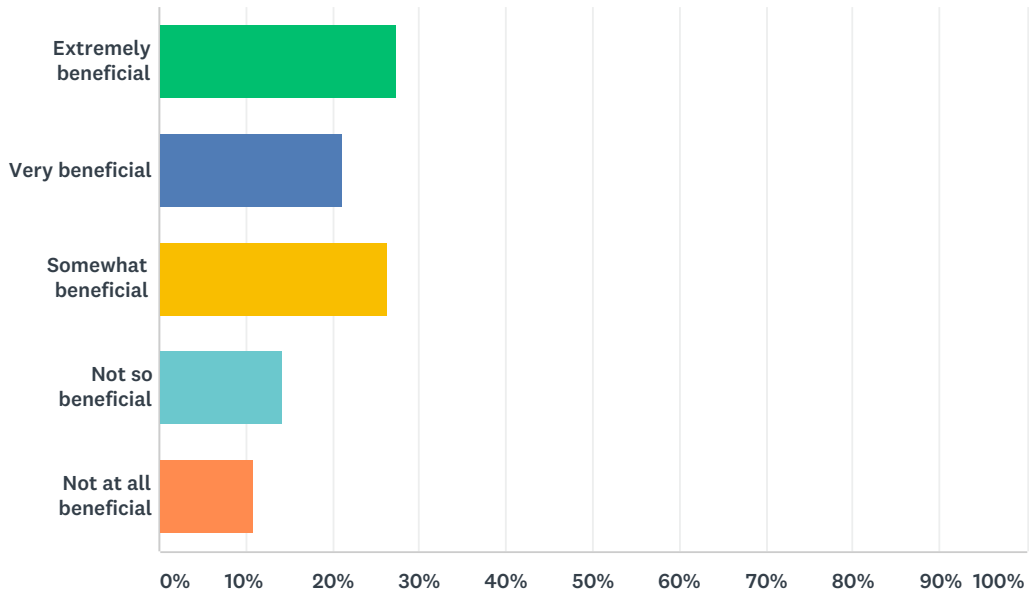
ANSWER CHOICES	RESPONSES	
Extremely beneficial	27.40%	251
Very beneficial	21.07%	193
Somewhat beneficial	26.31%	241
Not so beneficial	14.30%	131
Not at all beneficial	10.92%	100
TOTAL		916

Q3 How beneficial would it be to have branches that open on Sundays open one hour earlier, at 12.00noon?

Answered: 914   Skipped: 8
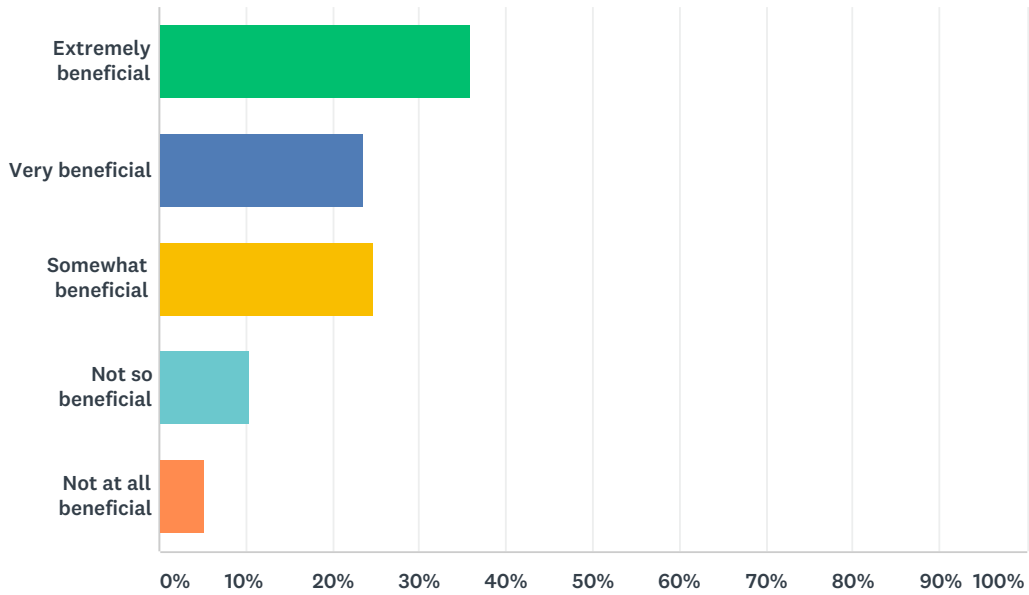
ANSWER CHOICES	RESPONSES	
Extremely beneficial	36.00%	329
Very beneficial	23.74%	217
Somewhat beneficial	24.62%	225
Not so beneficial	10.39%	95
Not at all beneficial	5.25%	48
TOTAL		914

Q4 Any other comments

Answered: 261   Skipped: 661

Q5 What do you think of the proposed opening hours shown above? Do you visit multiple branches? Please share your thoughts about the proposed hours for all of the branches you visit.

Answered: 801   Skipped: 121
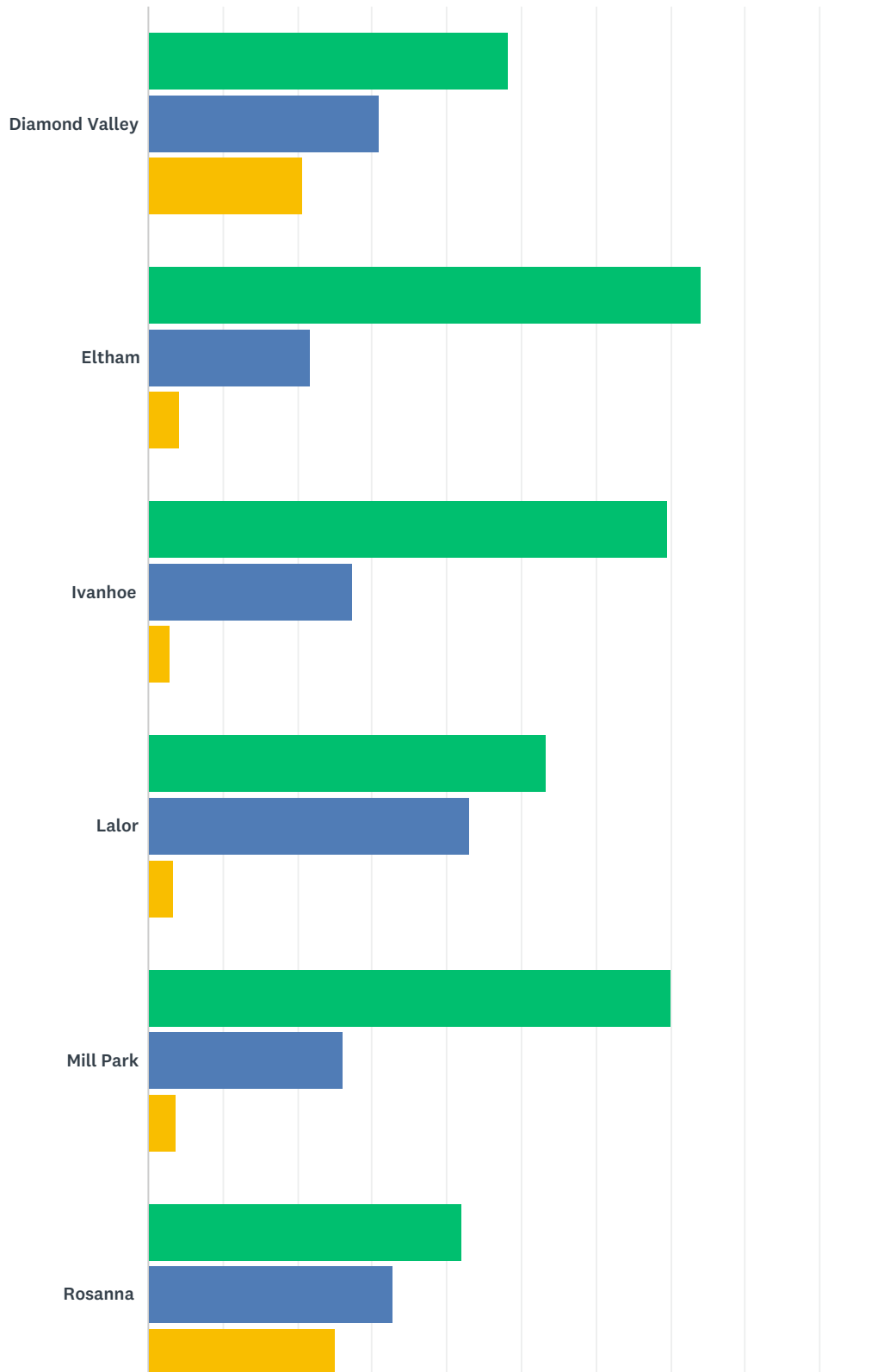
YPRL Customer Survey - Opening Hours Review 2019

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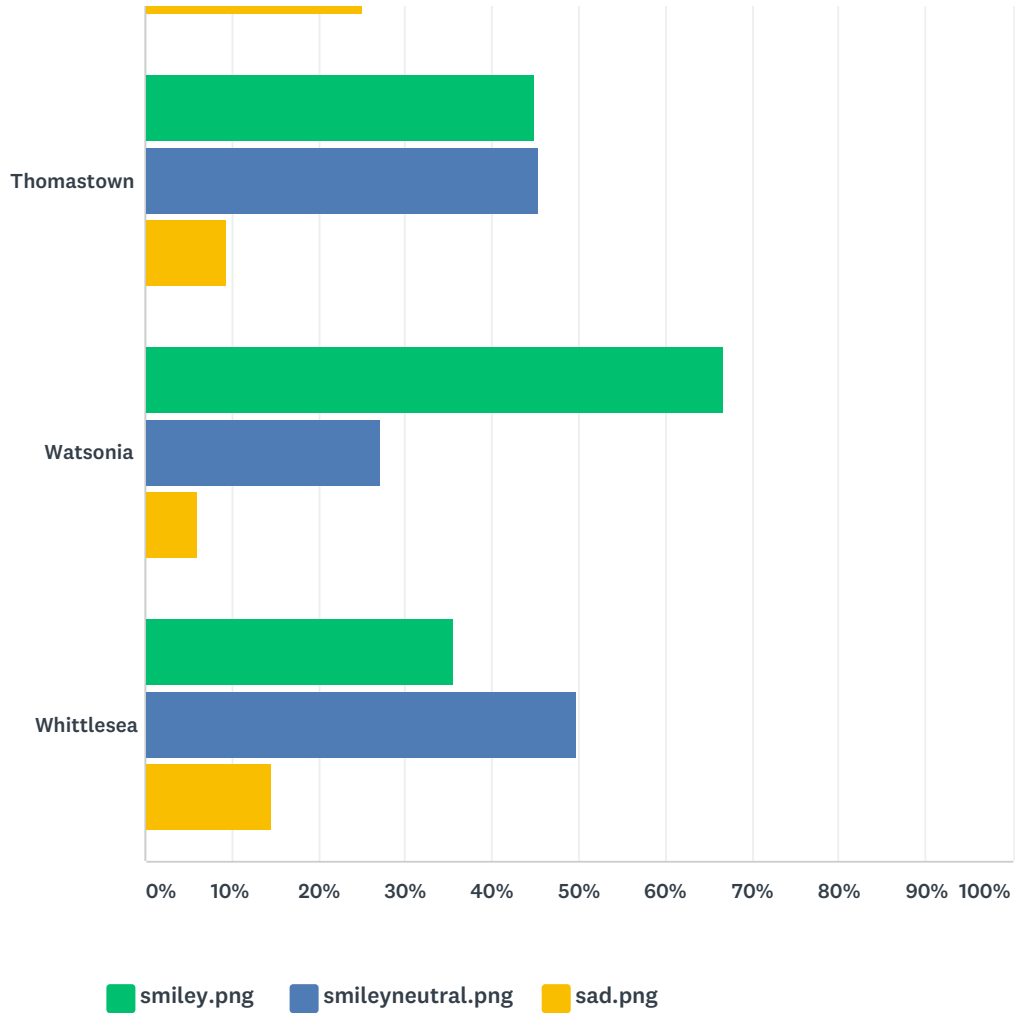|	🙂	😐	☹️	TOTAL
Diamond Valley	48.40% 166	30.90% 106	20.70% 71	343
Eltham	74.00% 296	21.75% 87	4.25% 17	400
Ivanhoe	69.77% 240	27.33% 94	2.91% 10	344
Lalor	53.45% 124	43.10% 100	3.45% 8	232
Mill Park	70.06% 227	26.23% 85	3.70% 12	324
Rosanna	42.01% 142	32.84% 111	25.15% 85	338
Thomastown	45.06% 105	45.49% 106	9.44% 22	233
Watsonia	66.76% 239	27.09% 97	6.15% 22	358
Whittlesea	35.55% 75	49.76% 105	14.69% 31	211

Q1 Based on the proposed opening hours described above, how beneficial do you think the proposed hours would be for the community?

