

ORDINARY MEETING	5
24 OCTOBER 2018	

CAIRNS LIBRARIES STRATEGIC PLAN 2019 – 2023

Kristy Nicolaou | 52/4/1-01 | #5829932

RECOMMENDATION:

That Council:

- 1. Endorses the Cairns Libraries Strategic Plan 2019 – 2023; and**
- 2. Delegates authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to finalise any and all matters relating to the Strategic Plan.**

EXECUTIVE SUMMARY:

Cairns Libraries Strategic Plan 2019 – 2023 “the Plan” will build on the foundations of the previous Cairns Libraries Strategic Business Plan 2011 – 2016. The Plan has been developed in-house after undertaking extensive stakeholder and community consultation combined with thorough industry bench-marking and trends analysis review.

The Plan aims to align with, and contribute to, Council’s Strategic Goals and focus on delivering excellent library services that respond to customers’ needs.

The major deliverable of the Plan in the proposal is the construction of a new Edmonton Library in the southern corridor to accommodate the predicted growth of the catchment. The current Edmonton Library is significantly undersized and in poor condition.

The strategic goals and actions contained in the Plan are conducive with the current operational and capital budgets, with the exception of any acquisition costs associated with purchase of land for a new Edmonton Library. If after investigation, Council concludes that the best site is not on Council owned or controlled land, it is likely that Council will need to incur costs associated with the acquisition of the site. Such costs are not currently accommodated for in the ten year program.

BACKGROUND:

The Cairns Libraries Strategic Business Plan 2011 – 2016 has lapsed and a department restructure in 2017 saw the Library Services team realigned under the Manager Community Development. A new Strategic Plan for Cairns Libraries has been developed in-house; in consultation with library staff, internal and external stakeholders.

Cairns Libraries provide a consistent service across the network which makes it easy for customers to use multiple libraries with familiar equipment and standard processes. With the exception of the Edmonton Library, the facilities are in suitable locations and good

condition. The libraries are supported by the Support Services team based at Smithfield Library which manages functions such as the acquisition, cataloguing, processing and distribution of stock to the eight libraries.

COMMENT:

The Plan aims to respond to emerging industry trends and changes in technology as well as community and stakeholder feedback. The methodology used to develop this strategic plan was:

- Stage 1 – inception and background information;
- Stage 2 – community and stakeholder engagement;
- Stage 3 – analysis and strategy development;
- Stage 4 – feedback and review; and
- Stage 5 – implementation (and ongoing performance review/reporting).

The following strategic actions are considered the major goals for the next five years:

ACTIONS	TIMEFRAME
Review library opening hours (includes a review of the Customer Service desks in libraries)	2019
Develop and implement a new Children and Youth Library Services Framework	2019
Manunda Library refurbishment	2019
Develop and implement individual library branch (venue) operational plans.	2019
Deliver engaging and innovative early childhood programs under First 5 Forever program	2019 - 2022
Develop and implement Program Delivery Framework	2020
Prepare a Marketing and Communication Plan	2020
Procure and implement new Roster Management software	2020
Realign Library Services structure to better facilitate strategic goals (fully implemented)	2021
Develop and implement a Technology and Digital Access Framework	2021
Develop and implement a Sponsorship Strategy	2021
Smithfield Library refurbishment	2022
City Library surrounds – revitalisation plan (design and construct)	2022
Develop a Literacy Strategy	2022
Upgrade Cairns Libraries website to enhance end user experience.	2023
Construct new Edmonton Library (land requirement ~5,000m ²)	2023
Increase Volunteers (50% more new volunteers)	2023
Increase new Homebound memberships by 50%	2023
Develop and implement a Collection Management Framework	2023
Procure Radio Frequency Identification (RFID) technology in all libraries	2023
Secure and acquit Public Library Grant and comply with Service Level Agreement with SLQ	Annually

OPTIONS:Option 1: (Recommended)

That Council:

1. Endorses the Cairns Libraries Strategic Plan 2019 – 2023; and
2. Delegates authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to finalise any and all matters relating to the Strategic Plan.

Option 2:

That Council does not endorse the Cairns Libraries Strategic Plan 2019 – 2023 and adopts an alternative course of action.

CONSIDERATIONS:Risk Management:

The Plan is considered to be a conservative and low risk strategic direction; however the Plan does recommend a realignment of the Library Services organisational structure. The purpose of the realignment is to centralise core functions to create resource and process efficiencies and allow for consistency in service delivery. A Change Management Plan will be implemented to manage staff related communications when the proposed realignment becomes effective.

Methods to review the outcomes and achievements of the Strategic Plan include:

- Industry benchmarking and best practice modelling;
- Community and member surveys;
- Interviews and focus groups;
- Demographic analysis;
- Participation and usage statistics; and
- Review of resource allocations to meet business objectives.

Furthermore, Library Services will report annually to Council on the business performance of the previous year.

Council Finance and the Local Economy:

The strategic goals and actions contained in the Plan are conducive with the current and future operational and capital budgets, with the exception of any acquisition costs associated with purchase of land for a new Edmonton Library. This requirement will be realised if Council identifies that the preferred location for a new library in the southern corridor is not on Council owned or controlled land. It is also noted that no additional (new) resources will be allocated to support the operations of a larger (new) Edmonton Library.

It is noted that two strategic actions are contingent upon the continuation of funding through the following State Government grants:

1. Public Library Grant (2018/2019) – \$824,981.60 (annual amount varies, subject to methodology) for the purchase of library stock; and
2. First 5 Forever (2019-2022) – in June 2018, the Queensland State Government announced it will continue its annual commitment of \$5 million across the state to continue the F5F early literacy program. The new F5F initiative will be managed and administered through a new Service Level Agreement. The amount of funding that will be applied is not yet confirmed.

Specific strategic actions contained in the Plan that are capital in nature are budgeted for as follows:

Item	Allocation	Financial Year
Manunda Library refurbishment	\$207K	2018/2019
Preliminary and detailed design of new Edmonton Library	\$870K	2020/2021
Construction of new Edmonton Library	\$750K	2021/2022
	\$1.1M	2022/2023
Smithfield Library refurbishment	\$45K	2020/2021
	\$450K	2021/2022
City Library (surrounds) Revitalisation Plan	\$500K	2021/2022
Scope, procure and install RFID technology	\$186K	2020/2021
	\$120K	2021/2022
	\$40K	2022/2023
Investigate and implement upgraded PC and print management system	\$260K	2020/2021

Community and Cultural Heritage:

Cairns Libraries are constant, reliable and valued piece of community infrastructure that support not only literacy and learning but provide a safe place for people to connect.

Corporate and Operational Plans:

The Plan actively aligns with, and contributes to, Council's Corporate Plan 2017 – 2022, in particular the Strategic Goals:

1. **Economy:**

By fostering an inclusive community that participates in learning, discovery and innovation, public libraries provide an anchor for economic development. They also provide endless opportunities for training and skill development to support success in today's knowledge-based society.

2. **Liveability:**

Public libraries enhance community wellbeing by connecting people to places, knowledge and technology.

3. **Community and Culture:**

Public libraries promote creativity and value culture, heritage and diversity with resources and activities dedicated to these interests.

4. **Serving the Community:**

Public libraries not only provide safe and neutral spaces for people, they also offer a myriad of services such as internet access and community learning programmes. Libraries have continually evolved to respond to the changing needs of society, continuously innovating to deliver high level services.

Statutory:

The Plan complies with *Libraries Act (1998)*, *Local Government Act (2009)* and *Local Government Regulation (2012)*.

Policy:

The Australian Library and Information Association (ALIA) and State Library Queensland (SLQ) have numerous policies and guidelines that impact the delivery of library services.

CONSULTATION:

Extensive stakeholder and community engagement was undertaken in accordance with a Communication and Engagement Plan. A summary of the engagement undertaken is as follows:

- Cairns Libraries staff – 7 x 3 hour workshops to allow for full cohort to attend
- Elected members - one on one meetings
- Internal stakeholders:
 - Human Resources and Organisational Change
 - Strategic Planning (P&E)
 - Building and Facilities Management
 - Information Services
 - Finance (Management Accounting, Procurement)
 - Cairns Shared Services
 - Marketing and Communications
 - Economic Development
 - Water and Waste
 - Community Development and Cultural Services
 - Capital Projects Delivery
- Library Management Team workshops
- Community consultation – Have Your Say online survey (1,024 responses)
- Executive Team Workshop
- Councillor Workshop.

The strategic goals and actions contained within the Plan respond directly to feedback from all stakeholder and community consultation. A copy of the final draft Plan was provided to library staff for comment and feedback prior to this Council report.

