

TRC Libraries Strategic Plan 2017-2019

Vibrant Places ~ People Spaces

Our Vision

The library as a key organisation in the personal and social development of every individual in the region

Our Mission

To provide a library service that is socially equitable, and supports open access to resources and services that nurture life long curiosity and learning

Our Values

- Open access to information
- Equity of access
- Respect for the diversity of our community
- Courteous, responsive and efficient staff
- Team work and partnerships
- Open communication

Our Key Goals

- To become true community hubs
- To foster reading, lifelong learning and literacy
- To encourage community participation in quality programs and events
- To develop community capacity building by the provision of information in a range of formats
- To provide up-to-date and ongoing technological access, assistance and training to offset distance isolation and rural disadvantage
- To provide a professional, friendly and pro-active service

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- To promote the library services to users and non-users
- To provide the ongoing training and development that will help staff achieve these goals
- To build partnerships for mutual benefit

Our Challenges

- Providing effective and ongoing opportunities for community engagement and interaction
- Enhancement of service delivery to outreach areas'
- Enhancement of service delivery to indigenous people and communities
- Responsiveness to technological changes and challenges
- Optimisation of new communication channels
- Meeting increased customer expectation for immediacy and convenience of service delivery
- Management and effective use of the increasing volume of digital information
- Ageing, non-purpose built infrastructure

Key documents that inform our Strategic Plan

- Tablelands Regional Council Corporate Plan 2017-2021
- Tablelands Regional Council Operational Plan 2018-2019
- Tablelands Regional Council Community Plan 2021
- State Library of Queensland Strategic Plan 2018–2022
- State Library Queensland - Queensland public library standards and guidelines
- State Library Queensland 'The Next Horizon: Vision 2017 for Public Libraries'
- Australian Library and Information Association (ALIA) core values

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Strategic Focus: BUILDINGS AND SPACES

Description: Develop long term renewal and management plans, ensuring regular upgrade of buildings, fittings and equipment.	
Goal: <i>Branch libraries that are welcoming, accessible, attractive and adaptable</i>	
Key Objectives	Actions
Create vibrant and accessible library spaces for local communities	<ul style="list-style-type: none"> ▪ Provision of a range of catchment access points and meeting spaces ▪ Refurbishment of Atherton and Yungaburra Libraries
Branch libraries are accessible, comfortable and well maintained	<ul style="list-style-type: none"> ▪ All buildings accessible to customers with disabilities ▪ Consistency in standards across branches ▪ Support the development of a building, fittings and equipment renewal, upgrade and maintenance schedule ▪ Adherence to environmentally sensitive and sustainable design principles
Opening hours that reflect community needs	<ul style="list-style-type: none"> ▪ Ensure opening hours reflect community need and SLQ standards

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Strategic Focus: COLLECTIONS & SERVICES

Description: Provide a range of high quality library collections and services to the diverse and changing Tablelands community	
Goal: <i>Collections that are relevant and accessible</i>	
Key Objectives	Actions
Ensure collections are current, relevant, accessible and responsive to community requirements	<ul style="list-style-type: none"> ▪ Ensure Collection Development Policy reflects the evolution of new formats and collections ▪ Regularly review collection profiles ▪ Ensure collection management processes including subject profiling and time-frames for collection shelf life are effective and operationally efficient ▪ Identify relevant collection items and acquire in a timely manner ▪ Eliminate aged and non-value items
Provide 24 hr access to catalogue	<ul style="list-style-type: none"> ▪ Ensure catalogue search and display capabilities are optimised
Monitor and develop the collection to meet the evolving needs of the community	<ul style="list-style-type: none"> ▪ Engage the community in collection development ▪ Encourage customer driven collections ▪ Monitor and assess new alternative and emerging resource formats to ensure contemporary technologies are available to library members
Provide a range of print and electronic formats	<ul style="list-style-type: none"> ▪ Promote the use of online resources ▪ Promote awareness of resources to target groups ▪ Maintain and enhance research and study opportunities
Promote the collection	<ul style="list-style-type: none"> ▪ Continue to develop Readers Advisory service
Monitor annual SLQ Resource Grant allocation	<ul style="list-style-type: none"> ▪ Monitor annual SLQ Resource Grant allocation for the purchase of library resources to ensure enhancement and sustainability of collection ▪ Pursue purchasing efficiencies ▪ Participate in the investigation of collaborative procurement models

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Strategic Focus: COLLECTIONS & SERVICES

<p>Enhance access to Local history resources</p>	<ul style="list-style-type: none"> ▪ Develop and maintain local history collection ▪ Investigate heritage collection profile and future collection development in cooperation with Local Historical Societies ▪ Increase collection usage and interest through local and travelling exhibitions
<p>Libraries continue to enable the community to access new developments in technology</p>	<ul style="list-style-type: none"> ▪ Identify and implement appropriate technologies to meet community needs and expectations
<p>Deliver information in a range of formats</p>	<ul style="list-style-type: none"> ▪ Develop catalogue as a significant access points for library services ▪ Utilise other emerging technologies such as Facebook and Instagram

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Strategic Focus: **CONNECTED & INCLUSIVE COMMUNITIES**

