

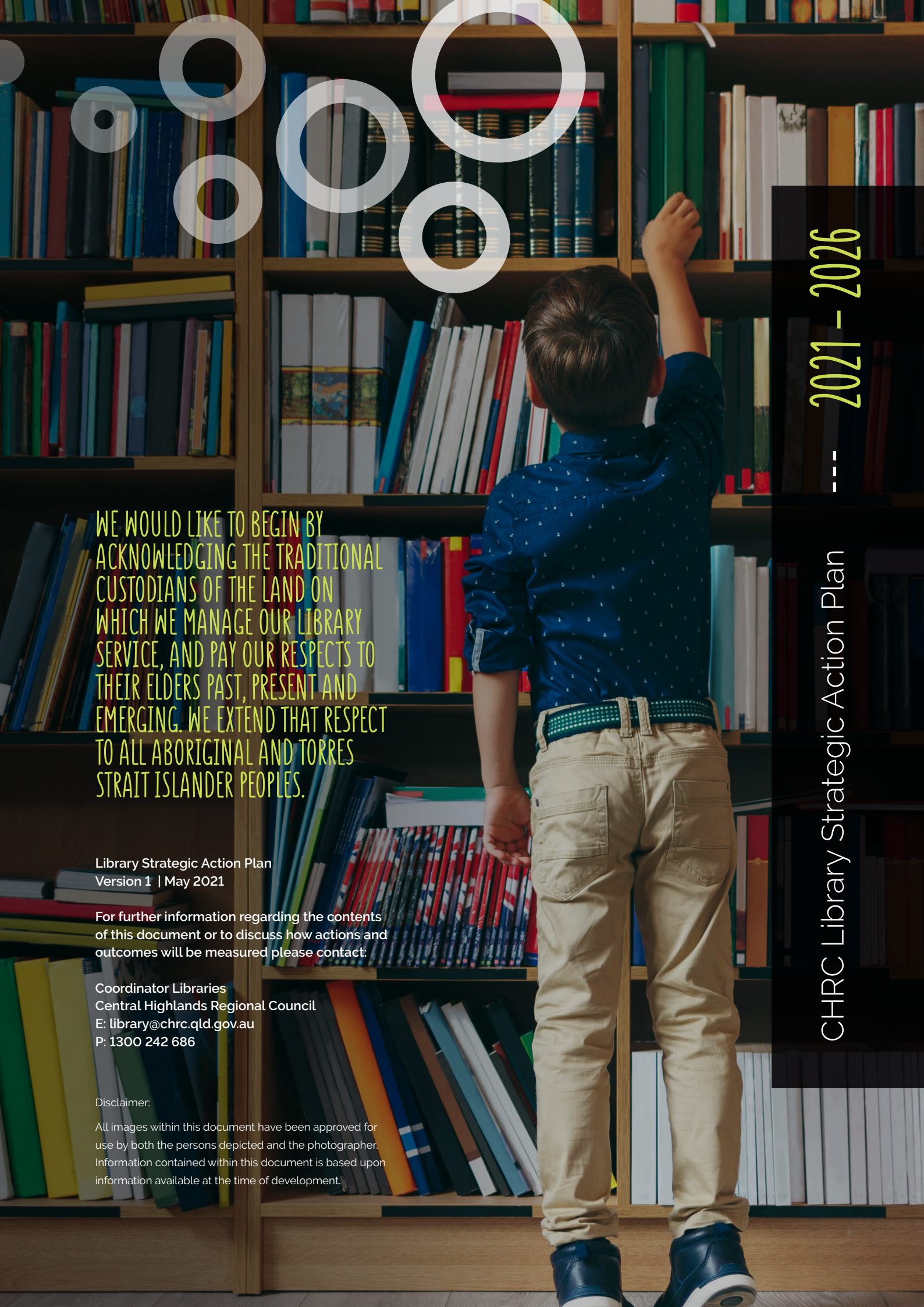


CHRC LIBRARIES
relax, learn, connect & discover

Central Highlands Regional Council Library Strategic Action Plan

----- 2021 – 2026





WE WOULD LIKE TO BEGIN BY
ACKNOWLEDGING THE TRADITIONAL
CUSTODIANS OF THE LAND ON
WHICH WE MANAGE OUR LIBRARY
SERVICE, AND PAY OUR RESPECTS TO
THEIR ELDERS PAST, PRESENT AND
EMERGING. WE EXTEND THAT RESPECT
TO ALL ABORIGINAL AND TORRES
STRAIT ISLANDER PEOPLES.

Library Strategic Action Plan
Version 1 | May 2021

For further information regarding the contents
of this document or to discuss how actions and
outcomes will be measured please contact:

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Disclaimer:

All images within this document have been approved for
use by both the persons depicted and the photographer.
Information contained within this document is based upon
information available at the time of development.

2021 - 2026

CHRC Library Strategic Action Plan

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Introduction

CENTRAL HIGHLANDS
REGIONAL COUNCIL IS
PASSIONATE ABOUT PROVIDING
THE BEST VALUE AND QUALITY
LIBRARY SERVICE TO THE
COMMUNITY.

The library service delivers consistent, inclusive programs, services, and events to both community members and visitors to the region. The library

service facilitates access to physical and electronic resources to serve the needs of community members across nine branches.

Described as the heart of the community by multiple respondents of the 2019 Have Your Say Library Survey, the library service is ideally situated with branches geographically spread amongst the region's 13 communities to support their literacy, numeracy, social and lifelong learning skills.

The library facilities offer relaxing hubs, a community lounge room that serves as a venue for visitors to connect and discover learning materials, information, and skills.

The library team aims to assist visitors to:

- **Relax** by providing vibrant and inclusive spaces to engage.
- **Learn** through participation in programs and use of educational and recreational resources.
- **Connect** with one another, the wider community and council.
- **Discover** opportunities and access information about our community.



Strategic purpose

THIS STRATEGIC ACTION PLAN
FOLLOWS ON FROM THE *LIBRARY
STRATEGY AND ACTION
PLAN 2019-2021* THAT WAS
SUCCESSFULLY COMPLETED IN
JUNE 2021.