ATTACHMENTS:

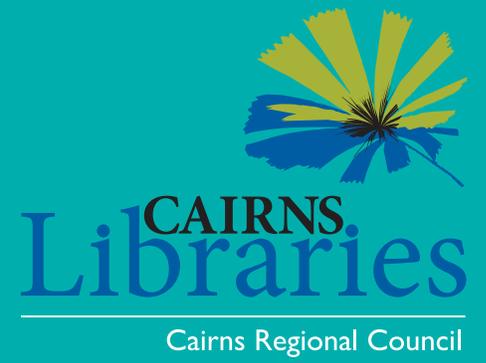
Attachment 1 – Cairns Libraries Strategic Plan (2019 – 2023) - [#5886881](#)



Tim Dendle
A/Manager Community Development



Linda Kirchner
General Manager Community, Sport and Cultural Services



STRATEGIC PLAN

2019 - 2023

CAIRNS.QLD.GOV.AU/LIBRARY

CAIRNS LIBRARIES STRATEGIC PLAN 2019 - 2023

A message from the Mayor



I am pleased to present the *Cairns Libraries Strategic Plan 2019 - 2023*. Cairns Libraries play an important role in building inclusive, connected and dynamic communities across the Cairns region.

By providing exceptional services, information, resources and events, Cairns Libraries help inspire the community to learn, create, connect and prosper. Our libraries perform well above industry standards and offer unique and tailored experiences for visitors to enjoy, whether for education or leisure purposes.

This *Strategic Plan* has arisen out of intensive consultation and is a plan framed against concise goals, outcomes and timelines. Such a plan needs to respond to the dynamic environment we are operating within and act as a living, vibrant partnership between Council and the community.

Furthermore, it aligns with Council's *Corporate Plan 2017 - 2022* that aims to empower a connected community that is vibrant, inclusive and sustainable.

The ongoing pursuit of continuous improvement will be present in everything we do as we strive to deliver the best library experience possible. I encourage everyone to visit their local library, meet the library staff and discover (or rediscover) all the wonderful things to see, do and borrow.

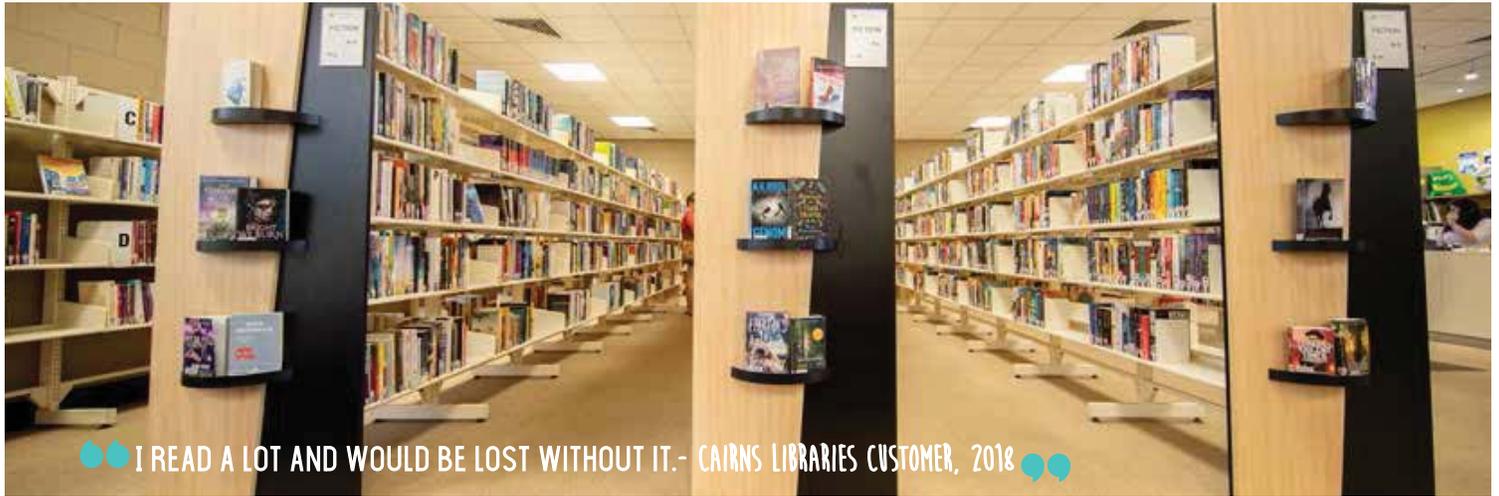
Cr Bob Manning
Mayor of Cairns

CONTENTS

Executive Summary	4
Background - Service overview	5
Cairns Libraries Business Performance	6
Collection Usage	7
Key Policy Drivers	7
Strategic and Corporate Alignment	8
About Cairns and the Community	9
Context - What is the role of public libraries?	10
Key Considerations for the Future	12
Consultation and Engagement	14
External Engagement - What did the community say?	18
The Strategy - Cairns Libraries 2019-2023	20
Vision	20
Mission	20
Values	21
Strategic Goals	22
Monitoring and Review	23
Goal 1 - Connecting the Community	24
Goal 2 - People and Culture	26
Goal 3 - Infrastructure and Innovation	28
Goal 4 - Knowledge and Information	30
Goal 5 - Marketing, Promotion and Advocacy	32
Goal 6 - Governance	34
References	36



EXECUTIVE SUMMARY



Cairns Libraries attract over 930,000 visits per annum across the eight facilities: Babinda, Gordonvale, Edmonton, Earlville, Manunda, Cairns City, Stratford and Smithfield. It is integral that there are strategic goals and strategies in place to ensure Cairns Libraries are equipped to manage economic and community growth, changes in information technology and to continue to develop social cohesion.

Cairns Libraries Strategic Plan 2019 - 2023 will build on the foundations of the previous *Cairns Libraries Strategic Business Plan 2011 - 2016*. The team were able to successfully achieve the majority of the previous strategic goals, including the completion of a major capital project, being the complete refurbishment of the Gordonvale Library (June 2017).

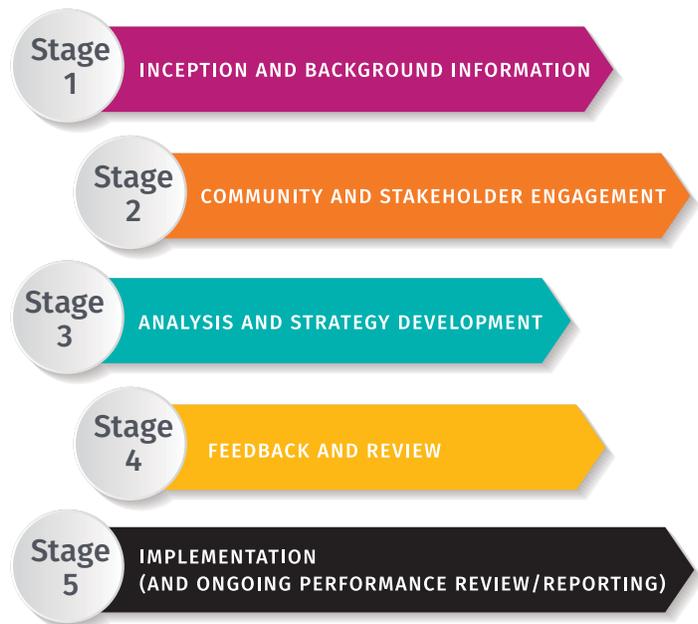
A key recommendation of this *Strategic Plan* is to investigate and acquire a new site in the Edmonton catchment to accommodate a new library. The current facility is insufficient in size, capacity and is also in poor condition and does not meet library building standards. The demand for a new facility is heightened due to the predicted population growth in the area, including the Mount Peter development area (where it is estimated an additional 30,000+ people will reside).

PURPOSE

Cairns Regional Council has developed a strategic plan for library services to guide the tactical delivery of this essential community service over the next five years (2019 – 2023).

METHODOLOGY

The methodology used to develop this strategic plan was:



BACKGROUND

Service overview

The Cairns Library service covers the entire Cairns region local government area. Eight libraries located at Babinda, Gordonvale, Edmonton, Earlville, Manunda, Cairns City, Stratford and Smithfield service the needs of the community. The *Strategic Plan* aims to implement a true client/provider service model across all of Council library operations.

Cairns Libraries provide a consistent service across the network which makes it easy for customers to use multiple libraries with familiar equipment and standard processes. With the exception of the Edmonton Library, the facilities are in satisfactory locations and good condition. The libraries are supported by the Support Services team based at Smithfield Library which manages the acquisition, cataloguing, processing and distribution of stock to the eight libraries, together with other services such as children, youth and First5Forever programming.