Answered: 42   Skipped: 0
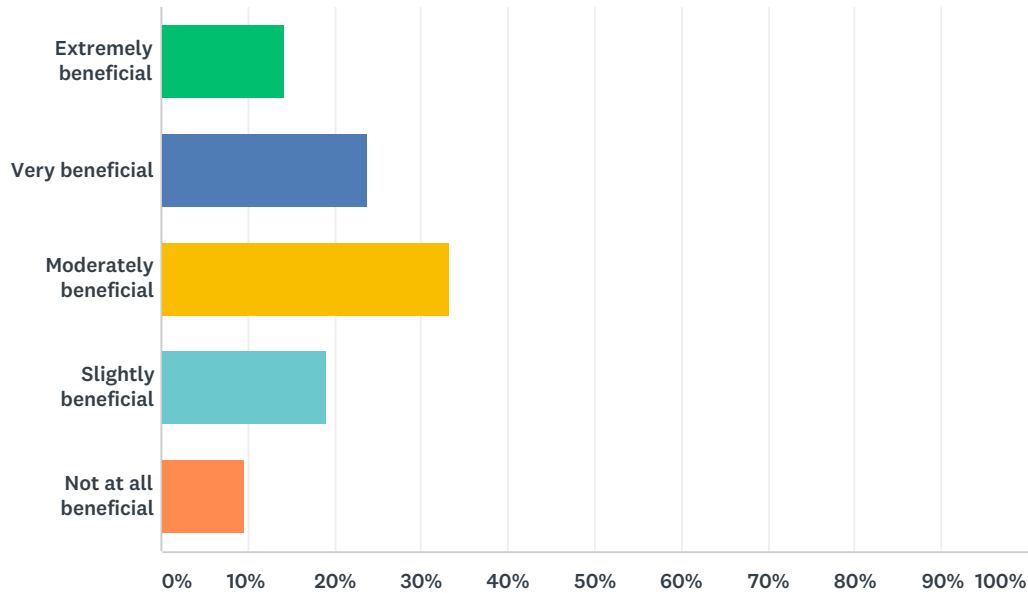
ANSWER CHOICES	RESPONSES	
Extremely beneficial	14.29%	6
Very beneficial	23.81%	10
Moderately beneficial	33.33%	14
Slightly beneficial	19.05%	8
Not at all beneficial	9.52%	4
TOTAL		42

1 / 5

Q2 Which changes to opening hours would deliver improved outcomes for the community? (select all that apply)

Answered: 41   Skipped: 1
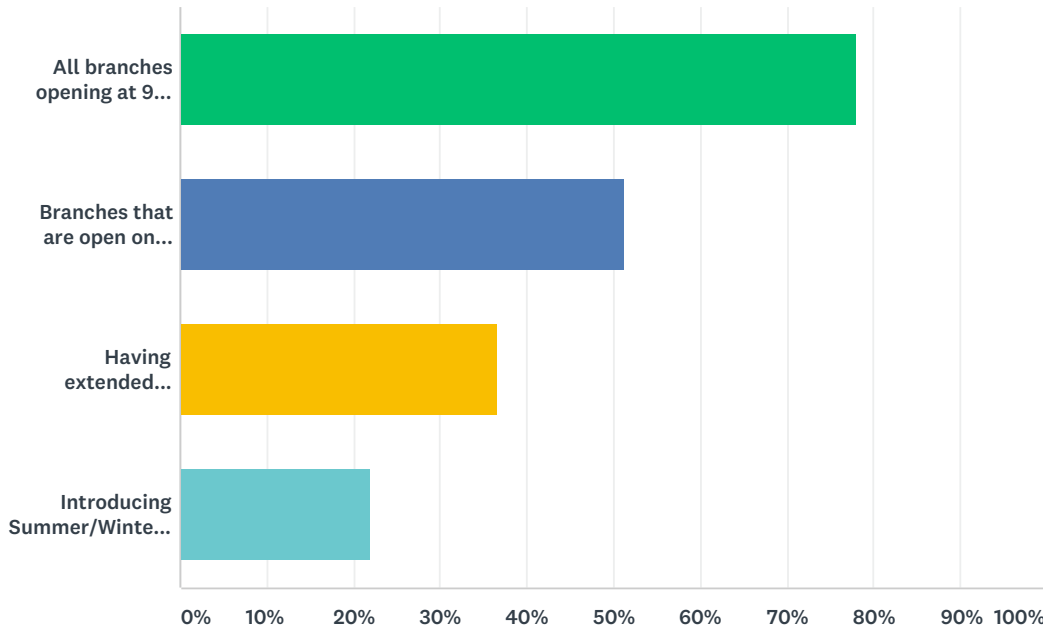
ANSWER CHOICES	RESPONSES	
All branches opening at 9am Monday - Friday	78.05%	32
Branches that are open on Sundays opening one hour earlier at 12pm	51.22%	21
Having extended opening hours at three destination libraries (Ivanhoe, Eltham and Mill Park)	36.59%	15
Introducing Summer/Winter hours, with earlier closing times for some branches during Winter hours	21.95%	9
Total Respondents: 41		

Q3 How likely is it that the proposed opening hours will create new opportunities for the community to engage with YPRL?

Answered: 41   Skipped: 1
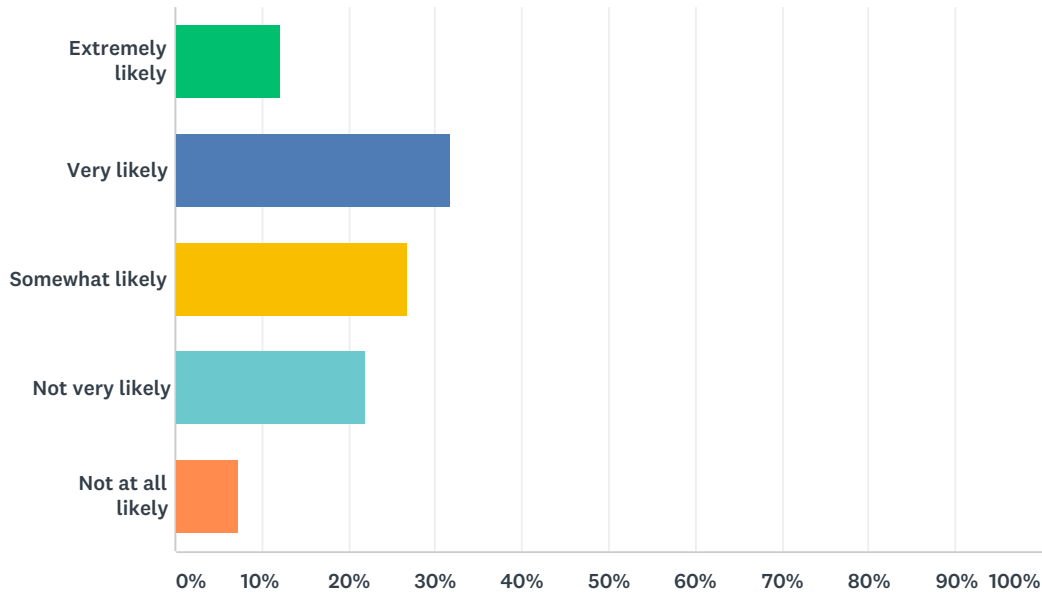
ANSWER CHOICES	RESPONSES	
Extremely likely	12.20%	5
Very likely	31.71%	13
Somewhat likely	26.83%	11
Not very likely	21.95%	9
Not at all likely	7.32%	3
TOTAL		41

Q4 How likely is it that the proposed opening hours will eliminate opportunities for the community to engage with YPRL?

Answered: 42   Skipped: 0
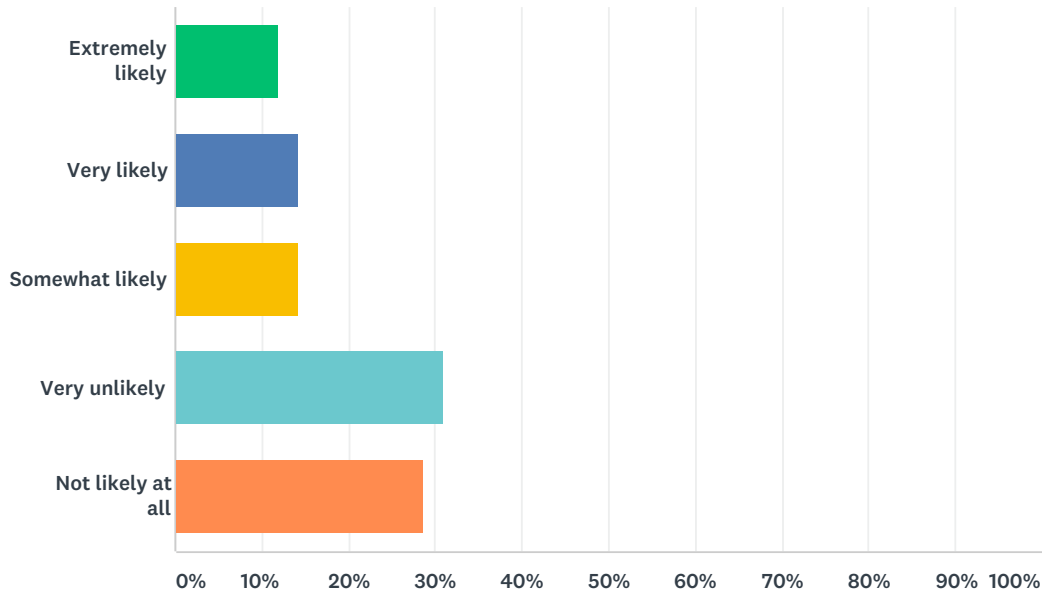
ANSWER CHOICES	RESPONSES	
Extremely likely	11.90%	5
Very likely	14.29%	6
Somewhat likely	14.29%	6
Very unlikely	30.95%	13
Not likely at all	28.57%	12
TOTAL		42

Q5 Do you have any other comments or feedback about the proposed opening hours?

Answered: 31   Skipped: 11

Proposed Opening Hours - OPTION 1

Branch	Monday	HRS	Tuesday	HRS	Wednesday	HRS	Thursday	HRS	Friday	HRS	Saturday	HRS	Sunday	HRS	Total Proposed No. Hours Open	Total Current No. Hours	Opening Hours Variance to
Ivanhoe	9am-9pm	12	9am-9pm	12	9am-9pm	12	9am-9pm	12	9am-6pm	9	10am-5pm	7	10am-5pm	7	71:00	60:00	11:00
Rosanna	9am-8pm	11	9am-8pm	11	9am-8pm	11	9am-8pm	11	9am-5pm	8	10am-5pm	7	Closed	0	59:00	56:00	3.00
Watsonia	9am-8pm	11	9am-8pm	11	9am-8pm	11	9am-8pm	11	9am-5pm	8	10am-5pm	7	1pm-5pm	4	63:00	60:00	3:00
Diamond Valley	9am-5pm	8	9am-8pm	11	9am-5pm	8	9am-5pm	8	9am-5pm	8	10am-5pm	7	1pm-5pm	4	54:00	51:00	3:00
Eltham	9am-9pm	12	9am-8pm	12	9am-9pm	12	9am-9pm	12	9am-6pm	9	10am-5pm	7	10am-5pm	7	71:00	60:00	11:00
Lalor	9am-8pm	11	9am-9pm	11	9am-8pm	11	9am-8pm	11	9am-5pm	8	10am-5pm	7	1pm-5pm	4	63:00	60:00	3:00
Mill Park	9am-9pm	12	9am-9pm	12	9am-9pm	12	9am-10pm	13	9am-6pm	9	10am-5pm	7	10am-5pm	7	72:00	60:00	12:00
Thomastown	9am-8pm	11	9am-8pm	11	9am-8pm	11	9am-8pm	11	9am-5pm	8	10am-5pm	7	Closed	0	59:00	52:00	7:00
Whittlesea	9am-5pm	8	9am-5pm	8	9am-8pm	11	9am-5pm	8	9am-5pm	8	10am-1pm	3	Closed	0	46:00	46:30	-0.30
												Total			558:00	505:30	52:30

Proposed Opening Hours - OPTION 2

Branch	Monday	HRS	Tuesday	HRS	Wednesday	HRS	Thursday	HRS	Friday	HRS	Saturday	HRS	Sunday	HRS	Total Proposed No. Hours Open	Total Current No. Hours	Opening Hours Variance to
Ivanhoe	9am-9pm	12	9am-9pm	12	9am-9pm	12	9am-9pm	12	9am-6pm	9	10am-5pm	7	1pm-5pm	4	68:00	60:00	8:00
Rosanna	9am-8pm	11	9am-8pm	11	9am-8pm	11	9am-8pm	11	9am-5pm	8	10am-5pm	7	Closed	0	59:00	56:00	3.00
Watsonia	9am-8pm	11	9am-8pm	11	9am-8pm	11	9am-8pm	11	9am-5pm	8	10am-5pm	7	1pm-5pm	4	63:00	60:00	3:00
Diamond Valley	9am-5pm	8	9am-8pm	11	9am-5pm	8	9am-5pm	8	9am-5pm	8	10am-5pm	7	1pm-5pm	4	54:00	51:00	3:00
Eltham	9am-9pm	12	9am-8pm	12	9am-9pm	12	9am-9pm	12	9am-6pm	9	10am-5pm	7	1pm-5pm	4	68:00	60:00	8:00
Lalor	9am-8pm	11	9am-9pm	11	9am-8pm	11	9am-8pm	11	9am-5pm	8	10am-5pm	7	1pm-5pm	4	63:00	60:00	3:00
Mill Park	9am-9pm	12	9am-9pm	12	9am-9pm	12	9am-10pm	13	9am-6pm	9	10am-5pm	7	1pm-5pm	4	69:00	60:00	9:00
Thomastown	9am-8pm	11	9am-8pm	11	9am-8pm	11	9am-8pm	11	9am-5pm	8	10am-5pm	7	Closed	0	59:00	52:00	7:00
Whittlesea	9am-5pm	8	9am-5pm	8	9am-8pm	11	9am-5pm	8	9am-5pm	8	10am-1pm	3	Closed	0	46:00	46:30	-0.30
												Total			549:00	505:30	43:30

Agenda Item 8:   YPRL Libraries Infrastructure Development Plan

Responsible Officer:	Chief Executive Officer
Author:	Chief Executive Officer
Attachment:	8 – YPRL Infrastructure Development Plan

REPORT

SUMMARY

This report presents to the Board the draft *YPRL Library Infrastructure Development Plan* detailing the development of Member Councils Library buildings and new libraries over the next 10 years.

