



# **BURDEKIN LIBRARY**

## **STRATEGIC PLAN**

**2020 – 2025**

**Adopted 11 August 2020**

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## Overview

The Burdekin Library Strategic Plan 2020-2024 aims to:

- Articulate a clear vision for Council's library service over the coming 5 years;
- Provide a basis for ongoing Council commitment and investment in high-quality library services; and
- Outline a set of strategic actions to implement over a 5-year period to achieve the vision.

## Background information

The Burdekin Library is a public library service provided by the Burdekin Shire Council through two sites, the main library in Ayr and a branch library in Home Hill.

In developing this strategy, Council undertook an analysis of recent statistical data to help guide areas of future focus for the Library Service. In particular Shire statistics in the following data sets were considered:

- Age Profile
- Ethnicity
- People who identify as Aboriginal and/or Torres Strait Islander
- Literacy
- Access to technology

Reference to this data has helped determine the recommendations for future service delivery to best meet the needs of the community.

According to the State Library of Queensland's Library Value Calculator, the Burdekin Library generates up to \$1.41 of economic activity for each dollar invested. The Library is a positive economic influence as well as a resource that can assist the community address the challenges it faces.

## Burdekin Library

The Burdekin Library's vision, mission and values are aligned with those of its parent body, the Burdekin Shire Council:

**Our Vision** is a vibrant, inclusive public library service working with key partners to provide quality facilities, services and programs to enable and enrich the Burdekin community.

**Our Mission** is to provide equitable access to information, recreation and lifelong learning and to facilitate community engagement and cultural connections in welcoming library spaces.

**Our Values** are:

- Customers first – We strive to deliver excellence in service
- Lead and innovate – We embrace innovation and change
- Value people – We believe in fairness and respect in our relationships with all members of our community, our partners and our staff
- Continuous improvement – We will challenge the norm in pursuit of continuous improvement
- Ideas into action – We adopt a team approach focused on the efficient delivery of programs and services

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## The role of libraries

Public libraries are now services that increasingly foster social inclusion, participation in the local community, lifelong learning and literacy, as well as providing the more traditional library services and programs.

This Strategic Plan aligns with the four objectives of the Queensland Government's visioning document - *Realising our potential: a vision for Queensland public libraries*.

- **Realising our potential** – Recognising the diversity of Queensland public libraries as they progress in their journeys toward becoming fully realised 21st century libraries. Becoming active players in Queensland communities by investing in citizen wellbeing for long-term prosperity. A state-wide and cohesive network.
- **Deeply local outcomes** – Deeply local approaches to outcomes for Queensland communities. Providing access to information; supporting learning, community wellbeing and recreation activities. An inclusive place to access the past, present and future.
- **Extending our reach** – Influencing beyond the library by creating new pathways to connect and advocate to stakeholders and all levels of government.
- **Future focused workforce** – Responsive and diverse services shaped and inspired by skilled staff that strive to innovate.



## Our aspirations for the Burdekin Library

The Burdekin Library seeks to be innovative, dynamic and welcoming to Shire residents and visitors and to be a place of excellence where the community can interact, explore and access resources, learning and new technologies.

A literate community is an empowered community. The Burdekin Library through its diverse programs actively promotes the need for a "Literate Community" which embraces the traditional understanding of literacy as well as digital literacy.

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We are a diverse community and we embrace all who use our services. The Burdekin Library works with its community to understand its needs and is committed to ensuring equitable Library services exist for all who seek to use us.

To support this vision, Council aspires to create a library service in the future that will:

- Be tailored to meet local community needs;
- Provide a whole of community and universal service;
- Be future-proofed through design and service modelling;
- Seek to develop partnerships in library service delivery to provide the best access for community requirements; and
- Embrace new technologies and be a primary access point for smart technology.

## **Methodology**

In January 2016 community meetings were held at Ayr, Home Hill and Giru to seek input from the community.

A second round of consultation occurred in 2019 at community meetings in Ayr and Home Hill, attendance at Council advisory group meetings and consultation with other community service providers. Whilst attendance was low, useful feedback was provided and used in framing this document.