Council customer service offices operate from four libraries (Smithfield, Earlville, Gordonvale and Babinda) providing customers an opportunity to make other Council transactions such as:

- rates and water bill payment
- dog registration
- permits and applications
- general Council enquiries.

Two libraries (Earlville and Manunda), are situated in shopping centres offering customers a convenient option to access services. People can book and use computers with internet access in the libraries, and all eight libraries have free access to WiFi for library members and non-members to use their own devices.

Through the libraries and the website, Cairns Libraries offer many services to the community. The library catalogue can be searched and reservations made online, 24 hours a day, 7 days a week. The website also offers 24/7 access to digital resources such as eBooks, eMovies, eMagazines and online databases. Meeting rooms are available for everyone to hire however; not for profit organisations can use these rooms free of charge.

Council invests significantly in Cairns Libraries. In the 2016/2017 financial year, Council's total expenditure on libraries exceeded \$7.6M. Capital expenditure for that year was \$2.1M due to the refurbishment of the Gordonvale Library and operationally, Council spent approximately \$6.7M. Libraries generated total revenue of \$1.175M for the same period.

Cairns Libraries attained \$778,996 through the State Library of Queensland's *Public Library Grant* in 2016/2017 for the purchase of library stock. This amount increased to \$798,820 for 2017/2018 based on a 1.03% population increase.

Based on 2016/2017, expenditure on Cairns Libraries equated to approximately 2% (or \$54.60) of an average (medium) rates notice.

CAIRNS LIBRARIES BUSINESS PERFORMANCE

NB: BASED ON 2016/17 FINANCIAL YEAR UNLESS OTHERWISE NOTED

130,688 physical items in the collection (= 10.08 issues per item)



LOANS

1,127,116 physical items and digital downloads (2017/18)

Acquisitions
21,549



Withdrawals
20,514

931,407 LIBRARY VISITS

Babinda	24,886
Gordonvale	25,992
Edmonton	38,179
Earlville	208,589
Manunda	177,894
City	244,571
Stratford	69,835
Smithfield	141,460

57,499 Active members (as at 30 June 2018)



EVENTS

522 PROGRAMS AND EVENTS

PROGRAMS AND EVENTS

12,942 ATTENDEES

ATTENDEES



1,774 hours meeting room usage

79,744 WI-FI HOURS



138,773 WI-FI SESSIONS

WI-FI SESSIONS



114 Public access devices

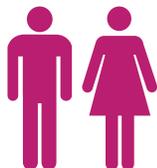


24 active volunteers

60 homebound clients

64 STAFF

STAFF



979 VOLUNTEER HOURS

VOLUNTEER HOURS



280,049 Web page visits

Web page visits



459,730 Catalogue searches

Catalogue searches

COLLECTION USAGE

Adult Fiction	Adult Non-Fiction	Large Print	Children's	Junior Fiction	Junior Non-Fiction	Young Adult	DVD/ Video	Audio Books	Music	Other
21%	12%	6%	9%	8%	1%	3%	29%	3%	4%	4%

When compared to other Queensland library services, Cairns Libraries performs extremely well on a per capita basis considering the regional location of the service. As indicated in the below table, Cairns Libraries have above average issues (loans) per capita and visits per capita:

Library Service	LGA population	No. of library venues	Issues per capita	Loans per visit	Visits per capita	Per capita (\$) contribution
Brisbane	1,162,186	33	8.08	1.50	5.38	\$57.51
Cairns	160,285	8	8.22	1.41	5.81	\$51.52
Cassowary Coast	28,689	4	5.89	0.81	7.26	\$68.45
Gold Coast	555,608	14	10.45	2.07	5.04	\$45.17
Logan	308,681	9	6.56	1.49	4.41	\$45.86
Mackay	123,724	5	6.34	1.48	4.27	\$31.95
Moreton Bay	425,482	10	7.72	2.08	3.72	\$34.80
Sunshine Coast	287,539	8	9.14	1.78	5.13	\$46.51
Toowoomba	163,422	12	7.03	2.04	3.44	\$33.36
Townsville	193,946	3	4.48	1.35	3.32	\$58.93
<i>(State Library Queensland, 2017, pp. 3-4).</i>		AVERAGE	7.39	1.6	4.78	\$47.41

KEY POLICY DRIVERS

There are several national and state bodies with guidelines and policies that guide library services, including;

- State Library Queensland (SLQ)
- Australian Library and Information Association (ALIA)

The State Library of Queensland provides financial support to local governments through the provision of the *Public Library Grant* for the acquisition of resources and collections. Additionally, SLQ provide funding to local governments through the *First 5 Forever (F5F) grant* (2015 - 2018) for programs aimed at supporting stronger language and literacy environments for young children aged 0-5 years and their families. The Queensland Government has committed \$20M of further grant funding for the continuation of F5F over four years (2019-2022) across the state. These grants are considered critical to public libraries' success and continuous improvement.

Australian Library and Information Association is the national professional organisation for the Australian library and information services sector. It seeks to empower the profession in the development, promotion and delivery of quality library and information services to the nation, through leadership, advocacy and support.

STRATEGIC AND CORPORATE ALIGNMENT

LIBRARIES ACT 1988, LOCAL GOVERNMENT ACT 2009, LOCAL GOVERNMENT REGULATION 2012

STATE LIBRARY OF QUEENSLAND STRATEGIC PLAN 2016 - 2020

CAIRNS REGIONAL COUNCIL CORPORATE PLAN 2017 - 2022

CAIRNS REGIONAL COUNCIL OPERATIONAL PLAN

CAIRNSPLAN 2016 & LOCAL GOVERNMENT INFRASTRUCTURE PLAN

COMMUNITY DEVELOPMENT BRANCH PLAN (FUTURE)

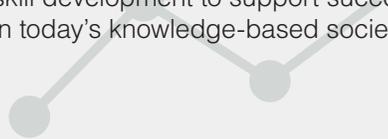
CAIRNS LIBRARIES STRATEGIC PLAN

CAIRNS LIBRARIES OPERATING INITIATIVES

Cairns Libraries Strategic Plan 2019 - 2023 actively aligns with, and contributes to, Council's Corporate Plan 2017 - 2022, in particular the Strategic Goals:

Economy

By fostering an inclusive community that participates in learning, discovery and innovation, public libraries provide an anchor for economic development. They also provide endless opportunities for training and skill development to support success in today's knowledge-based society.



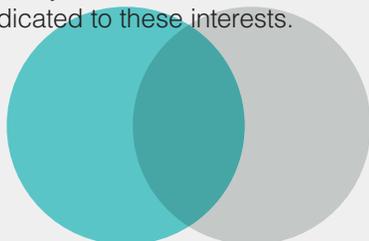
Liveability

Public libraries enhance community wellbeing by connecting people to places, knowledge and technology.



Community and Culture

Public libraries promote creativity and value culture, heritage and diversity with resources and activities dedicated to these interests.



Serving the Community

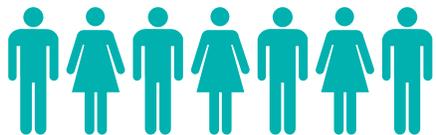
Public libraries not only provide safe and neutral spaces for people, they also offer a myriad of services such as internet access and community learning programmes. Libraries have continually evolved to respond to the changing needs of society, continuously innovating to deliver high level services.

(Civica Group Limited, 2016).

ABOUT CAIRNS AND THE COMMUNITY ¹²²

NB: STATISTICS AS AT JUNE 2016 UNLESS OTHERWISE STATED. (.id, 2016)

ESTIMATED RESIDENTIAL
POPULATION



164,536

AS AT 30 JUNE 2017



1,687km²

TOTAL LAND AREA

5.49%

unemployment rate
(March 2018)



18.3%

Residents aged 60 and over



Aboriginal and
Torres Strait Islander
population

9%



21%

OVERSEAS BORN



50,000 TO 70,000

Average international visitors per week



13%

Aa 痾

LOTE AT HOME



14.6%

Homes without
internet access

The following notable statistics influence the service requirements associated with Cairns Libraries, currently and into the future the:

- homes without internet access
- high portion of residents who come from culturally and linguistically diverse (CALD) and Aboriginal and Torres Strait Islander Peoples
- comparatively higher level of disadvantage (i.e. low income, low educational attainment)
- aging population
- high volume of visitors.

As a range of public functions shift online (banking, welfare services, education, social networks, cultural resources), digital access and digital literacy become the precondition of effective civic participation (*Butt, McQuire & Wyatt, 2015, p.6*). This will increase the reliance on library staff to provide education on new technologies, fostering a smart community¹.

An aging workforce and population will mean a change in the profile of users and library professionals. Low socio-economic communities continue to rely on the libraries to support and empower skill development. With a culturally diverse community, consideration must be paid to sourcing collections that are inclusive.