INTRODUCTION

This report is a forward-looking document outlining the status quo of existing library buildings and details community feedback and development opportunities for the future. The recommended development timelines used in the Plan are Short-term 0-3 years; Mid-term 3-5 years and Long Term 5-10 years. It has been drafted as a tool for consultation with Member Councils to help plan the next 10 years library building developments for forward planning purposes and to ensure the library buildings are developed to meet current and future community needs. After consultation with Member Councils, future library sites are also included in the projected timeline. Community feedback from previous community surveys, feedback forms and issues raised in the Branches have informed the recommendations. Each individual Branch Manager has also contributed to their Branch Library building recommendations.

YPRL has developed the report to ensure that our library buildings, provided by our Member Councils, present as welcoming, purposeful and safe. Our facilities are required to accommodate engaging library programs and events and to provide flexible spaces for learning, study, work and leisure well into the future.

The development of the plan has also involved a broad review of trends, plans and policies impacting on library services including growth demographics and Library standards and guidelines.

REPORT

This *YPRL Libraries Infrastructure Development Plan* has been developed to assist our member Councils with planning and development of libraries across the region. This Plan aims to provide:

- A framework for the development and renewal of library buildings – using the People Places best practice building design and development guidelines.

- Recommended priorities for action and time frames, based on an objective assessment of the condition of the library building, the needs of the community and population growth.
- A region-wide and strategic view of the library infrastructure renewal and development needs and opportunities for the next ten years.

The two guiding documents used to inform the recommendations are:

- People Places a guide to building libraries in NSW, 3rd edition, 2012, a framework that has been developed as a practical resource for the planning and design of a new or refurbished public library building. People Places has been used widely across Australia as a framework to ensure the development process for a new library and delivers the best possible library designed to deliver local services that meet local needs, and
- The Guidelines, Standards and Outcome Measures for Australian Public Libraries 2016, which presents evidence based national standards and guidelines for modern public libraries around Australia that complement the information within People Places.

The report also recommends a proposed Service Model Hierarchy to provide a framework in which libraries for different communities and catchments can be scaled.

In summary this is:

- three (3) destination libraries for each member Council region with extended opening hours;
- Branch Libraries providing a range of community focused programs;
- Community Libraries providing a local service complimented by larger branches, and
- Mobile Libraries providing services to newly developed, remote and rural areas.

An overview of the recommendation library development plan for each Member Council is contained in the Table below.

Table: Proposed Library Infrastructure Development Timeframe

Timeframe	Minor Refurbishment	Major Refurbishment	New Library	Planning and Design	Review
Short term 0-3 years	Watsonia	Mill Park – Stage 2&3 Diamond Valley Mobile Library		Mernda West Heidelberg Rosanna Eltham	Mobile Library Outreach Library
Medium term 3-5 years	Lalor Watsonia	Rosanna Thomastown Outreach Library Eltham	Mernda West Heidelberg	Epping North Diamond Creek	
Long term 5-10 years			Epping North Diamond Creek	Wollert Donnybrook Hurstbridge	Mill Park Whittlesea Ivanhoe

It is recognised that this report is a starting point for further consultation with each Member Council on the development of libraries within their Council regions. YPRL has taken the lead to develop this recommendation as a Corporation to ensure our own planning, resources and future budget forecasts can be aligned with Councils Capital and Maintenance plans for community infrastructure.

CONSULTATION

Consultation was undertaken with Branch Managers regarding individual branch library needs. Directors from each Member Council have indicated future library sites which have been highlighted as needing a library in the future. Community survey feedback on current library facilities has been used to inform this report.

CRITICAL DATES

Nil

FINANCIAL IMPLICATIONS

N/A

POLICY STRATEGY AND LEGISLATION

Nil

LINKS TO STRATEGIC PLAN

Infrastructure and Innovation

Goal: Create innovative digital and physical infrastructure to deliver sector leading services.

Finance and Governance

 Goal: Optimise public value through sustainable financial management and governance

DECLARATIONS OF CONFLICT OF INTEREST

Under section 80C of the Local Government Act 1989 officers providing advice to the Library must disclose any interests, including type of interest.

The Responsible Officer reviewing this report, having made enquiries with the relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

CONCLUSION

The preparation of this *Library Infrastructure Development Plan* for library buildings across the region can be used as a guide for YPRL and Member Councils to inform the evolution of library facilities over the next ten (10) years. It can also assist with the co-ordination of funding applications and the allocation of resources within our organisations to ensure that library facilities are the best they can be for the communities they serve.

RECOMMENDATION

THAT the Board agrees to support the recommendations of this report:

- **that *People Places* be used as the guide to assist member Councils in the planning, design and development of new libraries and library refurbishments**

- **that the service hierarchy recommended in the report be adopted**

      M: _____

      S: _____

THAT the Board further agrees to recommend the report to each Member Council for discussion.

      M: _____
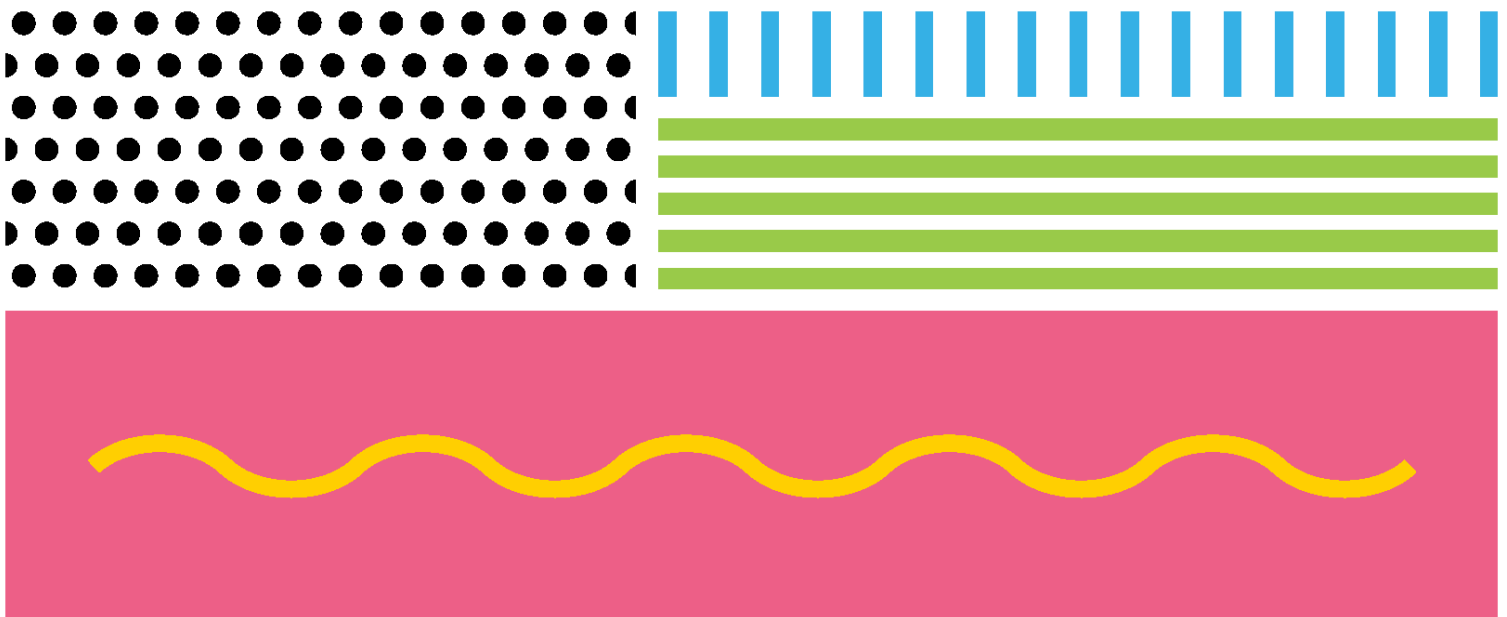
      S: _____

**YARRA PLENTY
REGIONAL LIBRARY**

INFRASTRUCTURE DEVELOPMENT PLAN

YARRA PLENTY
REGIONAL LIBRARY

Introduction

Yarra Plenty Regional Library (YPRL) is a corporation formed to provide library services for three member Councils – Banyule City Council, City of Whittlesea and Nillumbik Shire Council. YPRL provides this region-wide shared library service via a network of nine Branch Libraries, one Mobile Library, one Mobile Outreach service and an extensive range of eServices available via the website and multiple mobile applications. The provision of library services by the member Councils helps to fulfil obligations to provide services and facilities that contribute to community wellbeing and prosperity for every person in our communities.

This YPRL Libraries Infrastructure Development Plan has been developed to assist our member Councils with planning and development of libraries across the region. This Plan aims to provide:

- A framework for the development and renewal of library buildings – using the *People Places* best practice building design and development guidelines[1].
- Recommended priorities for action and time frames, based on an objective assessment of the condition of the library building, the needs of the community and population growth.
- A region-wide and strategic view of the library infrastructure renewal and development needs and opportunities for the next ten years.

The aims for the library buildings in the YPRL Branch Library network are to:

- Present welcoming, purposeful and safe library facilities that are at the heart of the community.
- Provide facilities that can accommodate engaging library programs, events and activities encouraging a lifelong love of reading and increase social inclusion.
- Provide spaces for learning, study, work and leisure.

'The best of my education has come from the public library… my tuition fee is a bus fare. You don't need to know very much to start with, if you know the way to the public library.'
– Author, Lesley Conge

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[1] *People Places a guide to building libraries in NSW, 3rd edition, 2012* https://www.sl.nsw.gov.au/public-library-services/people-places-tools accessed September 2019

Developing the Plan

The Plan has been prepared with the following inputs:
- Visual inspection of library buildings.
- Consultation with library branch managers about the condition of library buildings, furniture, equipment and opportunities to better meet users' needs.
- Consultation with member Council Officers for a broad analysis of the catchment area the library serves.
- Examination of branch data relating to visitation, service usage and membership.
- Analysis of comments in the 2018 Library User Survey about ways to improve branch libraries (as they relate to facilities).

The development of the plan has also involved a broad review of trends, plans and policies impacting on library services including review of:

- Current trends.
- Demographic information about growth and changes in population characteristics.
- Local, state and national policy and plans that relate to library service provision.
- Library standards and guidelines.

Growth in the Region

YPRL serves an area of 985km[2] with the 3 member Councils having a combined population of 418,510 in 2019 and is expected to grow to 485,656 by 2026 and 573,839 by 2036[2]. The City of Whittlesea is experiencing the fastest growth with an expected annual change of +2.55%. The region is characterised by a significant diversity in the community with high numbers of the community speaking languages other than English at home.

Outcomes for the Region: A Region of Difference

Banyule City Council (Banyule)

Banyule is located between 7 and 21 kilometres northeast of central Melbourne and is made up of 21 suburbs. The City covers an area of approximately 63km[2]. The Yarra River runs along the City's south border while the west is defined by Darebin Creek. Banyule is renowned for its open spaces and plentiful parklands, especially along the Yarra and Plenty River valleys. Banyule has a rich cultural heritage, with more than 50 significant aboriginal sites, strong links to the Heidelberg School of artists, iconic architecture and a dynamic artistic and cultural community.

Banyule has a diverse community of more than 129,000 residents from over 140 countries. A significant number of residents have European ancestry, and there is an increasing population of people with Asian and African ancestry.

Although the number of people living in Banyule is expected to increase in the next decade (11%), the population is expected to age, with the greatest growth occurring in the 75 years and over age group. Libraries have a core role in ensuring that the community is actively involved in healthy living and has a strong and connected sense of belonging within the local place. In 2019 Library users affirm that they use the library as a place of learning, social connection and activity[3].

> *'The Library has made a huge difference to the wellbeing to our family.'*

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[2] *Data sourced from i.d.community population forecast and other statistical information available on member Council websites in August 2019.*

[3] *Data sourced from Council planning documents available on the Council website: accessed August 2019*

City of Whittlesea (CoW)

The City of Whittlesea (CoW) is located about 20 kilometres north of Melbourne. It is one of Melbourne's largest municipalities, covering a land area of approximately 490km^2 with 223,000 residents. It is also one of the fastest growing municipalities, welcoming approximately 8,000 new residents every year. It has a high proportion of households with children (68.6%), a high proportion of population under 25 years of age (34.5%) and high level of diversity (43% speak a language other than English).

CoW is also characterised with higher socio-economic disadvantage, with pockets of very high disadvantage at Thomastown and Lalor[4]. Poor health outcomes, social isolation, and high rates of disengaged youth are highlighted as key issues for CoW to address locally and to work with the State Government for increased funding for local solutions. Libraries have a core role to play in these identified areas of action and good library infrastructure is a key to delivering to these communities locally.

CoW has identified the themes of Community Connectedness, Community Voice, Social Inclusion and Local community planning as necessary to ensure an inclusive and engaged community. The Shaping Our Future Whittlesea 2030 Strategic Community Plan outlines the steps and actions CoW will undertake to make this outcome happen. Libraries in the region play a core role with Council to ensure the health and wellbeing of the local communities, especially in areas of education and lifelong learning, health and social inclusion for everyone.

> *'The Library supports my learning and provides low cost entertainment and activities.'*

Nillumbik Shire Council (Nillumbik)

Nillumbik is located less than 25 kilometres north–east of Melbourne and has the Yarra River as its southern boundary and is known as the Green Wedge Shire, with 91% of the shire designated as the Green Wedge. Nillumbik extends 29 kilometres to Kinglake National Park in the north and stretches approximately 20 kilometres from the Plenty River and Yan Yean Road in the west to Christmas Hills and the Yarra escarpment in the east. It covers an area of 432km^2 and has an estimated population of 64,280 who live in close-knit communities which range from typical urban settings to remote and tranquil bush properties. Nillumbik community also has a high rate of employment with 96.5% employed either full or part time. A commitment to lifelong learning is a key strategy for Council and community infrastructure responds to local needs, to support social inclusion, and connected communities. Libraries are a key aspect of the delivery of this strategy delivering a range of learning opportunities, community debates and opportunities to engage and volunteer.[5]

The Nillumbik community has an extremely strong sense of identity and are highly resilient, connected to their environment and heritage, and a broad commitment to and participation in the arts and cultural sectors. Nillumbik is also committed to providing leadership in the health and wellbeing of their communities. The Libraries are playing a core role in the promotion of a healthy lifestyle with the Garden Maker Space at Diamond Valley, the recent Winter Wellness program rolled out across the region and a partnership with the Stephanie Alexander Kitchen Garden Foundation.