The new strategic action plan (plan) builds on the foundation established and sets the direction of the library service over the next five financial years. It establishes the libraries priority areas and within each of these identifies goals, activities, performance measures, targets, and the people responsible to deliver the action plan.

This document has been developed by the library service team in consultation with council departments and the community.

This plan will support the library team to deliver high quality, consistent services across the region. Implementation will ensure provision of contemporary, progressive library services that will continue to grow and evolve in response

to changes in technology, community interest and need. This will position the council's library service to further develop, reaching a level where services can match and compete with the best library services internationally.

To deliver library services, council partners with the State Library of Queensland (SLQ). The SLQ provides the team with professional development opportunities and fund council's annual library resource budget for books, magazines, DVDs, audio books, digital resources, and databases. One of the SLQ requirements for council to attract this funding is to continually develop through use of a library strategic plan.

Strategic alignment

The *Library Strategic Action Plan 2021 - 2026* aligns with council's broader strategic plans, including the Corporate Plan 2017 - 2022, CH2022 Community Plan and the annual Operational Plan. Elements from this plan will be incorporated into the Liveability Strategy, which is being drafted.

Further to this, council has several strategic documents in place as depicted below within the communities department. The library service has sought to complement these by aligning its actions to support their implementation.

Overarching Plans/Documents

- Corporate Plan
- Community Plan
- Operational Plan
- Liveability Strategy (being drafted)

Partnered Plans/Documents

- Community Engagement Action Plan 2019 - 2021
- Reconciliation Action Plan 2020 - 2021
- Creative Cultural Futures and Heritage Action Plan 2020 - 2022
- Heritage Management Framework
- Youth Strategy and Action Plan 2018 - 2023





Council's role

The delivery of library services in the Central Highlands local government area is the responsibility of the council library service. In terms of organisational structure, the library service is administered by the Connected Communities team within the communities department. The library service works in partnership with the SLQ to support a regional and state-wide approach to service delivery and resource provision.