The iconic City Library is located in the heart of the CBD and attracts many tourists. There are considerable operational impacts from this transient usage including a demand on free WiFi, adequate charging stations, access to computers and equipment, sufficient seating and local directory assistance expected from staff. On a lesser scale, Babinda Library also experiences similar operational impacts as a key information hub for people travelling north through to Cairns.

Cairns Libraries will continue to provide a vital link to information, resources and equipment for those who may not have access to it from their homes.

¹ In a study funded by the Province of Ontario, Canada, the Intelligent Community Forum developed the foundation of the ICF Method: a set of critical success factors for the creation of Intelligent Communities. The ICF Method provided the first conceptual framework for understanding all of the factors that determine a community's competitiveness in the digital economy. https://www.intelligentcommunity.org/intelligent_community_indicators

CONTEXT

What is the role of public libraries?

The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision making and cultural development of the individual and social groups.

(United Nations Educational, Scientific and Cultural Organisation, 1994)



The State Library of Queensland and SGS Economics and Planning conducted a study into the socio-economic contribution of Queensland's public libraries (*The Library Dividend*). The findings demonstrated that for every dollar invested in Queensland's public libraries, 2.3 is the average rate of return in community benefits; however this can be up to 4.1 (*SGS Economics and Planning, 2012, p.5*).

Public libraries represent freedom of access to information and knowledge.

For many generations, the local library has been a constant, reliable and valued piece of public infrastructure in an ever changing society.

●● CAIRNS LIBRARIES ARE A QUIET, SAFE AND COMFORTABLE SPACE TO EITHER WITHDRAW TO FOR PERSONAL ENRICHMENT, OR STAY ENGAGED WITH LIFELONG LEARNING IN THE COMMUNITY. ●●
- CAIRNS LIBRARIES CUSTOMER, 2018

Public libraries' primary purpose is to deliver resources and services that support the following core literacy functions:

Foundation skills

Language, literacy, numeracy and employability skills in the information age.

Early literacy

Knowledge and skills (developed up to age eight) required to become a successful reader and writer.

Family literacy

Encompasses the daily literacy practices of parents/carers, children, traditional and non-traditional families.

Adult literacy

The ability to identify, understand, interpret, create, communicate, compute and use printed and written materials associated with varying contexts.

Digital literacy

The ability to confidently and critically use digital information sources, communication tools and networks for learning, communication, collaboration and creation.

as cited in State Library Queensland, n.d.-b, p.7.

Information literacy

Enables people to recognise when information is needed and have the ability to locate, evaluate and use effectively the needed information.

Presidential Committee on Information Literacy: Final Report, 1989, p. 3.

Transliteracy

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

Thomas et al., 2007, p.1.

Literacy involves a continuum of learning in enabling individuals to achieve their goals, to develop their knowledge and potential, and to participate fully in their community and wider society.

(United Nations Educational, Scientific and Cultural Organisation, 2004, p.1).

KEY CONSIDERATIONS FOR THE FUTURE ¹²⁵

While learning and literacy will always be core business for public libraries, contemporary public libraries have morphed into highly utilised community spaces. Libraries now deliver many programs (or “activities and events”) across a broad spectrum of learning, recreational and leisure disciplines. Programs are targeted at various demographics and use a range of technologies.

However, even though libraries have been operating in this space for many years, for many users, libraries are still valued primarily as physical spaces that contain books and other media. This resonated locally for Cairns Libraries during the community consultation process, with users and non-users indicating that the service of highest importance to them was still “*borrowing or accessing books, audio books, magazines and newspapers*”.

It’s therefore evident that a delicate balance must be found where the library can accommodate both individual and collaborative use of spaces. To achieve this balance, there needs to be a proactive shift that affirms the Libraries’ presence in the hybrid physical-digital space.

A major challenge that Cairns Libraries will need to overcome in the next five years is rapid and continuous technological change. The State Library of Queensland has implemented a digital strategy called *Becoming Digital by Design*. Cairns Libraries will adopt strategic goals to ensure technologies are agile, intuitive, robust and secure. The SLQ strategy promotes digital capability and expertise that encourages a workforce that thinks “digitally”. Digitising mainstream or Government services and serving customers online (faster and cheaper) have clear benefits for the economy; however people need to feel confident and safe online and have the skills to access accurate information (*Australian Library and Information Association, p.5*). This is the predominant emerging role of public libraries, and is rapidly increasing in demand.

The Australian Government released the *Understanding the Digital Behaviours of Older Australians Report*, which identified that older Australians (aged 50 and over) are interested in developing and acquiring new digital skills. However, understanding the ins and outs of digital devices and the internet can be intimidating (*Australian Government Office of the eSafety Commissioner, 2018, p.3*).

To assist in improving digital literacy for older Australians, public libraries should respond to the following learning areas that were identified in the Report:

- safety (e.g. privacy settings, paying safely online)
- managing data / files (e.g. data usage at home and on the move, backing up and retrieving files)
- location / data sharing (e.g. using wifi safely, GPS and Bluetooth)
- services and online interests.

Cyber safety and education are equally as important for children, youth and adults. Cairns Libraries will endeavour to join the Australian Government’s eSmart Libraries cyber safety framework to ensure staff and library users are fully equipped with the knowledge to be smart, safe and responsible using digital technology.



50%

of our language
is learned by three
years of age

Civica International's *Changing Landscape Report, The Intrinsic Value of Libraries as Public Spaces*, surveyed 600 public and academic library users from Australia, New Zealand, Singapore and the UK and found that 78% of library users are as happy to use online services as they are using services in the physical library. However, only 61% are satisfied with the online library experience, compared to 85% of users being satisfied with the physical library experience (*Civica Group Limited, 2018, p.8*).

Community consultation undertaken with Cairns Libraries' users and non-users reported similar results. The fact that users are less satisfied with the experience of using online services but are eager to try, suggests that Cairns Libraries explore how customers are choosing to interact with the resources and how to improve user interfaces in the future.

The sometimes cited belief that digital can replace physical is not true for libraries, demonstrated through the intrinsic value of physical library spaces in supporting social wellbeing and a sense of community (*Civica Group Limited, 2018, p.22*).

The State Library of Queensland's Libraries for Literacy Strategy 2011-14 cited 46% of adult Australians cannot function effectively in a knowledge-based economy due to poor literacy and 50% of 15 to 24 year olds are unable to read to an adequate level (State Library of Queensland, 2011, p.3). When taking into considerations these statistics and the fact that 50% of our language is learned by three years of age, it is evident that libraries are, and will continue to be pivotal in lifelong learning and economic prosperity.

46%

of adult Australians cannot function effectively in a knowledge-based economy

Libraries not only provide safe and neutral spaces for people to spend time but also offer a myriad of services like internet access and community learning programmes. Libraries have continually evolved to respond to the changing needs of society, continuously innovating to deliver high level services.

– Richard Fiddis (Managing Director, Civica International), (*Civica Group Limited, 2018, p.4*).

CONSULTATION AND ENGAGEMENT



A Communication and Engagement Plan was developed for the project. Consultation was undertaken in accordance with the Plan and included both internal and external community consultation. A number of workshops were conducted with stakeholder groups. Workshop feedback data was received and analysed and has driven the development of the strategic goals, objectives, actions and indicators in this document.

Internal engagement

An important relationship for Cairns Libraries is with Council's elected members. Each Councillor participated in a one-on-one interview to give feedback and identify opportunities for improvement. Cairns Libraries also have the capacity to provide a valuable service or partnership with other areas of Council. Key stakeholders were consulted (and participated in the Project Team) from areas across Council including:



- Community Services
- Cultural Services
- Leisure Services
- Information Services
- Building and Facilities Management
- Finance
- Economic Development
- Strategic Planning
- Sustainability
- Human Resources
- Marketing and Communications
- Water and Waste

A summary of key challenges and opportunities identified from internal engagement is as follows:

Challenges:

1. Lack of awareness of all library products and services
2. Perception of libraries as non-essential - lack of positive advocacy and provision of statistical data on library impacts to key stakeholders (regularly)
3. Infrastructure - accountability and responsibility allocation for asset management, sustainability, maintenance and repairs.



Opportunities:

1. More strategic marketing of all library products and services.



2. Partnership with Cultural Services for:
 - a. displays and exhibitions between Botanic Gardens Visitor Centre and share physical resources; and
 - b. incorporate Children's Festival into library facilities to build on libraries' participation in the festival.