> *'The Library helps me engage with the community and helps me be creative.'*

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[4] *Data sourced from Creating Liveable Communities in the Interface: City of Whittlesea report 2014*
[5] *Council Plan 2017-2021, Nillumbik Shire Council accessed August 2019*

Library Use and Key Outcomes

The 2016 *Guidelines, Standards and Outcome Measures for Australian Public Libraries*[6] describe six key outcomes from the work of libraries. These individual and community outcomes result from libraries helping people to improve their knowledge and skills or change attitudes and behaviours. Library spaces must be suitable and sufficiently flexible to deliver these outcomes which include:

- *Literacy and lifelong learning.* For a long time, public libraries have played a valuable role in helping children to learn to read through storytime programs and children's collections. While this continues to be a cornerstone of library programming, libraries also offer programs and resources to support adult literacy and digital literacy, as well as collections, programs and facilities that enable and encourage people of all ages and interests to pursue formal and informal study and lifelong learning.

- *Stronger and more creative communities.* The creative industries are recognised as significant to Victoria's culture, economy and society and central to its future with the Creative State strategy 2017–2020[7] currently under review. Creativity and culture influence our quality of life and the strength of our communities and provide a source of inspiration and entertainment. Public libraries have a core local role to play in strengthening communities and building social capital by providing an inclusive forum and support for expression of creativity and cultural identity. They preserve the past, celebrate the present and embrace the future by ensuring free and equitable access for all people, collecting and promoting local cultural content, celebrating diversity and promoting intercultural conversations and tolerance.

- *Digital inclusion.* The ability to access and use technology is becoming a prerequisite for effective participation in society. Today, the only way to access some information, government and / or business services, is through the internet. Yet in Victoria, it is clear from the *Measuring Australia's Digital Divide: The Australian Digital Inclusion Index 2018*[8] that several sociodemographic groups are digitally excluded. In ascending order, they are: people in low income households (ADII 42.5), older Australians (ADII 47.1), people who did not complete secondary school (ADII 49.5), people with a disability (ADII 52.2), and people not in the labour market (ADII 53.7), scores substantially below the state average (61.4). Libraries play an important role in supporting digital inclusion and bridging the digital divide. Libraries provide free access to computers and the internet, technical support to computer users, and training to people with low levels of digital literacy. This is especially significant for CoW which includes communities with a high socio-economic disadvantage, particularly in Thomastown and Lalor, both served by Libraries, and Banyule which has pockets of disadvantage that are currently not served by a Library.

- *Personal development and wellbeing.* Everyone is welcome to use the library as they choose, be this reading for pleasure, meeting friends and people with common interests, accessing everyday information, accessing information that supports health and wellness, managing personal finances or being somewhere safe with other people. All three (3) member Councils have prioritised wellness in their community strategies. YPRL also focuses core programming on health and wellness connecting people to key services, information and activities.

> *'I love that there is a public repository of knowledge where it is a joy to learn new things.'*

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[6] *Guidelines, Standards and Outcome Measures for Australian Public Libraries, Australian Public Library Alliance and Australian Library and Information Association, 2016*

[7] *Creative Victoria Website; accessed August 2019 https://creative.vic.gov.au/creative-state*

[8] *Australian Digital Inclusion Index website; accessed August 2019 https://digitalinclusionindex.org.au/the-index-report/report/*

- *Economic and workforce development.* Public libraries support economic and workforce development by helping people develop literacies and skills, providing access to the internet to allow people to search and apply for jobs online and access to computers to allow people to write job applications. All three (3) member Councils recognise that local businesses require a broad range of support from low-cost access to training and skill development to networking opportunities. The potential of home-based businesses to provide new entrepreneurial opportunities is an area where Libraries can play a key role. Libraries have always provided spaces where start-ups and small businesses can work, research, communicate and collaborate with customers and business partners.

> *'I am chronically ill and it is BRILLIANT to not need to call in a favour to get a friend to go to the library for me. The ability to download the audiobooks has changed my life.'*

Library Funding

The Victorian State Government's Living Libraries Infrastructure Program (LLIP)[9] enables Victorian councils and regional library corporations to deliver new or renewed library infrastructure for their communities. The LLIP is the only Government sponsored capital works funding program specifically for libraries. The program helps councils provide library facilities that meet the changing needs of communities through two categories: minor works, and major works. Funding of up to $850,000 is available for major works. In the last decade the LLIP and member Councils have invested in the development of the following:

Table 1: Prior Library Funding

Council	Library	Total Amount	Date
City of Whittlesea	Mill Park Major Refurbishment Project LLIP funds $559,493	$8 million $984,000	2002 May–July 2019
	Lalor Major Refurbishment Project LLIP funds $300,000	$837,382	2014
	Thomastown Minor Refurbishment Project LLIP funds $115,386	$215,374	2017
	Whittlesea Community Centre and Library New Build LLIP funds $400,000 Other State Govt Funding $2,806,411	$8,511,493	2012/13
Banyule City Council	Ivanhoe Library & Gallery New Build Major Project LLIP funds	Total cost $29 million $750K	March 2019 – Sept 2020
	Watsonia Refurbishment Project LLIP funds	Total cost $380,000 $150,000	2015
	Rosanna Minor refurbishment (1970s/80s Shelving replaced 2018/19 by YPRL)	$20,000	2017 2018–19
Nillumbik Shire Council	Eltham Major refurbishment & extension	$740,000	2010–2011
	Diamond Valley Minor refurbishment – new carpet, painting & replacement service desk YPRL funding $26,000	$146,120 Interior works $57,480 Exterior works	2014
YPRL	Mobile Library Minor refurbishment of 2006 old trailer Replacement of Prime Mover 2018 Trailer due for replacement in 2021/22		2017
	Outreach Vehicle Vehicle due for replacement in 2022/23		

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[9] *Living Libraries Infrastructure Program website accessed October 2019 https://www.localgovernment.vic.gov.au/grants/living-libraries-infrastructure-program*

Library Agreement

Decisions regarding infrastructure models and the extent of library networks and building infrastructure provision sit appropriately with member Councils. It is member Councils that make decisions regarding capital improvements or when new library developments will occur within their respective municipal boundaries, and YPRL manages all aspects of the library services delivered from those buildings.

The Library Agreement of the YPRL's three member Councils details the terms and the conditions of the provision of library services and how the costs for the service will be apportioned. The Agreement has been made in accordance with Section 196 of the Victorian Local Government Act and is due for review in 2020.

Part 6 of the Library Agreement describes the responsibilities for costs associated with the Council assets used by the service. The assets of the Council to be used by the YPRL (buildings) and the assets of the YPRL (collections, ICT, Mobile Library, Outreach Vehicle), are detailed in Schedules 1 of the Agreement. Each year YPRL prepares a budget that details the costs of operating the service per member Council based on Schedule 2 which outlines the cost apportionment model.

YPRL is responsible for the maintenance, repair, replacement and operating costs of all its assets which include collections (physical and virtual), ICT equipment, and vehicles (Mobile Library / Outreach Vehicle). It is also responsible for the maintenance, repair, replacement and operating costs of all assets transferred to YPRL by the member Councils, such as furniture. Councils are responsible for providing buildings, the initial purchase of furniture and equipment in new libraries and the initial purchase of mobile libraries from which library services are provided by YPRL. The costs of providing and maintaining library buildings are the responsibility of the member Councils. Buildings provided by Council may be Council owned or leased. In preparing annual budgets for the Corporation, allowance is made for the depreciation of the assets of YPRL which includes lending materials, furniture, equipment and vehicles.

The Library Agreement is due for review in 2020. Schedule 1 is a key component that will need review and updating to clearly outline responsibilities of YPRL in relation to community meeting assets within libraries, update the list of library buildings and a review of Schedule 2, Expenditures which outlines the cost apportion model used.

'I simply couldn't afford all the books I want to read, so being able to borrow many of them from the library is absolutely invaluable.'

Design and Development Guidelines

People Places[10] has been developed as a practical resource for the planning and design of a new or refurbished public library building. The resource has been designed in sections, which can be used independently. It not only explores issues relating to library design and provide an established methodology for determining building size estimates based on population, services provided and library service type but also provides clear processes needed to deliver a successful library development project.

People Places has been used widely across Australia as a framework to ensure the development process for a new library and delivers the best possible library designed to deliver local services that meet local needs.

It has been proven that new library buildings and well-planned refurbishments of existing libraries increase memberships and visits. A new library's success is enhanced by good design and a relevant location. Good design of public libraries now includes:
- Inspiring design generating civic pride for citizens;
- Defined spaces for diverse user groups;
- Retailing approach to collection display;
- High quality interior design that includes comfortable welcoming furniture; appropriate lighting and signage;
- Significantly increased Information and Communications Technology embedded in all spaces; and
- Café style eating and drinking facilities.

Recent experience in Australia and overseas has demonstrated that community led, well planned, and beautifully designed libraries do increase usage and provide a range of significant community wellbeing and liveability outcomes for the communities that the libraries serve. *People Places* also emphasises new models for the provision of library services, emphasising the need to comprehensively integrate modern technology into library functions and design.

YPRL recommends to the Board that *People Places* be used as the guide to assist member Councils in the planning, design and development of new libraries and library refurbishments.

"I am glad to see my rates at work providing such a magnificent building and facility.'

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[10] *People Places a guide to building libraries in NSW, 3rd edition, 2012* https://www.sl.nsw.gov.au/public-library-services/people-places-tools accessed September 2019

Guidelines, Standards & Measures for Australian Public Libraries

The *Guidelines, Standards and Outcome Measures for Australian Public Libraries 2016*, presents evidence based national standards and guidelines for modern public libraries around Australia that complement the information within *People Places.* The revised guidelines cover all aspects of library service delivery including;

- Governance and Finance (operational, salary and capital)
- Library collections (physical and digital resources and content)
- Staffing numbers and levels
- Library building standards
- Technology and other web-based services

It is recognised that these guidelines can be used by Councils in developing local community service levels and can also be used to inform future library development projects.

YPRL Library Development Principles

YPRL is an innovative and progressive library service and has a well-deserved reputation as a leading library service in Victoria.

Our Vision: *Informed creative communities: connected and empowered*, drives how we design and deliver library services to our diverse populations.

Our Mission: *We will provide opportunities for our diverse communities to read, learn, create and connect, supported by equitable access to collections, technology, programs and welcoming and safe spaces. We aim to be the 'third space' after home and work or education and to be regarded as the community lounge room* determines the focus of the outcomes that we work with our partners and people to achieve.

The Guiding Principles developed for this Plan are aligned with the Vision, Mission and Values of YPRL and are broadly aligned with our member Councils community values and strategies.

1. New Libraries will meet *People Places* Building size standards
2. Equity and Fairness in Development and Renewal
3. Local Community Needs will drive design and renewal
4. Libraries will be accessible for all and feature Universal design
5. Libraries are for everyone and engender pride in local communities
6. Libraries will incorporate Environmentally Sustainable Design Principles
7. Library design will be future focused with flexibility and adaptability key aims

What our Users are Telling Us

- Open longer
- More parking
- More seats
- More power points
- Still a demand for Public PCs
- Visitors staying longer – want access to food/drink quickly so they do not have to pack up their work
- Study / Quiet areas are needed
- Extend Family activities – where they can do things together
- Making spaces
- Want to learn

Proposed Service Model Hierarchy

A proposed Service Model Hierarchy provides a framework in which libraries for different communities and catchments can be scaled. It is in summary:

- Three destination libraries for each member Council region: Ivanhoe Library Cultural Hub; Mill Park Library; Eltham Library providing services to the wider regions with extended opening hours.

- Branch Libraries – suburban and town-based libraries providing a range of community focussed services including Watsonia, Rosanna, Lalor, Thomastown, Whittlesea, and Diamond Valley.

- Community Libraries – providing a local service that is complemented by services in larger nearby branches. These cover alternative models of service delivery such as book depots. They would offer limited access to library services which may include PC access, pick up holds, limited physical collection. Limited outreach programs could also be offered. They would be collocated with other community services and may not be staffed.

- Mobile Libraries – providing services to remote and rural communities; This includes the Mobile Library and the Outreach Library which serves retirement villages and nursing homes.

- eLibrary Services – website access to all online library resources 24/7.