Council is committed to community development. As the local level of government, we engage directly with community members and local groups to identify community needs.

Based on community feedback, we prioritise needs and support positive outcomes that contribute to community safety and social investment.

The Library Strategy 2021 - 2026 will continue to provide collaborative means for council to work with government and non-government service agencies to address community needs and aspirations.

The library service receives annual grant funding from the SLQ based on the population of the Central Highlands region. As per requirements of this grant allocation, the library service utilises State Library support for literacy,

physical, technological, and digital resources.

This agreement allows the Central Highlands' community to access quality programs, services and events delivered through the Central Highlands Regional Council library service. The Central Highlands' library team receives professional development and networking benefits from this agreement that in turn benefit our community liveability standards.

This library strategy will inform council and support a collaborative approach to implementation of the library action plans.

PLAN BENEFITS INCLUDE:

- provide strategic direction for a progressive public library service
- provide action plan for council to report against
- provide opportunities for community to influence library services
- identify and advocate for community priorities
- ensure community needs are addressed
- inform council's library budget
- provide standardised programs, services, events, and library facilities
- enhance access to reliable technology and supporting digital literacy

Library service profile

MEMBER PROFILE

The Central Highlands Regional Council library service operates across the region with branches located in Blackwater, Capella, Dingo, Duaringa, Emerald,

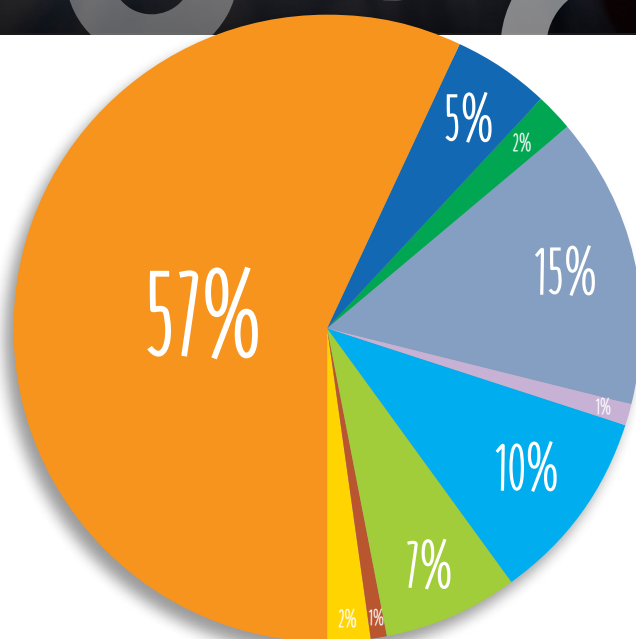
Gemfields, Rolleston, Springsure, and Tieri; and one honorarium located in Bauhinia. The library team also delivers outreach to communities within the region. Currently there are 14,368 members as indicated in the below table.