3. Continued collaboration with Sustainability Team and Water and Waste in implementing initiatives, including:
 - a. solar power;
 - b. battery recycling;
 - c. themed sustainability workshops in the library ("green cleaning"); and
 - d. sustainability audits and implementation of initiatives arising from audit

4. Explore potential partnerships across the leisure and recreation sectors that:
 - a. can increase the capacity of the existing volunteer program;
 - b. promotes memberships (mutually) to diverse demographics; and
 - c. increases participation at Smithfield Leisure Precinct.



5. Cairns Libraries working strategically and in partnership with the First Peoples' Advisory Committee towards inclusive services (recommendations from Cairns Regional Council *Reconciliation Action Plan*).

LIBRARY STAFF ENGAGEMENT

Cairns Regional Council's *Corporate Plan (2017 – 2022)* cites that its purpose is to “serve the community”. An engaged, enthusiastic and inspired workforce is essential to Cairns Libraries successfully serving the community.

All Cairns Libraries staff participated in one of seven workshops where they conducted a SWOT analysis on each of the below strategic focus areas:

1. Connecting the community
2. People and culture
3. Infrastructure and innovation
4. Knowledge and information
5. Marketing, promotion and advocacy
6. Governance

Additionally, staff addressed four questions:

1. Why do we do what we do?
2. How do we do it?
3. What do we do?
4. What will our libraries look like in 20-30 years?

The responses from these questions were used to inform the Vision, Mission and Values statements of the *Strategic Plan*.

“ THEY ARE A SANCTUARY, WELCOMING AND STAFFED BY GREAT PEOPLE. ”
- CAIRNS LIBRARIES CUSTOMER, 2018

Library staff SWOT summary - common themes (abbreviated)

Strengths

Excellent customer service and excellent well trained, knowledgeable staff

Communication and interpersonal relationships

Eight libraries across region - some spectacular

Computers with internet access (FREE) + wifi

Early childhood and primary ages are well provided

First 5 Forever

Homebound service and Volunteers

FREE, air conditioned space

Casual team support (flexible)

Meeting rooms (free to hire for Not for Profits)

Collection HQ

Own website and Facebook pages

Prompt service / short waiting times

Customer Service Offices in libraries

Opportunities

Partnerships and collaborations with service providers that addresses digital literacy gap + engage youth, reduce reliance on staff

Reduce time spent on non-core activities

Analyse participation trends to evaluate all programs on offer

New Edmonton Library

Radio Frequency Identification (RFID) technology

Marketing Strategy to properly promote the service and engage with members and non-members

Express computers

Increase volunteer program

Provide resources and services specific to each library's demographic and usage

Front facing displays

Strategy to manage noise levels and spaces

Flexible furniture and spaces

Weaknesses

Opening hours

Community unaware of ALL that is on offer

No strategic marketing / promotion

Budget constraints impact ability to keep up with contemporary digital / tech standards

Artifax and meeting room booking processes

Cumbersome printing/copying processes

No colour printing at some branches

No scanning across network

Not as many adult / older youth outreach / engagement activities

Gaps in casual staff training / tech training

Inflexible spaces / old and dated shelving

Managing noise levels to suit everyone

Ineffective signage

Threats

Literacy levels of the community (including digital literacy)

Business /Govt moving services online will increase the digital literacy gap - customers demand staff time

Perception of libraries in the community (old, quiet, books only)

Lack of budget to procure new and emerging technologies

Increasing need to train staff in new technologies

Managing generational differences in acceptable levels of noise - contemporary library standards

Increase in mental health issues in the community that impacts staff safety

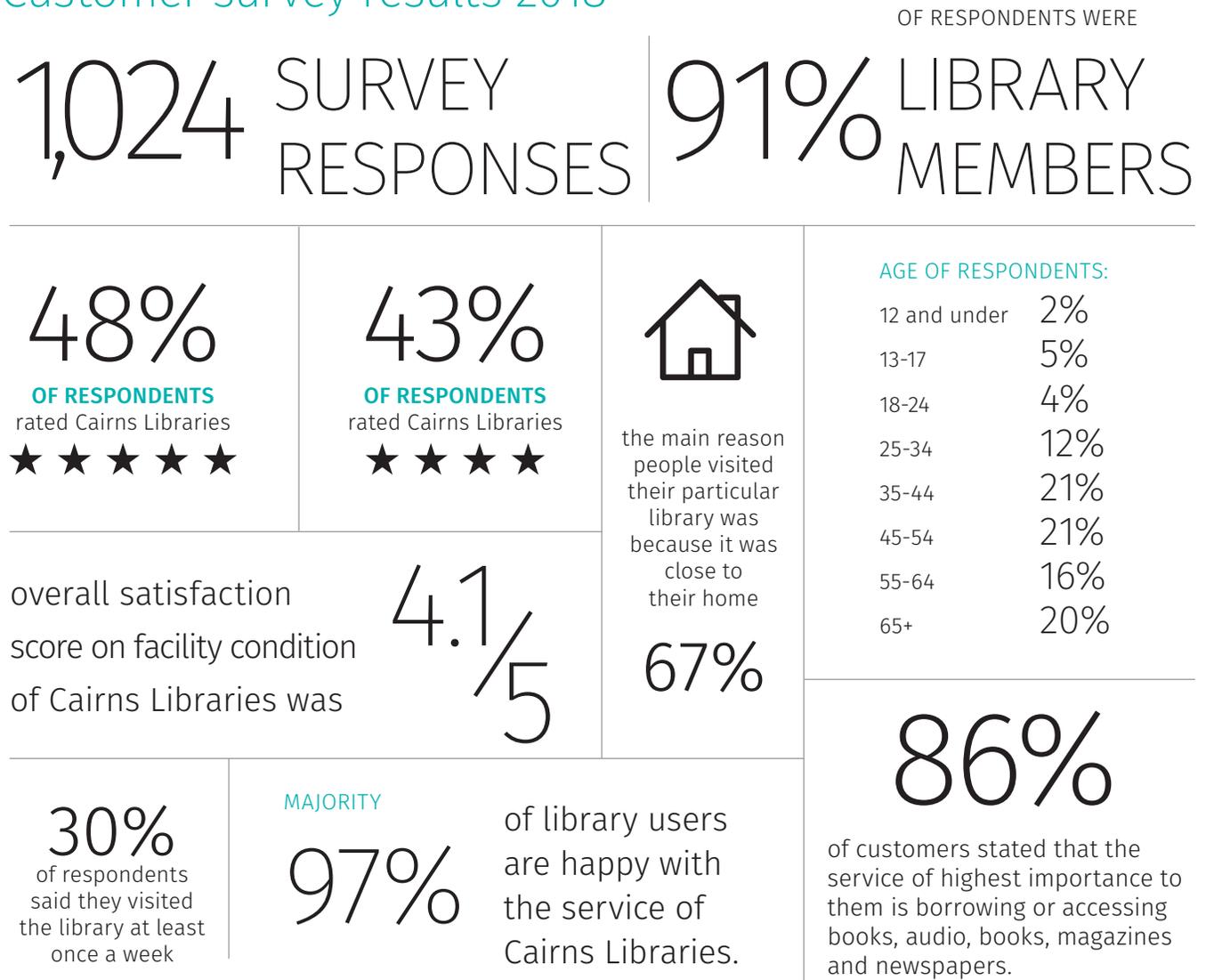
Comparison to book stores where new releases are in store as soon as they are released

EXTERNAL ENGAGEMENT

What did the community say?

In accordance with the *Communication and Engagement Plan*, an online user and non-user (community stakeholder) survey was conducted to rate access, facilities and service quality and to gather stakeholder feedback on current and future needs and provisions.

Customer survey results 2018



Additionally, in December 2017 a survey specifically focusing on homebound members was undertaken:



TOP10

THINGS CAIRNS LIBRARIES CAN DO
TO IMPROVE CUSTOMER SATISFACTION:

(In response to community feedback)



- 1**  Have items in the collection available when customers want them (more stock on shelves, latest releases available quickly) and have more relevant collections and resources available at each library that suit the demographic.
- 2**  Increase programs for adults that assist with common online or technology queries (i.e. creating an email account or using the MyGov website), so that time can be dedicated to customers' specific needs in a structured manner.
- 3**  Open earlier on weekdays and staying open longer on weekends.
- 4**  Increase access to the internet and computers.
- 5**  Improve the content available online through digital resources (in correlation with the level of customer importance, but not at the expense of the physical collection).
- 6**  Provide space for independent / group study.
- 7**  Provide more relevant and higher quality programs, activities and events.
- 8**  Better utilise space in the libraries to manage users and make the furnishings more inviting and flexible.
- 9**  Manage expectations about the different level of noise and atmosphere in the library.
- 10**  Improve communication to keep customers informed about what's happening in the libraries by using the Cairns Libraries website (where most people identified that they go to for information).