> *'As soon as I walk in the front door I feel at home as the building itself is warm and friendly. I love every moment from start to finish.'*

Proposed Library Infrastructure Development Timeframe

Table 2: Proposed Library Infrastructure Development Timeframe

Timeframe	Minor Refurbishment	Major Refurbishment	New Library	Planning and Design	Review
Short term 0–3 years	Watsonia Eltham	Mill Park – Stage 2&3 Diamond Valley Mobile Library		Mernda West Heidelberg Rosanna Eltham	Mobile Library Outreach Library
Medium term 3–5 years	Lalor Watsonia	Rosanna Eltham Thomastown Outreach Library	Mernda West Heidelberg	Epping North Diamond Creek	
Long term 5–10 years			Epping North Diamond Creek	Wollert Donnybrook Hurstbridge	Mill Park Whittlesea Ivanhoe

Library Infrastructure Development Summary by Council

Table 3.1: Library Infrastructure Development Summary Banyule

Council	Location	Area m^2	Service Model	Development/ Renewal Activity to 2019	Development/Renewal Activity 2019 –2029
Banyule	Ivanhoe	551 m^2	Destination Library	Built 1952	**Short-term 0–3 years** New Library to open Sept 2020 **Long-term 5–10 years (2031)** Review service offer and furniture
	Rosanna	508m^2	Branch Library	Built Shelving replaced 2018/2019 Minor refurbishment completed	**Short-term 0–3 years** Master Plan, Planning and Design **Mid-term 3–5 years** Major Refurbishment
	Watsonia	1070 m^2	Branch Library	Built Major refurbishment completed	**Short-term 0–3 years** Minor Refurbishment **Mid-term 3–5 years** Review of furniture **Long-term 5–10 years (2031)** Review of service offer and Major Refurbishment
	West Heidelberg		Branch Library / Co-location		**Short term 0–3 years** Business Plan, Planning and Design **Mid-term 3–5 years** New Library **Long-term 5–10 years** Review of services offered and furniture

Table 3.2: Library Infrastructure Development Summary Nillumbik

Council	Location	Area m^2	Service Model	Development/ Renewal Activity to 2019	Development/Renewal Activity 2019 –2029
Nillumbik	Diamond Creek		Community Library		**Short-term 0–3 years** Master Plan **Mid-term 3–5 years** Planning and design **Long-term 5–10 years (2025)** New Library
	Diamond Valley	1033 m^2	Branch Library	Built 1984 Planning and design major refurbishment 2019	**Short-term 0–3 years** Major refurbishment **Long Term 5–10 years (2031)** Review services and spaces offered
	Eltham	1320 m^2	Destination Library	Built 1994 Major refurbishment and extension in 2010	**Short-term 0–3 years** Planning and design **Mid-term 3–5 years (2023)** Major Refurbishment and extension

'The Library gets me out of the house and is a recreational place for me.'

Table 3.3: Library Infrastructure Development Summary City of Whittlesea

Council	Location	Area m²	Service Model	Development/ Renewal Activity to 2019	Development/Renewal Activity 2019 – 2029
City of Whittlesea	Epping North		Branch Library / Co-location	Review of Needs completed 2016	**Short term 0–3 years** Business Plan **Mid-term 3–5 years** Planning and Design **Long-term 5–10 years** New Library
	Lalor	1070 m²	Branch Library	Built 1985 Major refurbishment completed 2014 Cost $1 million LLIP funds?	**Short term 0–3 years** Minor refurbishment staff area and library entrance **Mid-term 3–5 years** Review of service areas **Long Term 5–10 years (2031)** Planning and development of major refurbishment
	Mernda	2700 m²	Branch Library / Colocation	Review of Needs completed 2016 – 2019	**Short-term 0–3 years** Business Plan, Planning and Design **Mid-term 3–5 years** New Library **Long-term 5–10 years** Review of furniture, Services and colocation partners
	Mill Park	1800m²	Destination Library	Built 2002 Major refurbishment • Stage 1 completed 2019 • Stage 2 scheduled 2020	**Short Term 0–3 years** Replace the HVAC system, refurbish the toilets, weatherproof the outdoor deck and develop an outdoor landscaped play area. **Mid-term 3–5 years** Design and build an extension to the Mill Park Library carpark **Long Term 5–10 years (2031)** Review of services offered and replacement of furniture.
	Thomastown	1700 m²	Branch Library	Built Minor refurbishment completed 2017	**Short-term 0–3 years** Minor Refurbishment **Mid-term 3–5 years** Amenities / Community room facilities / foyer / staff area / Maternal Child Health **Long Term 5–10 years (2025)** Review Service offer, Partners and upgrade – replace furniture & Carpet
	Whittlesea	350m²	Community Library	Built 2013 Collocated with Community Centre	**Short-term 0–3 years** Investigate the Open Plus Library option to allow access to the Library on Sundays with no staff. Investigate, design and deliver a shared staff areas / solution. **Long-term 5–10 years** Review service offer

Table 3.4: Library Infrastructure Development Summary YPRL

	Location	Development/ Renewal Activity to 2019	Development/Renewal Activity 2019 –2029
YPRL	Mobile Library	Trailer Built 2006 $365,000 Minor facelift 2017 Replacement Prime Mover 2018 = $297,000	**Short-term 0–3 years** Review Mobile Library Service. Develop Trailer specifications. Public Tender.
	Outreach Library	Built 2005 = $220,000	**Short-term 0–3 years** Review Outreach Library service Develop specifications for new truck. Public Tender

'Nice library and the staff are very welcoming. It could do with an interior update and a larger variety of books in the mental wellbeing section, but these aren't really major issues.'[14]

Current Library Facilities[11]

BANYULE CITY COUNCIL LIBRARIES

Ivanhoe Library

Size: 2,640m^2 (1,035m^2 dedicated library space)
Total hours open: 60 hours per week (current)
Proposed new library hours: 70 hours per week
Visits 164,039 | Loans 393,088 | Collection Size | 47,066
Members 16,207

Special features: The new Ivanhoe Library is collocated with Banyule Customer service, the Ivanhoe Community Gallery, Maternal Child Health, and University of the Third Age. A dedicated design focussed Maker Space, community meeting rooms for hire, small auditorium, café, and a roof garden featuring native bee hives are also a feature of this new Library building.

Location, Ownership, Context: The proposed new library is designed to meet all the requirements of our diverse and growing community. By providing space, resources, access and specialist areas for different community needs we can better support learning, a love of reading, and community engagement. It is conveniently sited behind the existing library and next to the old Town Hall facing the side street, Ivanhoe Parade. A café, Gallery, and a Maternal Child Health Centre will also form part of this community hub.

Catchment and growth: The main catchment area for Ivanhoe Library includes the suburbs of Ivanhoe, Ivanhoe East, Eaglemont, Heidelberg, Heidelberg Heights, Bellfield and Heidelberg West. The population of this area is expected to grow to 53,057 by 2031.

Usage Trends: Visits and loans have been on a slight downward trend since 2017 and the increasingly dilapidated state of the fifty year old building and access issues is a contributor to this trend. It is expected that usage will increase by upward of 20% when the new library opens in September 2020. Programs are well attended with Library under 5 storytimes continuing to attract between 30 and 100 people per session.

Community feedback on facility improvements: The new Library has been developed in direct response to community feedback that the old library was inaccessible to many, too small, needed to provide both quiet and noisy spaces and provide flexible spaces for delivery of modern library programs such as the Maker Space.[12]

Development Needs and Opportunities: Significant opportunities exist to co-program with the Gallery and to strengthen the partnership with Banyule City Council to deliver key community programs in this new facility. Outreach opportunities can also be increased to the communities of Heidelberg, Bellfield and West Heidelberg from the Ivanhoe Library and this could also be augmented through stronger partnerships with Council officers.

Recommendation:

Timeframe	Outcome
Short-term 0–3 years	New Library to open Sept 2020
Long-term 5–10 years (2029)	Review of furniture, layout and service offer.

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[11] All figures used are from the YPRL 2018/19 Annual Report
[12] Ivanhoe Library and Cultural Hub Fact Sheet September 2017 https://s3.ap-southeast-2.amazonaws.com/hdp.au.prod.app.ban-shapingbanyule.files/9015/0590/0898/Fact_Sheet_-_Need_for_new_Library_-_September_2017.pdf accessed August 2018

Rosanna Library

Size: 508m^2
Total hours open: 56 hours per week
Visits 128,847 | Loans 289,010| Collection Size 28,568
Members 11,518

Special features: Rosanna Library has a bluestone frontage and provides a Monday–Friday access to staffed Council Customer Service desk and After Hours returns access.

Location, Ownership, Context: The bluestone Rosanna Library is well situated on a corner block on Turnham Ave with easy access by public transport with train and bus stops outside the front door. The land is owned by Banyule City Council and the block of land immediately next to the Library is owned by Woolworths.

Catchment and growth: The catchment of Rosanna extends to Macleod and parts of Heidelberg serving an estimated population of 22,000. Applying the 10.79% population growth figure for Banyule City Council an expected population of 24,380 in 10 years requires a 1,400 m^2 library footprint to service this growth. Increasing the dedicated library parking is also required to meet the increasing demand. The catchment of Rosanna is made up predominately of families with children (18% 0–14) and a significant population 65 and over (21%).[13]

Usage Trends: Usage is growing after an 18 month decline while the new Rosanna Train Station was being built which severely affected access via Turnham Avenue and reduced available parking. Rosanna has a strong growing attendance at under 5 storytimes.

> *'Nice library and the staff are very welcoming. It could do with an interior update and a larger variety of books in the mental well-being section, but these aren't really major issues.'* [14]

Community feedback on facility improvements: The lack of a community meeting room is highlighted by users of the library. The aging air-conditioning is not able to cope with the summer and this is a real issue for staff and users as the library interior rises to the mid to high 30s. The library copes with increasing audiences for programs, such as storytimes, by moving the shelving which is on wheels but ideally a new library facility would be larger to accommodate the different programs, services and uses libraries now offer. Improved amenities that do not open directly into the library is continually asked for. Lack of parking, and parking that is more accessible to the library entrance for the elderly and disabled, are also a key concern expressed by library users. Lighting to and from the car park at night is also lacking and the current after hours return chute has no roof protection from inclement weather. A more integrated Council Customer Service Centre with the library would be ideal. Lack of power points and good work/study spaces and accessible outdoor seating areas have also been highlighted.

Development Needs and Opportunities: Rosanna Library is in dire need of a significant refurbishment and extension. The air-conditioning fails repeatedly over summer and the amenities need a major upgrade. There is an opportunity to extend the Library with community meeting rooms, extend the children's area to cater to the growing number families (70+) using the library and to provide spaces for work, study and making. Areas designated for co-working, study, reading, making, and a suitable staff work room, with good storage options and delivery area to cope with the significant number of boxes delivered daily are also required.

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[13] ABS Quick stats Rosanna accessed August 2019
https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC22182
[14] Google Review posted March 2019, accessed 29/09/19

Recommendation:

Timeframe	Outcome
Short-term 0–3 years	Planning and design for an extended library.
Mid-term 3–5 years	Major refurbishment and extension.
Long-term 5–10 years (2031)	Review of service offer and Major Refurbishment

Watsonia Library

Size 1070 m^2
Total hours open: 60 hours per week
Visits 197,435 | Loans 390,988 | Collection Size 41,263
Members 12,745

Special features: The Watsonia Library has external return chutes open 24 hours, a community meeting room available for hire and has a dedicated Public Access Computer / Study space and a Maker Space focused on Writing and Publishing. A Japanese language storytime is provided monthly and a Chinese storytime is also regularly delivered.

Location, Ownership, Context: The Library is situated at 4–6 Ibbotson Street, Watsonia, close to the main street and local train station. The land is owned by Banyule City Council and has a Japanese garden outdoor space for the community and a community garden space. Public Parking is available though there is limited dedicated library parking assigned and on-street parking surrounding the library is competing with the train station parking which is full daily before 8am with commuters. Council has responded with limiting hours for on-street parking, however there is still higher demand than availability.

Catchment and growth: The catchment of Watsonia includes Yallambie and Viewbank and serves a population of 16,176[15]. Applying the 10.79% population growth figure for Banyule City Council an expected population of 17,920 in 10 years a 1,156 m^2 library footprint is required to meet this growth. It is expected that the existing library size will provide relevant services for the next 10 years, though it is noted that an extension in community meeting spaces is a need.

Usage Trends: Usage of the library continues to grow, and Watsonia remains a high use library with a highly used physical collection.

> *'Home-like environment with all the facilities expected of a good lending library. Books, DVDs, audiobooks, CDs, computer resources, reading tables, comfy seating areas, newspapers & magazines. Great room with study desks. Helpful staff. I use this library a lot!!!*
>
> *What a wonderful FREE asset in our local community!!'[16]*

Community feedback on facility improvements: Given the number of families with young babies who use the library the lack of a parent's room for breast feeding and nappy changing is a significant issue. Access to parking is also high on library users' agendas. It is noted that at Ivanhoe the parking limits are 3 hours yet at Watsonia these are limited to 2 hours. Increasing the Parking limit to 3 hours would go some way to alleviate this concern, especially as the library encourages a 2 hour computer use session.

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[15] ABS Quick stats Watsonia, Viewpoint & Yallambie accessed September 2019
https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC22708
[16] Google Review posted August 2019, accessed 29/9/19.

Development Needs and Opportunities: Watsonia public spaces have been recently renovated. The replacement of the self-check machines and the implementation of a Book Express collection in the short-term does require a new floorplan for the entrance to the library and to relocate the staff desk. There is an opportunity to introduce smart technology for physical book returns into the library which will introduce some efficiency. The study room and the dedicated Maker Space does need more suitable furnishing and acoustic treatment to provide suitable and flexible workspaces for users. The use of the community meeting room is at capacity and this is a development opportunity to increase community meeting spaces. Improvement in the layout and storage options in the staff workspaces is seen to be a priority so that the library staff can efficiently deliver optimal services, programs and events for the community. The toilet facilities also require an upgrade within the next 5 years.

Recommendation:

Timeframe	Outcome
Short Term 0–3 years	New layout New furniture / fittings as required.
Mid-term 3–5 years	Upgrade Amenities Provide a Parenting Room

Lalor Library

Size 1070m^2
Total hours open: 60 hours per week
Visits 298,611 | Loans 255,209 | Collection Size | 46,577
Members 19,870

Special features: The Lalor Library offers a under 8's Toy Library and Learning STEM Library for under 12s. Lalor holds the YPRL major language collections with eleven language collections provided to serve a predominately multicultural community. A Community Room is available for hire and is operated by the City of Whittlesea. The Lalor Library offers dedicated STEM activities for children and adults in partnership with the community.