Description: Positioning our Libraries to be central to, and a reflection of, the community which they serve	
Goal: <i>Maximising access to all members of the community irrespective of time or place</i>	
Key Objectives	Actions
Identify service gaps	<ul style="list-style-type: none"> ▪ In collaboration with relevant council departments and community groups Identify service gaps and develop targeted programs for marginalised communities and underrepresented demographics
Foster a sense of place by connecting communities with their history and heritage	<ul style="list-style-type: none"> ▪ Encourage the preservation of local history ▪ Maintain and develop partnerships and networks with local historical societies ▪ Promote local and family history - organise and promote programs and events ▪ Participate in heritage activities ▪ Investigate Significance Assessment ▪ Investigate Conservation Assessment
Ensure services and activities are kept relevant and dynamic in this changing environment	<ul style="list-style-type: none"> ▪ Support staff attendance at relevant conferences and workshops ▪ Develop collegial networks
Create opportunities for community to connect with each other	<ul style="list-style-type: none"> ▪ Foster and encourage book clubs ▪ Provide speakers and programs to encourage connection ▪ Promote Library volunteering ▪ Develop connections through social media

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Strategic Focus: CONNECTED & INCLUSIVE COMMUNITIES

<p>Promote the library in new and innovative ways that translate into increased usage of all aspects of the service</p>	<ul style="list-style-type: none"> ▪ Liaise with council media officers to provide regular medial releases ▪ Continue to develop and enhance the library’s online presence ▪ Develop high quality promotional resources ▪ Standardise internal and external signage ▪ Promote libraries as cultural places
<p>Develop inclusive, positive, learning communities through the open access to ideas, information, knowledge and technology</p>	<ul style="list-style-type: none"> ▪ Build relationship for mutual benefit ▪ Ensure library strategic plan reflects council focus ▪ Integrate library and council program activities ▪ Build partnerships that promote inclusiveness ▪ Realign service delivery to facilitate a stronger community development role through internal partnerships between library and community development staff ▪ Develop partnerships with community groups, institutions, education and other libraries

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Strategic Focus: INFORMED COMMUNITIES

Description: to promote reading and literacy through the region and provide supportive comfortable environments for the continual development of recreational literacy	
Goal: <i>Our libraries are centres for lifelong learning, information literacy, recreation, leisure and cultural activities</i>	
Key Objectives	Actions
Active participation programs that promote literacy and recreational reading at all levels	<ul style="list-style-type: none"> ▪ Develop a stronger focus on programming that targets literacy at all levels ▪ Develop partnerships with community agencies to promote literacy and the value of reading
Promotion of lifelong learning	<ul style="list-style-type: none"> ▪ Assist with development of pre-literacy skills ▪ Increase information literacy skills in community ▪ Increase ICT skills in community ▪ Participate in State-wide and national reading programs such as Summer Reading program, CBCA book week
Develop a vibrant program of activities to encourage the love of reading and improve, reading, writing and information literacy skills	<ul style="list-style-type: none"> ▪ Encourage a love of reading and lifelong learning

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Strategic Focus: CULTURE OF INNOVATION

Description: Staff our libraries with people who are energetic, enthusiastic, flexible, creative and committed to service delivery, innovation and new ideas

Goal: *Optimise the library's service delivery capability, through effective teamwork, policy, planning*

Key Objectives	Actions
Promote a culture of team based learning, shared vision, openness to new ideas, flexibility and confidence	<ul style="list-style-type: none"> ▪ Ensure a productive, cooperative and supportive work environment ▪ Encourage open communication and opportunities for staff feedback and engagement ▪ Seek staff input into planning processes
Provide training programs to ensure the acquisition of new skills, confidence and expertise	<ul style="list-style-type: none"> ▪ Create opportunities for staff development ▪ Provide access to quality training and professional development activities ▪ Monitor the effectiveness of training ▪ Ensure regular dissemination of current literature ▪ Support staff to use the skills acquired to achieve service outcomes ▪ Support continuing education and acquisition of library qualifications ▪ Participate in state-wide committees and working groups to ensure the library service stays abreast of new industry developments and initiatives
Ensure staff have a community focus and understand the communities in which they work	<ul style="list-style-type: none"> ▪ Appropriately skilled professionals are recruited to key roles ▪ Target recruitment to ensure staff reflect the community they service ▪ Help staff develop a clear understanding and knowledge of our diverse community ▪ Clarify purpose and outcomes for staff ▪ Align work plans with broader TRC plans

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Strategic Focus: CULTURE OF INNOVATION

<p>Develop and support innovative practices</p>	<ul style="list-style-type: none"> ▪ Promote a leadership and management approach that encourages innovation and risk taking ▪ Develop processes that encourage new ideas <ul style="list-style-type: none"> ○ Evaluate process ○ Implement where appropriate ▪ Recognise and reward staff achievement
<p>Measure level of staff satisfaction</p>	<ul style="list-style-type: none"> ▪ Offer opportunities for staff feedback
<p>Provide a safe and healthy working environment</p>	<ul style="list-style-type: none"> ▪ Implement a SafePlan2 culture of risk management ▪ Ensure compliance of OH&S systems and processes

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Strategic Focus: FUNDING AND PROCESSES

Description: Sustainable and responsible finance and asset management	
Goal: <i>Strategic and operational plans are robust, meaningful and future oriented, current funding is consolidated, and alternative sources of revenue are identified and maximised</i>	
Key Objectives	Actions
Maximise income from government and other sources	<ul style="list-style-type: none"> ▪ Identify opportunities for additional funding ▪ Identify sponsors ▪ Submit grant applications ▪ Proactively explore options for increased funding through philanthropic grants
Ensure best value from available funding	<ul style="list-style-type: none"> ▪ Ensure purchasing policy results in best value for best price ▪ Monitor and review contracts
Undertake an ongoing process of continuous improvement through benchmarking and regular policy and procedure reviews	<ul style="list-style-type: none"> ▪ Review and monitor current systems procedures ▪ Learn from practices employed at other library services ▪ Develop a culture of continuous improvement ▪ Reward and recognise staff who identify more efficient and effective processes
Develop innovative strategic and operational actions that improve library functions and services and achieve priorities	<ul style="list-style-type: none"> ▪ Identify and develop strategies that address local needs