THE STRATEGY - CAIRNS LIBRARIES 2019 - 2023

Vision

A space to read, learn, create and discover.



Mission

To provide opportunities to empower our community to be connected, inclusive and informed.

Values

RESPECT

Our assets

Support

VOLUNTEERS

Passionate, professional staff

SHARING

inclusivity

RESPONSIVE

empowerment self-learning

Information

INTEGRATION

creativity

Build communities

CONNECT THE COMMUNITY

FREE

MODERN

Flexibility

Public access

Education

DIGITAL INTERACTION

VIBRANT

Literacy

Diversity

Equal opportunities

entertainment

KNOWLEDGE EQUITY

Partnerships

ACCESS

LIFELONG LEARNING

accessibility

OPPORTUNITIES KNOWLEDGE

VALUE ALL PEOPLE AND CULTURE



To support and deliver on Council's Strategic Goals, Cairns Libraries will implement the following strategies:

GOAL 1 -

Connecting the community

OUR MISSION:

Develop and deliver programs and services that serve the community and value all people and cultures.

IMPLEMENTATION GOALS:

- > Provide library services that are inclusive and accessible.
- > Learning and literacy to be ingrained in community values.
- > Deliver targeted programs that promote literacy and lifelong learning.
- > Enhance and enrich user experiences.
- > Encourage and support local authors, literary groups and historians.

GOAL 2 -

People and culture

OUR MISSION:

Develop, support and foster knowledgeable and skilled staff to deliver professional library services.

IMPLEMENTATION GOALS:

- > Empower an engaged, knowledgeable and accountable workforce.
- > Review Cairns Libraries organisational structure to support strategic business needs.
- > Build a sustainable volunteer program.
- > Encourage innovative, creative and sustainable thinking.

GOAL 3 -

Infrastructure and innovation

OUR MISSION:

Plan and build excellent, sustainable and relevant physical spaces.

IMPLEMENTATION GOALS:

- > Build a new Edmonton library in the Mount Peter to Mount Sheridan catchment area.
- > Create inspiring and flexible spaces for the community to enjoy.
- > Provide safe, welcoming and accessible libraries.
- > Build digital equity within the community.

GOAL 4 -

Knowledge and information

OUR MISSION:

Promote literacy and learning by providing collections and resources that are diverse, relevant and responsive.

IMPLEMENTATION GOALS:

- > Ensure the collection is dynamic and relevant.
- > Contribute to community prosperity by providing a holistic approach to literacy and learning.
- > Continue to make local, historical and archival material accessible.
- > Deliver library services in collaboration with internal and external partners.

GOAL 5 -

Marketing, promotion and advocacy

OUR MISSION:

Increase awareness of Cairns Libraries services across Council and in the community.

IMPLEMENTATION GOALS:

- > Prepare a Marketing and Communication Plan.
- > Ensure library services and digital resources are user-friendly.
- > Foster relationships with Cairns' business sector to add value to existing services.
- > Continue to participate in advocacy campaigns to market and promote library and information services.

GOAL 6 -

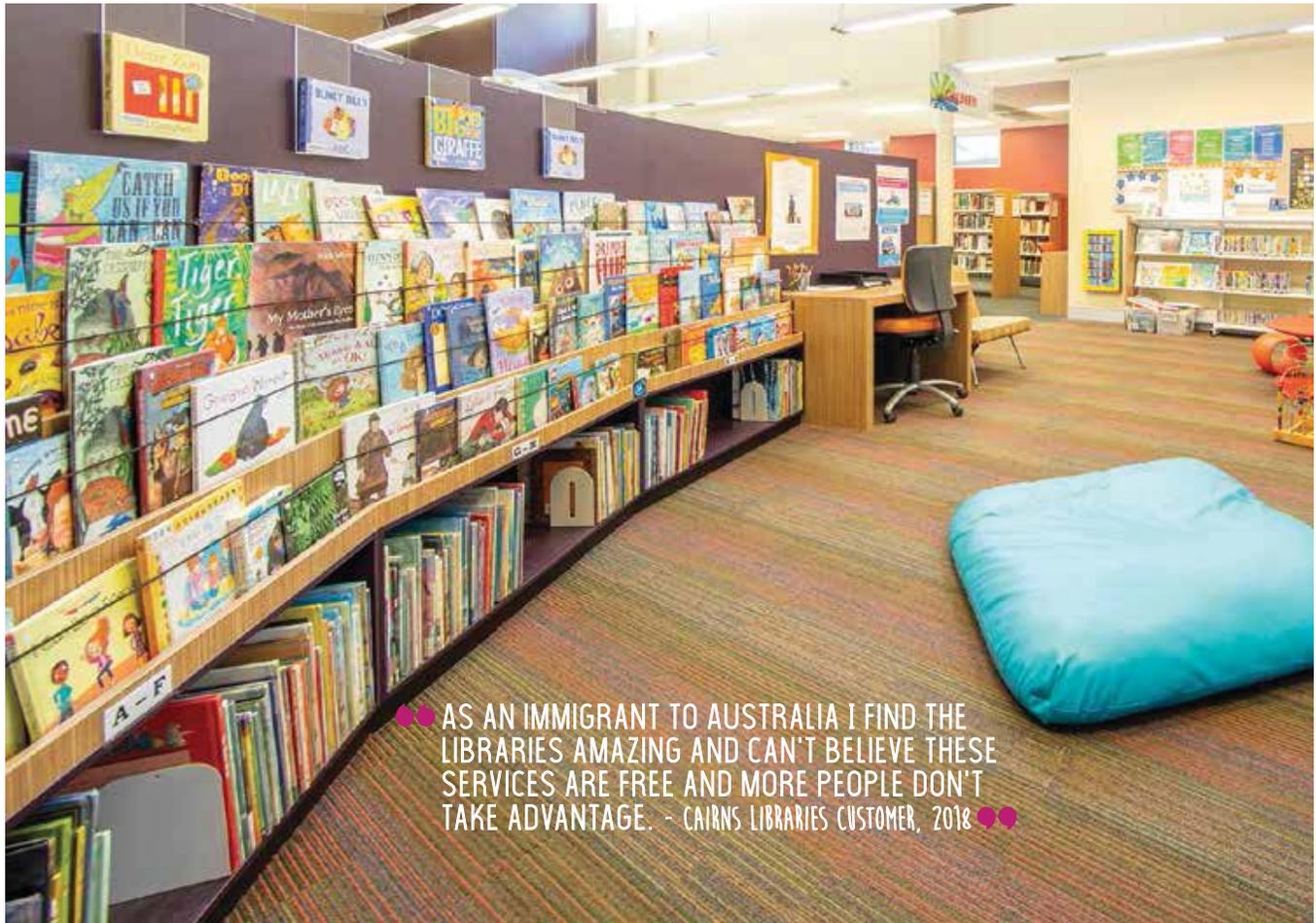
Governance

OUR MISSION:

Adopt industry best practice and ensure sustainable and safe libraries.

IMPLEMENTATION GOALS:

- > Manage our assets and services to a high standard.
- > Maintain good governance and compliance.
- > Be community leaders in sustainability.



◆◆ AS AN IMMIGRANT TO AUSTRALIA I FIND THE LIBRARIES AMAZING AND CAN'T BELIEVE THESE SERVICES ARE FREE AND MORE PEOPLE DON'T TAKE ADVANTAGE. - CAIRNS LIBRARIES CUSTOMER, 2018 ◆◆

The Library Services Coordinator will be responsible for the monitoring and review of the outcomes of this *Strategic Plan*, as well as the ongoing performance of Cairns Libraries. In addition to existing reports, an annual report to Council will be prepared to provide an update on the progress and achievements relating to this *Strategic Plan*.

Council is responsible for the continued provision of data to contribute to the State Library Queensland Statistical Bulletin. Methods to review the outcomes and achievements of the *Strategic Plan* include:

- industry benchmarking and best practice modelling
- community and member surveys
- interviews and focus groups
- demographic analysis
- participation and usage statistics
- review of resource allocations to meet business objectives.

Cairns Libraries will also implement operational business plans for the eight libraries. While the *Strategic Plan* will be adaptable (if required), the operational business plans are the mechanism for the strategic goals to evolve and for Cairns Libraries to be responsive to changes within the organisation and community.

GOAL 1: CONNECTING THE COMMUNITY

Develop and deliver programs and services that serve the community and value all people and cultures.