Location, Ownership, Context: The library is excellently located in the main shopping street of Lalor in a busy shopping destination for the local community. Station Street and May Road have undergone a significant safety upgrade with CCTV installed and improved street lighting in 2019. It serves a significant multicultural population and is situated near St. Luke's Primary School, Lalor Community House and Lalor Senior Citizens' Community Hall. The building is owned and maintained by the City of Whittlesea.

Catchment and growth: The catchment for Lalor includes Epping Central with a combined population at 2015 of 41,900. Over 50% of this population speak a language other than English at home. The population is expected to grow to 51,200 by 2036. Lalor has a significantly higher than average for Internet not available at home (24.1%) and a higher than the Victorian average for unemployment.[17]

The following upgrades have been planned for Lalor Street:
- Installation of a safer crossing connecting Peter Lalor Walk (Coles) with Lalor Library
- Installation of social space and seating in the median between Coles and the Lalor Library
- Stage 2 – May Road (Construction planned to start late 2019)

Usage Trends: Lalor continues to be the most visited Library across the region. The Lalor community embrace the library as a community hub and have a heavy use of the adjacent community room which also drives visits to the library. Borrowing physical items is not a primary outcome for the library visit with loans continuing a slight downward trend. Community events and activities also attract high attendance.

Community feedback on facility improvements: As the library is used as a community hub and meeting place more tables and chairs are required with flexibility the key. Light weight furniture is required to ensure multiple configurations of layouts of the library can be delivered to meet the multiple uses. The quiet study room is heavily utilised by adult students, and the library community would benefit from an increase in collaborative working spaces. The current shelving in the Children's area has not worn well and is not conducive to ease of selection by library members. Increased face out display with single sided wall units for easier browsing of this collection are required. Shelving on wheels for other areas of the collection would allow relocation of items to promote borrowing in low circulation areas of the overall collection. Parking is an issue and there is a demand to open the library at 9am in line with the trading hours in the main street and the Community Room which is booked from 9am.

> *'My understanding of a Library is that it is a quiet environment. I come here to work, and it is challenging. Unfortunately, this is the case in most libraries I've visited so far.'[18]*

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[17] 2016 Census Quickstats Lalor https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC21443 accessed August 2019

[18] Google review posted May 2019. Accessed 29/09/2019

Development Needs and Opportunities: There is an opportunity to develop an outdoor space for use by the users of the library and this would be a welcome break out space for the library in good weather. There is a demand for STEM based learning and activities in Lalor and a dedicated technology hub/Maker Space would be highly used and support young people in Lalor with activities and experiences they would not receive at home. The front of the library is looking quite worn and is due for a refresh. There is a back wall at the back of the library near the staff carpark that is facing the main street that would be an ideal marketing opportunity for Council and the Library. A project to develop the outdoor garden space has been approved by CoW in 2018 and will provide a space for patrons and events.

The Senior Citizens' Community Hall shares an internal wall with the library. The Hall facilities include meeting rooms, industrial kitchen, and rooms for hire. An MOU specifying a collaboration with the Library and a connecting door that could be locked would be beneficial for both parties. The Senior Citizens find exiting their Hall at night times is quite confronting due to the lack of lighting down the side of the buildings. If they could exit from the library that would be a safer option. The library could extend its existing services from agreed use of the Hall's facilities to greatly benefit the community.

Recommendation:

Timeframe	Outcome
Short Term 0–3 years	Refresh the front of the library, including outdoor seating and provide a designed outdoor space, and replace children's area shelving.
Mid-term 3–5 years	Plan and deliver an integration of Senior Citizens hall, and library building.
Long Term 5–10 years (2031)	Planning and development of a major refurbishment.

'I love the Lalor Library - a real social hub! Especially love the facilities that encourage me as a Mum to read books and spur my child on to read also. Toy library is also another resource I look forward to using more and more as my child grows older. The library is clean and well maintained.'

Mill Park Library

Size 1800m^2
Total hours open 61.5 hours per week
(incorporating Libraries After Dark project hours)
Visits 203,325[19] | Loans 455,641| Collection Size | 58,098
Members 27,943

Special features: The Mill Park Library underwent a refurbishment in 2019. It now houses a café, children's cubby house and an outdoor deck which greatly enhance the library visitor experience. Within the refurbishment a semi private meeting space was created in direct response to community requests and is bookable. A separate computer training room, local history collection housed in a separate room are also available for library visitors. There is a designated quiet space that is acoustically treated to absorb excess noise and also has acoustically treated chairs to support quiet study.

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[19] 2017/18 figures used as Mill Park Library was closed for a period of 8 weeks for refurbishment in 2018/19

Location, Ownership, Context: The library is located off the main arterial road through Mill Park and South Morang, Plenty Road and has dedicated parking for library goers. The City of Whittlesea invested in the architecture of the library to create a signature building, visible to the community and to create a destination place for the local growing community. There are plans to continue to improve the library building with the complete replacement of the HVAC system, refurbishment of the public amenities, weatherproofing the outdoor deck area and providing a landscaped play area in the 2019/2021 and 2021/2022 financial years.

Catchment and growth: The Library serves the catchment areas of Mill Park, Bundoora, and South Morang. This catchment area is a high growth area and is expected to continue grow to over 80,000 in the coming ten years. Significant pressure for residential expansion is driving population growth within the City of Whittlesea and as more residential developments are established within the City is expected to continue. The current population is 68,884[20] with a high proportion of families. The catchment has a higher proportion of Internet connected to the home than the Victorian average. There is also a significant proportion of languages other than English spoken in the home with the main languages being Italian, Greek, Macedonia, Mandarin, Arabic and Punjabi.

Usage Trends: The usage trends of the library have been impacted by significant road works on Plenty Road over the past two years. Loans and attendance at programs have remained at reasonable levels. As the road works have now moved past the Library it is expected that the usage trends will increase over the next two years. To that end the library is continuing to focus on increased programming and marketing of the new refurbishment to encourage community members to return to the library, or to make their first visit.

> *'It's nice to be able to go outside and to have a proper café.'*

Community feedback on facility improvements: There is a recognition that the continuous growth of the catchment area that there is constant demand on all existing community infrastructure. Community meeting spaces for the area are at capacity and this demand flows onto the library spaces. The Mill Park Library currently has a grant to support a 10pm close one night a week as an alternate safe destination venue for community members and there is growing demand for this to be extended for the long term. Car parking is also a massive issue for the community and with the average stay of community members being 4 hours most days the existing car park is full. Safer crossing from the car park to the front doors of the library has also been raised and the Council is considering putting a zebra crossing to ensure that cars coming into the car park stop to allow people to cross to the main doors of the library. The Council has recognised that the HVAC system can no longer deliver air quality or cooling / heating to the library and this has been a constant complaint from library visitors over the past three (3) years.

Development Needs and Opportunities: It has been identified that the Library toilets and the full replacement of the HVAC is required. Stage 2 of the refurbishment also identified the opportunity to develop an outdoor landscaped play area and covering for the new outdoor deck. The work areas and staff kitchen areas will also need investment within the next five years to respond to new workflows. There is a need to plan for an extension of the carpark in the coming five (5) years and in ten (10) years there will need to be a furniture replacement and a review of services offered & building requirements to deliver relevant services.

> *'Mill Park Library is a good place to study and get work done.'* [21]

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[20] ABS 2016 Quick statistics for the catchment areas
https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC21672 accessed 29/09/2019
[21] Google review posted August 2019 accessed 29/09/2019

Recommendation:

Timeframe	Outcome
Short Term 0–3 years	Replace the HVAC system, refurbish the toilets, weatherproof the outdoor deck and develop an outdoor landscaped play area.
Mid-term 3–5 years	Design and build an extension to the Mill Park Library carpark.
Long Term 5–10 years (2031)	Review of services offered and replacement of furniture.

'It's got a nice modern look, very kid friendly; my daughter and I come in every week.'

Thomastown Library

Size 1700m^2
Total hours open 52 hours per week
Visits 144,051 | Loans 127,793 | Collection Size | 25,393
Members 8,812

Special features: The Thomastown Library has three (3) flexible community meeting rooms, (maintained and managed by YPRL), a computer training room, community kitchen facilities, a Maker Space focused on textiles with sewing and craft such as knitting and crochet a feature. Thomastown Library is home to a Maternal Child Health Centre and partners with the Thomastown Neighbourhood House (TNH) and Ziebell's Farmhouse to run community activities and programs. Aurora Social Links, a service for Adults with disability, is also co-located with the Library. There is a coffee cart for visitors operated by TNH. A community garden outdoor space is a delight though not widely used as minimal outdoor furniture is available. In October 2019, Bunnings Thomastown partnered with the library as part of the Fun Palace project to provide garden beds and resources for this space. The Library provides a dedicated carpark which is shared with the Thomastown Recreation and Aquatic Centre, Bubup Willam Early Learning Centre and the Sport Pavilion.

Location, Ownership, Context: The Library is located next to the Thomastown Recreation and Aquatic Centre which offers swimming pools, gym and an outdoor splash park. It is away from the main street and requires a dedicated visit by community members. The building is owned and maintained by the City of Whittlesea. The community meeting rooms are managed by YPRL and have standard meeting room fees based on City of WHittlesea meeting room charges.

Catchment and growth: Thomastown Library catchment include a proportion of the surrounding townships. It is recognised that Main Road and the railway does split the areas and there is minimal cross over from the communities on the opposite side of these major arterial transport areas. Parts of Bundoora would also be in the catchment area. The population of Thomastown is 20,523 and the population is significantly below the Victorian averages in higher education attainment. Languages spoken at home include Arabic, Italian, Macedonian, Vietnamese and Greek. There is a higher than average component of the population that are unemployed and over 25% of the community do not have Internet access at home. There are a high percentage of families in the catchment area.

Usage Trends: Usage is being maintained with visits 144,041 for the 2018/19 year. Some feedback on the collection offer shows that the community is unskilled at putting holds on themselves for specific items and this is evident in the low number of holds placed at Thomastown Library. The Library offers a significant community program and children's program in partnership with groups such as Thomastown Neighbourhood House and Saturday morning attendance is significant on the monthly Made in Thommo market days which is presented in the Library spaces.

Community feedback on facility improvements: Noise is a constant complaint at the library as the two main aims of the library, family programming and quiet study, are in constant competition. Parents love the library as a place that has lots of activities for children and spaces for parents, and easy access to the Maternal Child Health services. Negative feedback regarding the Public Toilets and parent facilities for changing babies has been received regularly.

> *'Love the library services. There is a maternal and child health nurse centre connected to the library and they run some of the mothers' groups and sessions here – as well as the council run immunisations. There is also baby storytime and a whole range of great activities for kids after school, on the holidays and weekends.'[22]*

Development Needs and Opportunities: The community kitchens and the public toilets are in serious need of refurbishment. Repainting has been done in these areas but there needs to be an upgrade to the equipment/ toilets / sinks as well. This library is constantly used by children and families and the carpet in the children's area is heavily stained and needs replacing. The Maker Space needs a total redesign so that it can accommodate more equipment and allow for an expansion of textile-based programs and services. YPRL is replacing the chairs and tables in the community rooms over time. The outdoor area could be improved and there is an opportunity to provide more active play spaces for families and to decrease the noise in the library by providing an outdoor play option. Adequate outdoor furniture and play equipment is required. Acoustically treated furniture for community members who need access to quiet spaces to study or work would address some of the complaints regarding noise. The community room off the foyer could be rearranged to provide improved facilities for use as it is now very bare and has minimal use, yet the community feedback shows high demand for extra work / seating and study space.

Recommendation:

Timeframe	Outcome
Short Term 0–3 years	Upgrade to the Community Meeting Room kitchens, including better quality exhaust fans/extractors in kitchens, and upgrade for the public toilets. Add an external entry door onto the Community Meeting Rooms for entry/exit after hours. New layout required and different furniture options to support quiet study areas. Replacement of the carpet in the children's area.
Mid-term 3–5 years	Redesign and expansion of the Maker space and extension of equipment offered.
Long Term 5–10 years (2031)	New design and layout required for indoor and outdoor spaces.

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[22] Google reviews posted September 2018, accessed 29/09/19

Whittlesea Library

Size 350m^2
Total hours open 46 hours per week
Visits 49,962 | Loans 70,222 | Collection Size | 12964
Members 2,978

Special features: The Whittlesea Library is housed in the Whittlesea Community Activity Centre. It has access to community meeting rooms, provides a quiet workspace in a community meeting room, a cosy reading nook with a gas log fire, public PCs and a dedicated children's area that includes a connected, fenced outdoor play area and small garden bed.

Location, Ownership, Context: At the lower end of Laurel Street the Whittlesea Community Activity Centre is situated opposite the Whittlesea Tennis Club and the AF Walker recreation reserve. The Centre is owned, maintained and managed by the City of Whittlesea and they provide staffing for the customer service desk within the Centre 3 days a week. The Library is situated at the back of the Centre and is staffed and managed by YPRL. The Centre is also a designated emergency shelter in times of disaster and there is a service level agreement with the Council which allows them to open the library if the Centre is activated as an emergency shelter.

Catchment and growth: The Whittlesea Library catchment area includes Wallan, Donnybrook, Eden Park and Upper Plenty and some parts of Mernda. The population base is 18,048[1] with the community characteristics of a high proportion of the employment in the trades / industries and a below the Victorian average with higher academic qualifications. A high proportion of the community has Internet at home. Wallan in particular is expected to have high growth in the next 10 years and the City of Whittlesea is currently planning community venues in the long term for this community. There is also plans for a Library and new town centre for Mernda that are being progressed.

Usage Trends: This is a small library that has been in the community for five years and continues to provide Intergenerational Storytime as the main outreach program, as well as programming in the library and the community centre itself. Joint programming with Council is also a feature of this library's services with a close relationship with Council at the local level in place. The collection has an acceptable turnover rate and the staff work to ensure the small collection is regularly refreshed. A concerted membership drive is being conducted which is seeing greater numbers of new members joining.