# The Plan

The plan has three strategic areas of focus –

## **1. User Experience**

The goals are to:

- Provide inclusive, welcoming, safe spaces reflecting community identity
- Provide customer-focused, quality services and programs which are highly visible and valued, encouraging innovation and empowering the community

## **2. Content and Tools**

The goals are to:

- Provide infrastructure for future needs and lifelong learning
- Use technology effectively
- Provide access to community stories and content

## **3. People and Culture**

The goals are to:

- Ensure learning is valued and failure is not condemned
- Commit to continuous improvement
- Actively seek collaboration and partnerships

## Strategic area 1 - User experience

### OBJECTIVE 1 - Provide inclusive, welcoming, safe spaces reflecting community identity

#### Burdekin Shire Corporate Plan

- 1.1 Infrastructure for future needs
- 1.2 Management and maintenance of community assets
- 3.1 Safe, healthy, inclusive and socially engaged communities
- 3.3 Creating places of community identity
- 3.4 Provision of public space

#### State Library of Queensland vision

*DEEPLY LOCAL OUTCOMES*

#### Strategies

#### Actions

#### Timeframe

#### 1.1 Ensure libraries are welcoming and user friendly

Complete first impressions survey to gauge customer views and identify any changes required

Years 1-5

Review outdated/obsolete furniture and develop budget for replacements

Year 1

Review internal signage

Year 1

Ensure all framed historical works are ready for hanging and implement regular exchanges of these photographs in Ayr and Home Hill

Year 2

Consult with local indigenous community on a specific indigenous collection and other means of inclusion

Year 1

Review layout of each branch floorplan to ensure space meets identified customer needs

Year 1

Implement any identified changes to floorplans

Year 2

#### 1.2 Ensure libraries are visible

Review signage, including street signage and identify any changes required

Year 3

Refresh website pages to ensure an effective online presence exists

Years 1-5

### OBJECTIVE 2 - Provide customer-focused, quality services and programs which are highly visible and valued, encouraging innovation and empowering the community

#### Burdekin Shire Corporate Plan

- 2.1 Empower the community
- 2.2 Encourage innovation

#### State Library of Queensland vision

*DEEPLY LOCAL OUTCOMES*

3.1 Safe, healthy, inclusive and socially engaged 3.2 Strong community organisations 3.5 Build a robust and resilient community	<i>REALISING OUR POTENTIAL</i>	
<b>Strategies</b>	<b>Actions</b>	<b>Timeframe</b>
<b>2.1 Prepare, implement and review a library marketing plan</b>	Review other library marketing plans  Consult with Council's Media Officer  Prepare library marketing plan	Year 1  Year 1  Year 1
<b>2.2 Provide quality lending and reference services</b>	Develop a training program for staff to improve advice to readers  Provide all staff with training in State Library of Queensland digital services  Investigate options for delivery to remote communities	Year 2  Years 1-5  Year 2
<b>2.3 Enable lifelong learning opportunities for the public by providing quality programs</b>	Regularly consult with community, education and other service providers regarding library programs and activities offered  Ensure annual priority programs funded adequately e.g. Book Week, Australian Library & Information Week etc.  Optimise established programs through collaborations with a broad range of agencies  Investigate opportunities for new programs in collaboration with a broad range of agencies  Implement any identified opportunities for new programs	Years 1-5  Years 1-5  Years 1-5  Years 1-5  Years 1-5

## Strategic area 2 - Content and tools

**OBJECTIVE 3 - Provide infrastructure for future needs and lifelong learning**

<b>Burdekin Shire Corporate Plan</b> 1.1 Infrastructure for future needs 2.1 Empower the community 2.2 Encourage innovation		<b>State Library of Queensland vision</b> <i>DEEPLY LOCAL OUTCOMES</i> <i>REALISING OUR POTENTIAL</i>	
<b>Strategies</b>	<b>Actions</b>		<b>Timeframe</b>
<b>3.1 Develop a Technology Plan to ensure the public and staff have access to appropriate technology</b>	Review equipment offered in Ideas@108 technology space Review equipment offered at Home Hill now wifi is available Investigate recruitment of digital inclusion officer Establish technology workshops relevant to local community needs Review Library Member's wifi offering Consult with ICT section and IT Steering Committee		Year 1 Year 1 Year 1 Years 1-5 Year 1 Years 1-5
<b>OBJECTIVE 4 - Use technology effectively</b>			
<b>Burdekin Shire Corporate Plan</b> 1.1 Infrastructure for future needs 1.5 Effectively use technology		<b>State Library of Queensland vision</b> <i>FUTURE FOCUSED WORKFORCE</i> <i>REALISING OUR POTENTIAL</i>	
<b>Strategies</b>	<b>Actions</b>		<b>Timeframe</b>
<b>4.1 Replace current Library Management System</b>	Implement new library management system		Year 1
<b>4.2 Reduce administrative resources required for daily operations</b>	Investigate options for streamlining management of computer bookings and printing service. Investigate the adoption of Radio Frequency Identification (RFID) technology for collection management		Years 1-2 Years 3-4
<b>OBJECTIVE 5 - Manage collections effectively</b>			
<b>Burdekin Shire Corporate Plan</b> 1.2 Management and maintenance of community assets 1.5 Effectively use technology		<b>State Library of Queensland vision</b> <i>FUTURE FOCUSED WORKFORCE</i> <i>REALISING OUR POTENTIAL</i>	
<b>Strategies</b>	<b>Actions</b>		<b>Timeframe</b>