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: PROVIDE LIBRARY SERVICES THAT ARE INCLUSIVE AND ACCESSIBLE.		
Review library opening hours.	Review completed. <hr/> Libraries more accessible to the community.	
Investigate viability of concierge model ³ to be implemented at suitable venues.	Increased visitors by 5%. <hr/> Investigation complete.	 
Increase accessibility by removing real and perceived barriers to participation/attendance.	Policies and practices support user friendly access to services. <hr/> Increased new memberships by 5%.	 
Review the provision of Council customer service offices based in library facilities.	Review complete.	
Partner with First Peoples Advisory Committee to deliver inclusive services for Aboriginal and Torres Strait Islander Peoples.	Alignment with SLQ Service Standards for Aboriginal and Torres Strait Islander Peoples. <hr/> Alignment with Cairns Regional Council <i>Reconciliation Action Plan</i> .	
Deliver inclusive programs and services that encourage and enhance library usage for the interests and specific needs of culturally and linguistically diverse (CALD) people within the community.	Inclusive programs and services built into Program Delivery Framework.	
Regularly seek formal and informal feedback from library users and non-users to determine satisfaction with services and to identify community suggestions for new developments and services.	Voice of the Customer community consultation. <hr/> Survey developed. <hr/> Feedback reviewed and actions for change implemented. <hr/> Informed future planning for the development of library services. <hr/> Enhanced community engagement.	 

³Concierge model refers to the trend in customer service and information service design from the retail, airline and banking sectors whereby services are streamlined through spatial design to enhance customer experience.

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: LEARNING AND LITERACY TO BE INGRAINED IN COMMUNITY VALUES.		
Develop and implement a new Children and Youth Library Services Framework.	A Children and Youth Services Framework that addresses early childhood education and progressive learning in and out of the library.	
	Alignment with ALIA STEM Agenda.	
	Alignment with SLQ's Young People's Services Standards.	
	Alignment with ALIA Early Literacy Framework and Strategy.	
Engagement with local school representatives to ensure Cairns Libraries are providing support and adding value to the education sector.		
Strengthen the content (resources) and service provision directed at older youth aged 13-17.	Alignment with Program Delivery Framework.	
Deliver engaging and innovative early childhood programs and activities under the First 5 Forever Program.	Compliance with conditions of Service Level Agreement with State Library Queensland and grant acquittal.	
	Increased participation of <i>First 5 Forever</i> programs and events.	
STRATEGIC GOAL: DELIVER TARGETED PROGRAMS THAT PROMOTE LITERACY AND LIFELONG LEARNING.		
Develop a Program Delivery Framework that rationalises and reviews existing programs based on a Return on Investment analysis.	Framework that sets initial deliverables and monitoring and review implemented.	
Review adult literacy programs.	Review complete.	
STRATEGIC GOAL: ENHANCE AND ENRICH USER EXPERIENCES.		
Develop and implement a Technology and Digital Access Framework.	Framework implemented.	
	Wider and easier access to technology and digital resources.	
Use technology to streamline operations and enhance customer experiences.	Increased customer satisfaction.	
STRATEGIC GOAL: ENCOURAGE AND SUPPORT LOCAL AUTHORS, LITERARY GROUPS AND HISTORIANS.		
Ensure local authors, literary groups, historians and their projects have a dynamic presence in the libraries.	Collaborative partnerships with local literary groups, authors and historians identified and delivered.	
	Provide access to library meeting room facilities.	

GOAL 2: PEOPLE AND CULTURE

Develop, support and foster knowledgeable and skilled staff to deliver professional library services.

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: EMPOWER AN ENGAGED, KNOWLEDGEABLE AND ACCOUNTABLE WORKFORCE.		
	Personal Review and Development Plans completed.	
Continue to upskill and train staff to provide excellence in library services.	Participation in group and individual training or development initiatives.	
	Alignment with SLQ Staffing Standards.	
Undertake mentoring and succession planning to ensure retention of knowledge and skilled staff.	Alignment with SLQ Staffing Standards.	
Support and promote effective leadership.	Provision of professional development opportunities, mentoring and coaching.	
	Alignment with SLQ Staffing Standards.	
Review Team Charter that clearly defines team values and core business.	Compliance with Cairns Regional Council Code of Conduct standards, and alignment to relevant IR legislation and EBA conditions.	
	Continue relevant professional / industry memberships.	
	Attend key ALIA and SLQ conferences and workshops.	
Maintain industry best practice in public library provision.	SLQ Standards and Guidelines.	
	Voice of the Customer community consultation.	
	SLQ Service Level Agreement.	
STRATEGIC GOAL: ENCOURAGE INNOVATIVE, CREATIVE AND SUSTAINABLE THINKING.		
Provide opportunities and platforms for creativity to be nurtured.	Cairns Libraries recognised as a space for creative interests and activities.	
Provide relevant resources and programs to support digital creativity.		

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: REVIEW CAIRNS LIBRARIES ORGANISATIONAL STRUCTURE TO SUPPORT STRATEGIC BUSINESS NEEDS.		
Develop and maintain a flexible workforce that meets the business objectives of Cairns Libraries.	Increased staff and customer satisfaction.	
	Efficient work practices and outcomes.	
	Review complete.	
Undertake a comprehensive review of the Cairns Libraries team roles, deliverables and opportunities to identify an appropriate realignment of services.	Centralise functions that are distributed across several resources.	
	Increased staff and customer satisfaction.	
	Alignment with SLQ Staffing Standards and compliance with relevant legislation and EBA conditions.	
Review all library services Position Descriptions to ensure equity and consistency across all roles.	Alignment with Personal Review and Development Plan Administration Instruction.	
	Alignment with SLQ Staffing Standards and compliance with relevant legislation and EBA conditions.	
Review of the Support Services Team and implement continuous improvement strategies.	Review complete and continuous improvement strategies implemented.	
STRATEGIC GOAL: BUILD A SUSTAINABLE VOLUNTEER PROGRAM.		
Review resource allocation dedicated to manage the Volunteer program to enable program expansion.	Review complete.	
	Resources sufficient to grow the program.	
	Review complete.	
Review Volunteer recruitment processes.	Alignment with SLQ Staffing Standards.	
	Compliance with National Standards for Volunteer Involvement and alignment with ALIA Guidelines.	
	Increased new Volunteers by 50%.	
	Increased new homebound memberships by 50%.	
Increase volunteer participation to extend outreach of its programs and services.	Compliance with National Standards for Volunteer Involvement and alignment with ALIA Guidelines.	
	Alignment with SLQ Staffing Standards.	
Seek feedback regularly from volunteers to ensure their contribution is recognised and that the program is meeting their expectations.	Volunteers feeling sense of satisfaction and involvement in success of the program.	

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: CREATE INSPIRING AND FLEXIBLE SPACES FOR THE COMMUNITY TO ENJOY.		
Smithfield library refurbishment.	Scope and design a facility refurbishment to contemporary standards and improves functionality of the space. Project Plan approved.	
Manunda Library refurbishment - floor and furniture replacement.	Flooring replaced and new furniture installed in accordance with all procurement, WH&S and legislative requirements.	
City Library Surrounds Revitalisation Plan.	Landscape Plan (design) completed. Project Launch Approval.	
	Complete Project in accordance with Project Plan.	
Scope, procure and install RFID technology at all 8 libraries.	Installation of RFID technology.	
Consider highest and best use and consumer demand when refurbishing or redesigning space.	Flexible and versatile spaces that suit a range of library services.	
	Increased customer satisfaction.	
STRATEGIC GOAL: PROVIDE SAFE, WELCOMING AND ACCESSIBLE LIBRARIES.		
Develop and implement maintenance plans for all library facilities.	Well maintained and safe libraries.	
	Minimising business disruption to Cairns Libraries.	
	Informs future capital renewal program.	
	Compliance with provisions of leases for Manunda and Earville. Compliance with <i>Asset Management Plan</i> CRC Property and Facilities.	
Maintain natural areas attached to library facilities.	Compliance with <i>Asset Management Plan</i> CRC Property and Facilities.	
Undertake audit in accordance with <i>Access and Inclusion Plan</i> .	Compliance with standards.	
STRATEGIC GOAL: BUILD DIGITAL EQUITY WITHIN THE COMMUNITY.		
Develop and implement a Technology and Digital Access Framework that supports creative and literate communities.	Alignment with SLQ Qld Library Standards and Guidelines Technology Standard.	
	Alignment with SLQ Digital Strategy.	
	Alignment with Australian Government Office of the eSafety Commissioner's <i>Understanding the Digital Behaviours of Older Australians Report (2018)</i> .	
Join eSmart libraries.	Achieve eSmart Library status.	
Investigate and implement upgraded PC and print management system.	Alignment with SLQ Qld Library Standards and Guidelines Technology Standard.	
	Increased customer and staff satisfaction.	
Simplify access to technology by reviewing user information guides/instructions and processes.	Increased customer satisfaction.	
Procure and implement new roster management software.	Software installed meets requirements.	