Community feedback on facility improvements: Recently wheels were added to the library shelving enabling the library to deliver programs to increased audiences as the shelves can now be easily moved, which increases the flexibility of the library space. The library has responded to community feedback by installing flip down desks and power in the small community room for quiet study and increased the public PC area. There is also a growing demand for access on Sundays.

Development Needs and Opportunities: Improved use of the Centre foyer to promote the library and provide suitable seating options is needed. Storage is minimal and some innovative solutions will need to be designed. The current Librarian Office is too small and finding a shared solution with the Centre staff area could be investigated. Investigating technological solutions to allow extended access with no staff is also recommended.

> *'Everyone is welcome. It feels comfortable. I can stay for 5 minutes or 5 hours, no pressure on me to do anything in particular. The resources change and I can request the books I want to come to my branch.'*

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[1] ABS Census Quick Statistics for each of the townships
https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC22761 accessed 29/09/19

Timeframe	Outcome
Short Term 0–3 years	Investigate the Open Plus Library option to allow access to the Library on Sundays with no staff. Investigate, design and deliver a shared staff areas / solution.
Long Term 5–10 years (2031)	Review layout and services offered. Replace furniture.

Diamond Valley Library

Size 1033m^2
Total hours open 51 hours per week
Visits 110,161 | Loans 248,126 | Collection Size | 30,074
Members 10,161

Special features: The Diamond Valley Library has a thriving community garden which operates as a Garden Maker space and has a seed library. It features a reading dog program and has live guinea pigs as a weekly petting opportunity for the children. The Library regularly showcases community artists and photographers works and is an official recycling mobile phone point. The dedicated quiet study room also houses a local history collection pertaining to the local Diamond Valley area. A separate community room is available for community bookings and is free to use. The Diamond Valley Library has a longstanding arrangement with the Diamond Valley Toy Library and supports the organisation to operate the Toy Library lending service and the storage of the toys onsite.

Location, Ownership, Context: Diamond Valley Library is nestled next to parkland in the Nillumbik Shire Council civic hub in Greensborough. The building is owned and maintained by Nillumbik Shire Council (Nillumbik) and was built in 1984 and is long overdue for a significant refurbishment. In 2019 Nillumbik has applied for a Living Library Infrastructure grant to support a refurbishment of the library.

'An incredibly valuable community resource which has provided me with countless hours of comfort and enjoyment. From meeting friends at the gaming classes in primary school, to spending Saturday afternoons reading magazines and books in the reading spaces, I can't imagine life without time spend exploring the aisles of books, CDs, DVDs and other interesting items that have helped me become who I am today.'

Catchment and growth:
The catchment area for the Diamond Valley Library includes the rural areas Diamond Creek, Hurstbridge and Wattle Glen as well as parts of Greensborough and Briar Hill, formerly part of the Diamond Valley Council. An approximate catchment figure of 35,706 population is used for planning purposes. This catchment area has a high proportion of families and a high take-up of Internet in the home. Micro and home-based businesses are also a feature of this catchment area.

Usage Trends
The usage of the library is increasing and there is a close relationship with the nearby schools who regularly visit the library with a significant after school visitation by students evident during school semesters. Physical loans of books are maintaining their usage levels over the past few years. The Library storytimes are heavily frequented, and attendance is increasing at all the Early Years programs the library delivers. There is increasing demand for 'work' space for those home/micro businesses who are isolated due to the demands of the sole ownership businesses.

Community feedback on facility improvements
Improved disability access to the toilets is often requested as there is no access for any person who is in a wheelchair. A refurbished and updated community room for hire is increasingly needed as the community seek to find safe places to meet and share. Safe storage for school bags after school is required as currently there are often over 30 bags tossed on the floor after school as students use the library every day. Improved signage is required as there are still many calls to the library and headquarters from customers who cannot find the library within the precinct. There is currently no technology space for the upper primary, early high school students who flock to the library after school and improving access to learning equipment and opportunities in technology would be extremely beneficial to those using the library. There is evidence of increased need for co-working spaces and spaces for micro businesses to come together to share and learn. The Library is an ideal space for this type of service.

Development Needs and Opportunities: Since the establishment of the Diamond Valley Library there have been significant changes in how libraries are used by the community, the use of technology and the catchment community's needs. The library is in dire need to be repurposed and refreshed, with the addition of a Parent's room and upgrading the amenities to be DDA compliant are considered a priority to extend the building's life for another 15 years. Additional outdoor gathering spaces to integrate the community Garden Maker Space and to allow for increased sustainability programming is essential and will respond to a keen interest within the catchment area for 'green / climate sustainable' living. Providing a designed space for co-working and quiet study areas will also provide much needed shared civic space to support the community in building the local economy and connect them to further learning opportunities.

Recommendation:

Timeframe	Outcome
Short Term 0–3 years	Major refurbishment to cater to the development needs and opportunities included.
Long Term 5–10 years (2031)	Review services and spaces offered

Eltham Library

Size 1320m^2
Total hours open: 60 hours per week
Visits 267,087 | Loans 542,227 | Collection Size | 45,254
Members 22,512

Special features: Nestled in a landscaped setting with access to two cafes the Eltham Library and Gallery is a signature building for the Eltham community. The building received the "Award of Merit for Outstanding Architecture in the category on Institutional new", for the architect firm Greg Burgess PTY LTD, 19/7/1995. The Building also has a Heritage Overlay as it represents '*a skilful and contemporary expression of the Eltham Style, with its emphasis on natural materials and forms and integration into the environment'.* It is made from mud brick and its treed, natural setting attracts the whole community.

It houses the Eltham Art Gallery featuring local artists and pieces from the Nillumbik Shire Council art collection are displayed prominently in the library. A Community Meeting Room is available for hire and two cafes are built into the precinct, which is another draw for the community to visit. A fenced outdoor area in a natural garden setting for children is a special feature and the Mezzanine is designed for those who wish to study or work. Designed to promote social gathering with nooks and comfortable seating it is a well-loved and heavily used community facility.

Location, Ownership, Context: The Library is situated near the railway station and not far from the main shopping centre of Eltham. It is owned and maintained by Nillumbik Shire Council and was opened in 1995. It has been extended once in the 24 years and is in need of further extension to cater to the significant usage.

> *'An amazing building with a really pleasant ambience, one of the best located libraries in Melbourne'.*

Catchment and growth: The catchment area for the Eltham Library includes St Helena, Montmorency and North Warrandyte with a catchment population of 33,153 that includes 9,272 families.[23] The catchment is characterised as highly educated, higher than the Victorian average weekly incomes, higher mortgages and higher than average internet connected directly to the home. The library footprint needs to be 1700m^2 to deliver appropriate services to the catchment and applying the 8.8% expected growth rate to the area the catchment population will be expected to be 36,096 by 2036 the recommended library size is 1800m^2.

Usage Trends: Usage of the Eltham Library remains steady with upward movements seen in loans of physical items and membership. The Library storytimes are heavily frequented, and attendance is increasing at all the Early Years programs the library delivers as families seek learning opportunities for their young children and social connection for themselves. There is increasing demand for quiet 'work' and study space that has good WiFi and access to coffee.

Community feedback on facility improvements: Parking is under pressure with current free parking at capacity. Visits to libraries are averaging four hours and this is an issue when there is limited hour carparking and it is at capacity. There are competing demands between families with young children and those who wish to have areas for quiet study or quiet places to work. The community's feedback is for an outdoor contemplation garden that is away from the children's spaces and is a quiet place. Increased spaces for study, and group spaces for study are frequently asked for. The current nook areas that attract small groups are often filled in the busy times and more could be developed.

> *'One of the best libraries one can visit in Melbourne, I personally am a library lover and not many of them impressed me but the view from the library and the book collections with the ready availability of the power sockets just makes it phenomenal. Absolutely my base library from now on.'*

Development Needs and Opportunities: There is a definite expectation that the library could provide a co-working space for start-ups and small micro businesses. A large area for holding larger events of up to 120 people is required and the library's event program could easily program into this space on a regular basis. The Community Gallery could also be expanded as there is also a demand for larger gallery exhibition.
It would be highly desirable for the café to face the interior of the library to ensure our library visitors do not have to pack up their things and leave the library to get a coffee. The current children's area is at capacity and could be expanded. There is a further opportunity to plan the entire precinct and to combine the Senior Citizens facility with the library and include an auditorium or large multi-purpose event space for both groups use.

Recommendation:

Timeframe	Outcome
Short Term 0–3 years	Detailed design of refurbishment and extension, including extending the carpark
Mid-term 3–5 years	Deliver the major extension / refurbishment.

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[23] 2016 Census Quick Stats Eltham (Vic) accessed October 2019
https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC20859

Conclusion

YPRL has a good understanding of how building improvements could enhance library services for communities based on professional expertise and experience. While this Plan provides an overview of the status of library facilities and makes recommendations about the nature and the timing of facility improvements, it is recognised that member Councils have responsibility for planning, funding and delivering capital improvements or new library developments.

The preparation of this Library Infrastructure Development Plan for libraries across the region can be used as a guide for YPRL and member Councils about the evolution of library facilities over the next ten years. It can also assist with the co-ordination of funding applications and the allocation of resources within our organisations to ensure that library facilities are the best they can be for the communities they serve.

> *'As soon as I walk in the front door I feel at home as the building itself is warm and friendly. I love every moment from start to finish.'*

Agenda Item 9:   ICT Progress Report

Responsible Officer:	Chief Executive Officer
Author:	Trinh Luu, Acting ICT & Infrastructure Manager
Attachment:	9 - ICT Project Status Report Oct 2019

REPORT

SUMMARY

This report is for the Board's information.

INTRODUCTION

There are many completed projects, with a number of other projects active and progressing well. These projects are outlined in the ICT status spreadsheet, which is attached.

REPORT

The ICT Plan Roll Out

As part of the Technology and Assets portfolio planning ICT equipment upgrades, the updated status is as follows:

- Library Self-Checkout Solution Refresh Project

The project will replace the current self-checkout units which is scheduled for replacement and at the same time realise improvements in a number of areas. The tender was released on 11 October 2019 and will replace all units across 8 branches in April 2020.

- Library Management System (LMS) Project

YPRL will release a joint tender with Eastern Regional Library Service, the tender will be released in November 2019. The project team are expected to assess and identify a supplier before the current contract ends in June 2020.

CONSULTATION

Consultation was undertaken with the Executive Leadership team, the ICT team and local Library staff.

CRITICAL DATES

   Nil

FINANCIAL IMPLICATIONS

   Nil

LINKS TO STRATEGIC PLAN

Infrastructure and Innovation

Goal: Create innovative digital and physical infrastructure to deliver sector leading services

Strategies:

- Nurturing and supporting innovation using technology and creative spaces
- Providing robust and flexible network infrastructure, sustaining our service delivery
- Responding and evolving as technology needs of our community change
- Providing or adapting flexible spaces that serve the changing needs of our community

DECLARATIONS OF CONFLICT OF INTEREST

Under section 80C of the Local Government Act 1989 officers providing advice to the Library must disclose any interests, including type of interest.

The Responsible Officer reviewing this report, having made enquiries with the relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

CONCLUSION

The ICT team continues to roll out the 3-year ICT plan while also working to adapt and ensure our networks and systems are secure, efficient, cost effective and relevant to the needs of the YPRL staff and patrons.