<b>5.1 Ensure collections are meeting customer demand</b>	<p>Improve monitoring of collection and vendor performance</p> <p>Investigate expansion of outsourcing of stock purchasing and processing tasks</p> <p>Enhance physical and digital stock to meet minimum State standards</p>	<p>Year 1</p> <p>Year 2</p> <p>Years 1-5</p>
<b>OBJECTIVE 6 - Provide access to community stories and content</b>		
<p><b>Burdekin Shire Corporate Plan</b></p> <p>1.5 Effectively use technology</p> <p>3.3 Creating places of community identity</p>	<p><b>State Library of Queensland vision</b></p> <p><i>DEEPLY LOCAL OUTCOMES</i></p>	
<b>Strategies</b>	<b>Actions</b>	<b>Timeframe</b>
<b>6.1 Improve access to local history collection</b>	<p>Improve public access to existing digitised material</p> <p>Prepare a digitisation plan for local history material</p> <p>Investigate online public access to digitised local history material</p>	<p>Years 1-2</p> <p>Year 1</p> <p>Year 2</p>
<b>6.2 Provide opportunities for local cultural heritage to be created and displayed</b>	<p>Provide resources, technology and programs where people can discover and record their own histories and stories.</p> <p>Work collaboratively with relevant community organisations to support, showcase and celebrate local creative works (art, video, sound, writings, etc.).</p>	<p>Years 1-5</p> <p>Years 1-5</p>

<b>Strategic area 3 – People and culture</b>		
<b>OBJECTIVE 7 – Ensure learning is valued and failure is not condemned</b>		
<p><b>Burdekin Shire Corporate Plan</b></p> <p>5.2 An organisational culture that embraces our values</p> <p>5.4 Create a workplace that is regarded as an "Employer of Choice"</p>	<p><b>State Library of Queensland vision</b></p> <p><i>FUTURE FOCUSED WORKFORCE</i></p>	
<b>Strategies</b>	<b>Actions</b>	<b>Timeframe</b>

<b>7.1 Implement a regular staff training program</b>	Conduct a staff skills audit and review against competencies required Ensure all staff have access to relevant training opportunities	Year 1 Years 1-5
<b>OBJECTIVE 8 - Commit to continuous improvement</b>		
<b>Burdekin Shire Corporate Plan</b>  5.2 An organisational culture that embraces our values 5.3 Commitment to continuous improvement, customer service and accountability	<b>State Library of Queensland vision</b>  <i>FUTURE FOCUSED WORKFORCE</i>	
<b>Strategies</b>	<b>Actions</b>	<b>Timeframe</b>
<b>8.1 Ensure effective performance feedback mechanisms in place</b>	Develop mechanisms for continuous improvement including collecting customer feedback Implement feedback mechanisms for library users	Year 2 Years 2-5
<b>OBJECTIVE 9 – Actively seek opportunities for collaboration and partnerships</b>		
<b>Burdekin Shire Corporate Plan</b>  2.3 Strengthen networks 3.2 Strong community organisations 5.1 Strong engagement with the community	<b>State Library of Queensland vision</b>  <i>FUTURE FOCUSED WORKFORCE</i>  <i>EXTENDING OUR REACH</i>	
<b>Strategies</b>	<b>Actions</b>	<b>Timeframe</b>
<b>9.1 Work with Council departments</b>	Collaborate with other sections of Council on programs whenever possible	Years 1-5
<b>9.2 Work with community organisations</b>	Develop and foster strong networks and partnerships with other service providers and support agencies throughout the region  Investigate links – both physical, virtual and offsite – with education and lifelong learning institutions and agencies	Years 1-5  Year 2-5
<b>9.3 Work with other library services</b>	Source shared training opportunities  Source shared opportunities for author visits and other programs  Maintain current collection consortia relationships and expand if advantageous	Years 1-5  Years 1-5  Years 1-5