LIBRARY MEMBERSHIP AS AT 24 JANUARY 2019

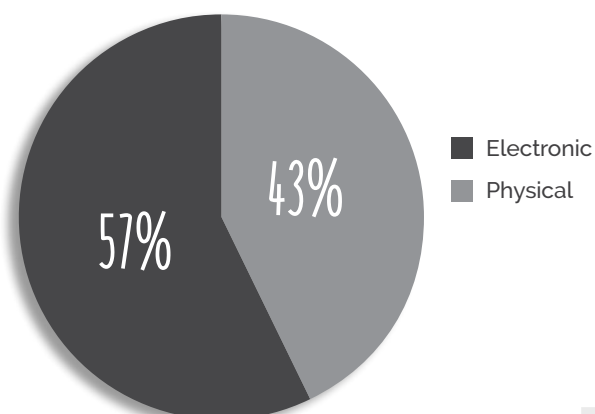
LIBRARY BRANCHES	MEMBERS 0-18 YEARS	MEMBERS 18+ YEARS	COMMUNITY GROUPS/PARTNERSHIPS	TEMPORARY RESIDENTS	TOTAL
Bauhinia	3	10	0	0	13
Blackwater	253	1865	0	42	2160
Capella	169	556	4	11	740
Dingo	24	99	1	2	126
Duaringa	52	231	1	2	286
Emerald	1254	6822	7	233	8316
Sapphire Gemfields	23	374	0	1	398
Rolleston	186	290	0	1	480
Springsure	125	854	1	32	1012
Tieri	175	643	0	16	834
Total					14,368

Collection circulation analysis 2020-21 FY

LIBRARY BRANCHES	RESERVATIONS	LOANS	RENEWALS	TOTAL
Blackwater	128	3112	149	3389
Capella	173	2269	81	2523
Dingo	87	297	6	390
Duaringa	121	463	16	600
Emerald	1557	18,118	597	20,272
Gemfields	129	1638	45	1812
Rolleston	52	523	19	594
Springsure	1075	4115	48	5238
Tieri	91	372	14	477
Electronic Resources	8898	33,628	3086	45,612
Total				80,907



■ Blackwater ■ Duaringa ■ Rolleston
■ Capella ■ Emerald ■ Springsure
■ Dingo ■ Gemfields ■ Tieri



As shown in the pie charts here, each library branch is unique. The count for reservations, loans and renewals on physical and electronic resources far exceeds the number of users. Due to the pandemic, circulation of physical items has declined.



Library collections

The library service collection of resources is managed by the Library Collection Development Policy and the Library Resource Guideline. These two documents set the standard of all collection-related resource acquisitions and their management across the library service.

The library collection includes resources in various formats.

Physical resources are rotated regularly to allow equal opportunity for members to borrow resources. Members can also place reservations and loan items from other branches across the Central Highlands and beyond via the inter-library loan service.

All nine library branches offer access to resources such as Reader Kits, Book Club Kits and robotics, as well as resources in the following formats; large print, adult fiction, adult non-fiction, young adult fiction, junior fiction, junior non-fiction, picture books, board books, audio books and DVDs.

The local history collection is housed across multiple branches. This collection is to preserve the region's history. This plan aims to further develop the protection and accessibility of the local history collection through the online catalogue Montage.

Electronic resources are offered by the library service through applications such as BorrowBox, Bolinda Digital and Libby. These portals house ever-growing collections of eBooks, eAudio books, eMagazines and eComics, which are accessible for free to all library members using their personal devices. This electronic collection has been extremely popular across the region's population. Due to the popularity and quality of the BorrowBox application in particular, the library service plans to strategically establish complimentary digital collections of the same standard of BorrowBox.

Databases and electronic subscriptions are accessible through the library section of the council website. These include PK Mag for creative kids, GoodReading Magazine, SpineOut Magazine, Aussie-Driver, How Stuff Works: Computers, National Geographic Virtual Library and National Geographic Kids, Ancestry.com and the Bolinda Digital desktop application.

A LEGO Technic robot is shown, featuring a yellow bee head with black and orange stripes. The robot has a transparent dome on the left side and various mechanical components like gears and axles. The background is a textured surface with several white circles of different sizes.