RECOMMENDATION

THAT the Board resolves to receive the report

M: _____

S: _____

YPRL ICT - projects and priorities ✓denotes progress since previous update

								Oct-19	

No.	Prog?	Activity	Priority 1 to 5	Description	Status	Comments	Relative cost	Start date	Complete date
1		ICT Audit	1	Hardware and Software	Active	Internal review of ICT systems and processes to determine optimised practice and pricing. Met with Casey Cardinia and Melb City Council to discuss their tech innovations	None	Q1 2019	Q1 2020
2	✓	Core infrastructure	1	Replace branch firewalls and switches	Active	Firewalls and switches remain to be changed at Thomastown, Watsonia and Diamond Valley. Will be completed as each branch is transitioned to fibre internet connections.	$73,000	Q2 2018	Q1 2020
3	✓	RFID Self-Check Refresh	1	Replacement for current RFID self-service units & related services	Active	RFT released on 11/10/2019 to refresh 8 locations. Mill Park completed during refurbishment works.	Existing	Q1 2019	Q3 2020
4	✓	Residual ADSL	1	ADSL connections being removed and replaced by NBN	Active	Services being removed as branches are migrated off the microwave network. Remaining branches are Thomastown, Watsonia and Diamond Valley.	None	15/05/17	Q1 2019
5	✓	NBN	1	NBN Roll Out	Active	NBN has been installed at Lalor, Whittlesea, Eltham, Rosanna, Ivanhoe and the new LSS. Thomastown should be NBN ready in late 2019.	Low	Q2 2019	Q1 2020
6	✓	Fibre Networks	1	TPG Fibre Internet services	Active	Watsonia and Diamond Valley are experiencing intermittent but regular internet and network issues. As NBN will not be installed until 2020 in these areas, we are installing TPG Fibre to these branches.	$800 each p/m	Q3 2019	Q4 2019
7	✓	ICT Policy	1	Draft ICT Policy and Procedure	Active	Draft ICT Policy completed and currently in consultation with Consultative Committee and YPRL	$4000	Q3 2019	Q4 2019
8		Help Desk System	2	Replace Novell ticketing system	Pending	Temporary hold until internal ICT Audit conducted. Need to integrate with other departments and perhaps new Finance system	$6000	Q3 2017	Q2 2020
9		Branch security	2	Remedial works resulting from completed security audit	Active	Remedial action meetings with Branch and Council staff ongoing. Internal actions underway.	TBD	Q1 2019	Q2 2020
10		BCM & DR risk	2	Update ICT Business Continuity Management and Disaster Recovery plan.	Pending	BCM Test to be conducted. QUEST advised they are able to assist.	None / low	Q3 2019	Q4 2019
11	✓	Network segmentation	2	Introduce network segmentation for network security	Active	Completed at Rosanna, Ivanhoe, Whittlesea, Eltham and Lalor - remain to be changed at Mill Park, Thomastown, Watsonia and Diamond Valley.	Low	Q3 2018	TBD
12	✓	LMS Tender	1	LMS Tendered	Active	RFT released October 2019. Tender will be awarded before current SisriDynix tender expires in June 2020.	TBA	Q2 2019	Q4 2019
13	✓	Bibliotecha smartShelf trial	3	The Bibliotecha smartShelves returns system	Active	Shelf relocated to Mill Park in October to extend trial to determine if system will be fit for purpose at any YPRL branch.	TBA	Q2 2019	TBD
14		Online Gaming	3	Gaming screens, consols and games	Active	Have increased budget and set up a working group to increase gaming spaces and offers to increase youth participation in libraries	8,000	Q3 2019	Q3 2020
15		Document Management	3	Investigate the options for a Document Management System at YPRL (Finance Dept)	Unstarted	Prompted by HLB Mann Judd Audit and aimed at improving the management of Corporate documents & records. This will piggy back on updating the Finance System. Possible use of Office 365 Sharepoint	TBA	Q3 2018	Q3 2020
16		YPRL Website	3	Review look and feel and user experience	Unstarted	Working group will be setup to review current website look and feel.	Low	Q2 2019	Q1 2020
17	✓	Smartphone App review	3	Review Solus App and Biblio App offers	Pending	After a review of Solus App, YPRL will wait for Bibliotheca to release new version before making a decision to revise the app again.	TBD	Q2 2019	Q4 2019
18		Position descriptions	4	Review all PDs at Performance Review	Pending	Review actual workloads and work being done. For P&C to enact if any changes.	None	TBD	TBD
19		Corporate images	5	Establish dedicated storage & image management system (marketing)	Paused	1 Tb partition created. Metadata discussions and software application selection underway.	None / low	Q4 2016	Q2 2020
20		YPRL Intranet	5	Explore options	Paused	Investigate update, investigate the use of Sharepoint from Office 365 as a solution.	None / low	TBD	TBD
21		RFID system review	5	Optimise for utility & productivity	Unstarted	RFID system to be reviewed for technology updates, and how they interact with the cuttrent technology e.g. smart shelves.	None	TBD	TBD
22		Eltham Sorter	5	Following user survey, review options for open and closed hours returns.	Paused	Current sorter will remain for now, unless Council purchase a new sorter. YPRL may look at smart bins instead.	TBA	Q3 2019	Q4 2019
23	✓	Robotics	5	Review the corporate approach & activity	Active	Region wide, support STEM activities etc. NAO robot serviced and working on new programming.	$16,000	1/07/17	Q4 2019
24	✓	Finance/Payroll System	5	Implement new Finance System	Active	Currently ICT on working group to assist choose and implement the new Finance system	TBA	Q3 2019	Q4 2020

Completed Projects from 2018

	Prog?	Activity	Priority	Description	Status	Comments	Relative cost	Start date	Complete date
	Done	LGPRF data		Improve & simplify reporting to Councils of key library indicators	Complete	Work with CoW Corporate Accountability & Performance Dept. to develop new reporting template.	None	Oct. 2017	Q1 2018
	Done	Residual ADSL		Thin clients and staff LMS traffic still goes through ADSL connections.	Complete	Services reviewed for consistency.	None	15/05/17	Q1 2018
	Done	Security cameras		CCTV camera installation & commissioning	Complete	Policy & procedures developed. Signs installed. Remedial actions complete.	$6000	Q4 2016	Q1 2018
	Done	Office 365		Evaluate the benefits of an Office 365 migration	Complete	Project completed - al mailboxes migrated	$10,500	21/09/17	Q1 2018
	Done	MDM implementation		Mobile Device Management	Complete	Implement new Mobile Device Management system. Jamf Pro platform selected. Implemented.	$1066 PA	25/09/17	Q1 2018
	Done	iPads		Calculate which iPads are due for replacement at each branch & replace	Complete	Mix of iPad 4th Gen, iPad Air & iPad Air2. Also 50 iPads from grant. iPads delivered, configured & rolled out.	Existing	1/08/17	Q1 2018
	Done	Create network DMZ		Create Demilitarised Zone within YPRL network	Complete	Groundwork for secure external communications to YPRL network assets. Project completed.	$6,000	Q4 2017	Q1 2018
	Done	Asset Management		Identify, consolidate and manage all assets in a common online portal.	Complete	Use Equigroup's Asset Advantage portal. All assets now entered.	None	9/10/17	Q1 2018
	Done	Remote access		Install Remote Desktop Gateway	Complete	Improve security of remote access following brute force attack on YPRL.	$3,000	9/10/17	23/5/18
	Done	RMAD for AD		Implement Recovery Manager for Active Directory	Complete	Important BCM component aimed at rapid service restoration following an AD failure. Handover 4-8 June 2018	$5,000 pa	9/10/17	Q2 2018
	Done	Lalor returns bins		OHS incident report regarding broken bins at Lalor	Complete	Equipment in use beyond its service life. Both bins replaced with new equipment.	$12,000	Q2 2018	Q2 2018
	Done	Branch security review		External review of branch / mobiles security following recent thefts	Complete	All branches visited. Report finalised and accepted by YPRL ELT.	$10,000	Q2 2018	Q2 2018
	Done	After hours chutes		Product not working acceptably - library users having difficulties returning items.	Complete	All chutes upgraded with the exception of Rosanna which will be assessed as part of a planned building upgrade	$55,000	16/08/16	Q3 2018
	Done	Data Communications		Migrate all data communications away from point-to-point radio links	Complete	Fibre migration for Ivanhoe & Rosanna. Fibre installed - commissioning & switch / firewall upgrade to follow.	$20,000	Q4 2017	Q3 2018
	Done	Deep Freeze Cloud		Migrate all public PCs to Deep Freeze Cloud	Complete	Improve management of public PC protection software using Cloud based tools	None	Q3 2018	Q4 2018
	Done	ICT planning		Develop three-year ICT operational timeline	Complete	Multi year internal resource plan for proposed ICT works completed	None	Q3 2018	Q4 2018
	Done	Smart Bin trial		Smart RFID bins and sort assistant trial	Complete	Installed at Mill Park together with Sort-Assist software for testing purposes. Trial ended October 31. Successful.	$30,000	Q2 2018	Q4 2018
	Done	Group Policy		Review & optimise Domain Group Policy	Complete	Review existing policies in the context of improving efficiencies and user experience	None	Q1 2019	Q2 2019

Completed Projects from 2019

	Prog?	Activity	Priority	Description	Status	Comments	Relative cost	Start date	Complete date
	Done	Branch Comms security		All branch comms cabinets are currently unsecured	Complete	Where doors close, keep locked. Where doors can't close, reroute cables on maintenance.	None	Q2 2017	Q2 2019
	Done	LMS Upgrade		Symphony LMS upgrade	Complete	Updated to most current version no: Symphony 3.6	None	Q2 2019	Q2 2019
	Done	Rosanna TV Mount		OHS issue at Rosanna as they were carrying the TV from office to gaming area	Complete	TV now mounted to wall for Wii exercise programs	$900	Q2 2019	Q2 2019
	Done	Desktop refresh		Updating User Experience	Complete	Google, Spotify, SEEK, LinkedIn, Gmail, Google Maps, YouTube, RealEstate, Facebook, Instagram on front public PC screens	None	Q2 2019	Q2 2019
	Done	Equipment rollover		Replacing all Desktop PC's and laptops	Complete	All branches updated.	$767,681	1/03/19	Q3 2019
	Done	Pharos PC and Print Management		Replacing old print management system with Pharos PC and print management	Complete	All branches have been updated.	$99,345	Q1 2019	Q3 2019
	Done	LMS Renewal		LMS renewed	Complete	Obtained Board approval for another year extension.	$176,858	Q1 2019	Q3 2020
	Done	Server upgrade		Replacement for current branch & LSS Disaster Recovery servers or similar.	Complete	New servers are in place.	Existing	Q4 2018	Q2 2019
	Done	Statistics		Annual Report and Council statistics	Complete	ICT team provides detailed statisitcs for YPRL Reporting and Council LGPRF Reports	None	Q3 2019	Q3 2019
✓	Done	LSS move		LSS move and ICT technology	Complete	LSS staff operational from new premises on 19 August 2019	$ 41,110.00	Q2 2019	Q4 2019

Agenda Item 10:   CEO International Conference Report

Responsible Officer: Chief Executive Officer

Author: Jane Cowell, CEO

REPORT

SUMMARY

As part of the CEO agreed performance development plan for 2019 the Board approved the CEO to attend the International Federation of Library Associations (IFLA) 85th World Library and Information Congress (WLIC) in Athens, 24th – 30th August, 2019.

REPORT

The theme of the IFLA WLIC 2019 was Libraries: Dialogue for Change inviting libraries globally to discuss the role they play in local communities to promote change. Libraries are open, free, democratic and inclusive and can play an increasingly important role as mediators between factional community groups and promoters of knowledge and truth. IFLA has an active membership of over 1400 members (Library Associations across the world) with well established relationships with the United Nations and other International organisations to advance the cause of libraries the world over.

It is supported by a large Vendor Exhibition Hall and I attended the Exhibition Opening event on Sunday 25th August and the OCLC evening event on Monday 26th August (500 invitees) to network with key library industry vendors and other WLIC attendees. Connections with European senior staff from our current suppliers were made.

As a new member of the IFLA Standing Committee for Public Libraries, I attended two formal meetings, Saturday 24th August and Wednesday 28th August and delivered, with the Committee, a workshop for public librarians on Thursday 29th August regarding key issues facing public libraries currently. I also attended the business meeting for the Asia and Oceania section to hear the developments that are happening in our region.

Oodi Library, Helsinki Finland. Public Library of the Year 2019

The Congress provides opportunities for all Standing Committees to develop parts of the WLIC program. I attended the presentations delivered by the Standing Committee for Management and Marketing Section/ Public Library of the Year Award session, jointly presented by the Public Libraries, Library Buildings and Equipment, and Metropolitan Library Standing Committees / IFLA strategy sessions / President-Elect strategy session, and the National Libraries presentations.

The Cultural Evening was held at the Stavros Niarchos Foundation Cultural Centre housing the National Library of Greece, the Greek National Opera and features a beautiful Mediterranean garden with 360-degree views of the sea to the west, the Acropolis to the east as well as the Agora and the Central Plaza where the event was held. The National Library was open, and I toured the library and went on the viewing platform for the views.

The Closing session included the handover to the new IFLA President, Christine MacKenzie with her new theme of Let's Work Together. I also attended the event to congratulate Christine for this achievement, held at the Australian Embassy and hosted by ALIA, sponsored by James Bennett on Wednesday 28th August evening.

Interesting partnership models are being used to deliver more. The new LocHal Library in Tilling, Denmark has been built and developed as a colocation, with extended hours

delivered through the partnership. The library opens at 8.30am in the morning with no library staff, the partners open, and then the library staffs the building from 12pm – 9pm. For new Libraries within the regions, colocations should be explored.

Social Media marketing ideas are essential to reach people & connect them to the library. The Invercargill City Library, New Zealand, marketing team have developed a significant global social media following with their quirky social media posts. Their Marketing Coordinator showed how their team works together to hone ideas and explore new tools, such as video, to connect with their audiences. They also use humour to connect with their community.

Outcome measurement is key. Libraries worldwide are investigating ways to measure the impact of what they do. Not just the volume measurements of how busy they are. This is not easy, and I will be keeping abreast of developments in this area. This is important for the library advocacy campaign Libraries Change Lives as well as for the Board in advocating to member Councils for YPRL funding.

Overall, the Congress provided many valuable opportunities to meet passionate librarians from all over the world and discover key projects that can advance YPRL practices.

CONSULTATION

N/A

CRITICAL DATES

Nil

FINANCIAL IMPLICATIONS

Nil – within budget

POLICY STRATEGY AND LEGISLATION

Nil

LINKS TO STRATEGIC PLAN

Advocacy

Goal: Seize opportunities to tell the story of our sector leading services at State, National and International conferences

Strategy: Advocate the role of public libraries in creating sustainable cities, towns and communities

DECLARATIONS OF CONFLICTS OF INTEREST

Under section 80C of the Local Government Act 1989 officers providing advice to the Library must disclose any interests, including type of interest.

The Responsible Officer reviewing this report, having made enquiries with the relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

CONCLUSION

My sincere thanks to the Board for supporting this Professional Development opportunity. Participating in the International Standing Committee for Public Libraries was a highlight of the Congress and networking with key library managers from Europe, China, America, United Kingdom, and Australia will keep YPRL informed of leading-edge library innovation.

RECOMMENDATION

THAT the Board resolves to receive the report

M: _____

S: _____

Agenda Item 11:   Audit Committee Report

Responsible Officer:	Chief Executive Officer
Author:	Jane Cowell, CEO

REPORT

SUMMARY

This report is for the Board's information.

The Audit Committee meeting will be held immediately prior to the Board meeting.

A verbal report will be given to the Board.

LINKS TO STRATEGIC PLAN

Finance and Governance

Goal: Optimise public value through sustainable financial management and governance

Strategy: Committing to good governance practices in all we do

DECLARATIONS OF CONFLICTS OF INTEREST

Under section 80C of the Local Government Act 1989 officers providing advice to the Library must disclose any interests, including type of interest.

The Responsible Officer reviewing this report, having made enquiries with the relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

RECOMMENDATION

THAT the Board resolves to receive the report

M:	
S:	

SECTION F

Consideration of action petitions and joint letters

SECTION G

General Business