GOAL 4: KNOWLEDGE AND INFORMATION ¹⁴³

Promote literacy and learning by providing collections and resources that are diverse, relevant and responsive.

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: ENSURE THE COLLECTION IS DYNAMIC AND RELEVANT.		
Develop and implement a Collection Management Framework.	Alignment with SLQ Library Collections Standards.	
Undertake continuous improvement projects to find efficiencies.	Alignment to ALIA Guidelines, Standards and Outcome Measures for Public Libraries.	
Regularly analyse usage and trend data for all collections and resources to inform the Collection Development Guidelines.	Alignment to SLQ Collection Development Standards.	
Acquit Public Library Grant.	Increased loans per capita by 5%.	
	Adequate quantity of physical stock on shelves to increase customer satisfaction.	
	Alignment with SLQ Library Collections Standards.	
STRATEGIC GOAL: CONTRIBUTE TO COMMUNITY PROSPERITY BY PROVIDING A HOLISTIC APPROACH TO LITERACY AND LEARNING.		
Develop a Literacy Strategy which sets a framework for all resources and services offered in Cairns Libraries to meet standards.	Compliance with Service Level Agreement.	
Provide CALD communities with opportunity to assist in the development of collections, programs and services to suit their learning needs in partnership with Council's Multicultural Officer.	Increase in targeted CALD collections, programs and services delivered.	
Source culturally diverse materials for individual library branches that suit community demographics.	Effective engagement and partnerships.	
Develop and maintain a suitable adult literacy collection and ensure the collection is accessible to its audience.	Increased CALD stock.	
	Increased use of the adult literacy collection.	
	Alignment to SLQ Literacy Services Standards.	



●● IT'S A WONDERFUL SERVICE PROVIDED TO THE COMMUNITY AT NO CHARGE TO EMPOWER US WITH RESOURCES AND KNOWLEDGE. THANK YOU AND KEEP UP THE GOOD WORK.- CAIRNS LIBRARIES CUSTOMER, 2018 ●●

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: CONTINUE TO MAKE LOCAL, HISTORICAL AND ARCHIVAL MATERIAL ACCESSIBLE.		
Collect and retain items of local and/or historical significance.	Alignment to SLQ Library Collections Standards. Alignment to Cairns Libraries Collection Development Guidelines.	
Review the Information Desk model to determine best business model.	Review completed, recommendations implemented.	
	Alignment to SLQ Reference Services Standards.	
	Alignment to SLQ Library Collections Standards.	
	Alignment to Cairns Libraries Collection Development Guidelines.	
STRATEGIC GOAL: DELIVER LIBRARY SERVICES IN COLLABORATION WITH INTERNAL AND EXTERNAL PARTNERS.		
Develop and implement partnership / collaboration guidelines to assess and recommend new joint ventures and/or collaborative arrangements.	Guidelines developed and implemented.	
Work with community partners to deliver programs and services that strengthen community capacity outcomes.	Increased number of partnerships/collaborations.	
	Increased participation in programs.	
Investigate and provide opportunities for collaborative community learning using Volunteers or library users.	Investigation complete.	
	Increase in self-learning amongst users.	
	Alignment with ALIA policies, standards and guidelines on Volunteers.	
Collaborate with Galleries Libraries Archives and Museums (GLAM) to provide unique experiences for the community and visitors.	A collaborative approach delivered.	

GOAL 5: MARKETING, PROMOTION AND ADVOCACY ¹⁴⁵

Increase awareness of Cairns Libraries services across Council and in the community.

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: PREPARE A MARKETING AND COMMUNICATION PLAN.		
Evaluate existing marketing methods and campaigns.	Evaluation complete.	
Implement recommendations identified in the <i>Marketing and Communication Plan</i> .	Recommendations implemented.	
	Visual collateral changed.	
Audit promotional /branded material and implement roll-out of visual rebranding.	Corporate marketing standards and guidelines maintained.	
	Sophisticated marketing and promotional material that is economical and sustainable.	
STRATEGIC GOAL: ENSURE LIBRARY SERVICES AND DIGITAL RESOURCES ARE USER-FRIENDLY.		
Enhance library website to support mobile access and other interactivity.	Increased website visits by 10%.	
	Increased user satisfaction.	
Investigate options for a Cairns Libraries app.	Feasibility study conducted with return on investment analysis.	
Investigate a more visually appealing solution to the LIBERO WebOPAC.	Investigation completed.	
Review use of social media, establish and implement guidelines.	Guidelines established and implemented.	
STRATEGIC GOAL: FOSTER RELATIONSHIPS WITH CAIRNS' BUSINESS SECTOR TO ADD VALUE TO EXISTING SERVICES.		
Develop a <i>Sponsorship Strategy</i> that identifies opportunities to add value to the existing library service.	Strategy developed and approved in line with Council's Inbound Sponsorship guidelines.	
Pursue sponsorship in line with above mentioned <i>Sponsorship Strategy</i> .	Sponsorship opportunities identified.	
STRATEGIC GOAL: CONTINUE TO PARTICIPATE IN ADVOCACY CAMPAIGNS TO MARKET AND PROMOTE LIBRARY AND INFORMATION SERVICES.		
Regularly advocate to Council and Executive Management of positive impacts/aspects of Cairns Libraries.	Awareness of library activities and impacts.	
"Open day" in the libraries for Council elected members to meet constituents.	Increased use of and advocacy for libraries by elected members.	
Where feasible, make office space available for Council elected members to use.		
Ensure ALL library services are known and valued.	Increased awareness of services.	



👉👉 THE STAFF ARE ALWAYS SO FRIENDLY AND INFORMATIVE. THE FACILITIES ARE CENTRAL THROUGHOUT THE WHOLE OF CAIRNS AND GREATLY VALUED. - CAIRNS LIBRARIES CUSTOMER, 2018 👉👉

GOAL 6: GOVERNANCE

Adopt industry best practice and ensure sustainable and safe libraries.

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: MANAGE OUR ASSETS AND SERVICES TO A HIGH STANDARD.		
Implement individual branch operational plans for all eight libraries.	Venue Operational Business Plan completed.	
	Compliance with Asset Management Policy.	
Transfer shopping centre lease management to Licencing and Approvals Unit and ensure ongoing lease compliance.	Leases managed in accordance with terms and conditions.	
	Uninhibited access for end user.	
Maintain technology infrastructure that ensures reliable connectivity, security and capacity for growth.	Windows 10 and Office 2016 rolled out to all internet PCs.	
	Public access and staff PCs updated in line with Council's PC Replacement Procedure.	
STRATEGIC GOAL: MAINTAIN GOOD GOVERNANCE AND COMPLIANCE.		
Conduct annual membership and stock maintenance.	Current members and stock accurately reported.	
Remove public library services from Council domain to a new separate cloud based solution.	Reduction in risk to security of Council network.	
File plan review - implement new standards for records and document management.	Compliance with record management standards and Record Keeping Administrative Instruction.	
Review and update Library Membership and Access Terms and Conditions.	Updated Terms and Conditions implemented.	
Actively participate in Safety Circle.	Library staff go home safe and well every day.	
Accurately report on Cairns Libraries obligations to State Library Queensland.	Compliance with State Library of Queensland Service Level Agreement.	
Implement recommendations of Audit Committee.	Recommendations implemented.	
Actively seek grants that provide opportunities to add value.	Compliance with Grant Application and Monitoring Administrative Instruction.	
	Audit procurement processes and implement audit recommendations.	
Be fair and transparent in the procurement of goods and services.	Compliance with Procurement Policy and relevant legislation.	
	Alignment with State Library of Queensland Guide to Supplier Assisted Procurement.	



💬 THE STAFF ARE VERY FRIENDLY AND APPROACHABLE WHILE THE BOOKS, MOVIES AND OTHER RESOURCES ARE EASY TO FIND AND USE. THANK FOR PROVIDING THE PEOPLE OF CAIRNS WITH THESE SUPPLIES.- CAIRNS LIBRARIES CUSTOMER, 2018 💬

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: BE COMMUNITY LEADERS IN SUSTAINABILITY.		
Undertake Sustainability Audit of facilities, processes and procedures.	Audit recommendations implemented.	
Implement all Council sustainability initiatives where applicable.	Meet or exceed sustainability targets. Compliance with Corporate Sustainability General Policy.	
Encourage staff and users to think sustainably and implement feasible initiatives.	Improvement in sustainability practices.	
Participate in Council and community events with identified outcomes.	Effective participation.	
Partner with Water & Waste to provide educational opportunities for the community on water and waste operational initiatives.	Educational programs delivered. Effective partnership with Cairns Water.	



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