Impacts from the Library Strategy and Action Plan 2019 – 2021

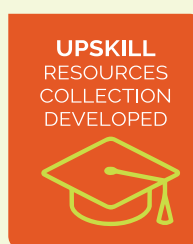
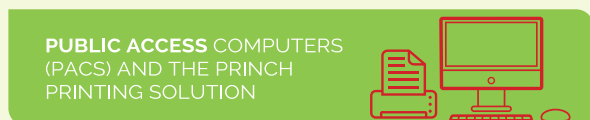
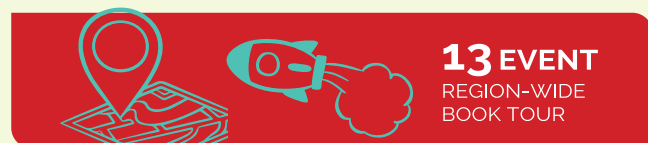
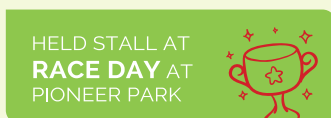
THROUGH THE LIBRARY STRATEGY AND ACTION PLAN 2019 – 2021, THE LIBRARY SERVICE WAS ABLE TO IMPROVE CONSISTENCY AND UNIFORMITY OF RESOURCES, PROGRAMS, SERVICES, AND EVENTS ACROSS ALL BRANCHES.

A few highlights achieved were:

- rollout of the free Public Access Computers (PACs) at all library branches
- implementation of the Princh printing service available via PACs, website, and app
- establishment of wheeled shelving at all library branches
- Book Club, Robotics and Reader kits rolled out to all library branches
- increase in platform reliability and accessibility by 80%.

To see all library annual results report cards visit the council website or visit your local library.

Central Highlands Library Strategy DELIVERED – 2018/2019



NEED MORE INFO? PLEASE VISIT OUR WEBSITE AT

www.centralhighlands.qld.gov.au/facilities-recreation/library-strategy-action-plan/

Central Highlands Library Strategy

DELIVERED – 2019/2020



**RB
DIGITAL
APP**



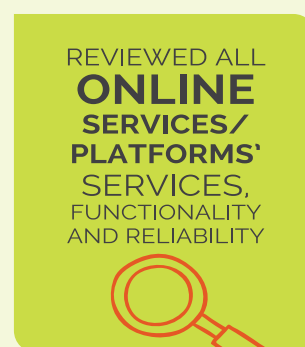
**HAVE YOUR
VOTE**
ENGAGEMENT
TOOL WENT
LIVE ON
MONTAGE



HELD STALL AT
NOGOA
NOVEMBER
EVENT



COMMUNITY
SATISFACTION
SURVEY
**YOUR LIBRARY,
YOUR SAY**



REVIEWED ALL
**ONLINE
SERVICES/
PLATFORMS'**
SERVICES,
FUNCTIONALITY
AND RELIABILITY



**SPRINGSURE
LIBRARY
UPGRADE**



**PRINCH
PRINTING
APP WENT
LIVE**



APPS &
DATABASES
OFFERED
INCREASED
300%



FURTHER DEVELOP
FIRST5FOREVER PROGRAM



FACILITATE **ABORIGINAL/TORRES STRAIT**
ISLANDER DISPLAYS



FACILITATE A RECONCILIATION WEEK EVENT
IN PARTNERSHIP WITH COMMUNITY
DEVELOPMENT TEAM



FACILITATE **NAIDOC WEEK EVENT**
IN PARTNERSHIP WITH COMMUNITY
DEVELOPMENT TEAM



FACILITATE AND PARTICIPATE IN
YOUTH DEVELOPMENT EVENTS



DELIVER **SCHOOL
HOLIDAY PROGRAMS**



RECORD 13 ORAL
HISTORY INTERVIEWS



**HOLD 3
COMMUNITY
CALL OUT DAYS**
COLLECTING AND
SCANNING LOCAL
HISTORY PHOTOGRAPHS



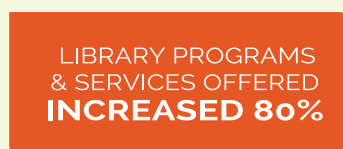
PURCHASE 20+
ABORIGINAL/TORRES STRAIT ISLANDER RESOURCES



FACILITATE AND
PARTICIPATE IN
**3 SCHOOL
PARTNERED
EVENTS**



**JOINED
COMMUNITY
NETWORKS**



LIBRARY PROGRAMS
& SERVICES OFFERED
INCREASED 80%



NEED MORE INFO? PLEASE VISIT OUR WEBSITE AT

www.centralhighlands.qld.gov.au/facilities-recreation/library-strategy-action-plan/



Action plan priority areas

FIVE STRATEGIC PRIORITY AREAS ARE IDENTIFIED TO PROVIDE A FRAMEWORK TO DELIVER ACTIONS TO ACHIEVE THE VISION AND MISSION.

1

LIBRARY STAFF LEARNING & TRAINING

Develop library service personnel skills to improve delivery of community events, programs, services and training workshop courses, as well as improve efficiency and effectiveness in day-to-day operations.

2

LIBRARY BRANDING & MARKETING

Build the library service's profile by promoting and creating awareness of library events, programs, services and events.

3

COMMUNITY PARTNERSHIPS

Collaborate with the community to build relationships and partnerships to support delivery of programs, services and events and encourage social connectedness including virtual communities.

4

LIBRARY PROGRAMS, SERVICES & EVENTS

Create service level standards to support consistent delivery of programs, services, and events, and ensure all community demographics are represented.

5

LIBRARY FACILITIES

Provide accessible, welcoming facilities with modern technologies and reliable internet connectivity, that meet the needs of the community.

Priority Area 1

LIBRARY TRAINING AND DEVELOPMENT

Develop library service personnel skills to improve delivery of events, programs and services, as well as improve efficiency and effectiveness in day-to-day operations.

GOAL	ACTIVITIES	PERFORMANCE MEASURE	TARGET*	RESPONSIBILITY
Professional development and training of library service personnel to support services, programs and best practice.	All personnel available to deliver First5Forever program	100% of personnel completed First5Forever program training	June 2022	Libraries team
	Personnel available to provide first aid in all branches	80% of team complete First Aid training	June 2024	Libraries team
	Professionalise library personnel	Personnel attend two industry professional development programs/conferences and then present learnings to team	Annually	Libraries team
	Personnel available to provide Justice of the Peace service in all branches	50% of team complete the Justice of the Peace certification	June 2023	Libraries team

These five priority areas were developed by analysis of community feedback, consultation with library service personnel, review of the library service's current status, and review of other library services. Libraries looked at included the National Library of Australia, SLQ and selected regional library services across Queensland.

The three areas identified for improvement by community engagement have been addressed within each related priority area. Each priority area is connected, supporting the holistic provision of a quality library service.

Priority Area 2

LIBRARY BRANDING AND MARKETING

Build the library service's profile to promote and create awareness of library events, programs and services across the region.

GOAL	ACTIVITIES	PERFORMANCE MEASURE	TARGET*	RESPONSIBILITY
Best practice delivery of library promotion and marketing for programs and services	Outreach attendance at community events	Attend Under 8s Days	Annually	Libraries team
		Attend two community events	Annually	Libraries team
Best practice use of social media and resources	Promotion of library resources, programs, and events	Publish 156 social media posts	Annually	Libraries team
		Publish one library newsletter	Monthly	Libraries team
		Facilitate 108 displays	Annually	Libraries team
	Engagement with the community	Embed a library service-focused Have Your Say page into Montage platform	December 2022	Libraries team Arts and Engagement team
		Community survey using the Have Your Say platform	Annually	Libraries team Arts and Engagement team
Best practice use of resources to promote programs, services, and events	Promotion of libraries within council	Pop-up library at the Whole of Organisation Day	Annually	Libraries team
		Pop-up library at one council depot	Annually	Libraries team
		Publish 12 Vine posts	Annually	Libraries team

Priority Area 3

COMMUNITY PARTNERSHIPS

Build relationships and partnerships to support delivery of events, programs and services.

GOAL	ACTIVITIES	PERFORMANCE MEASURE	TARGET*	RESPONSIBILITY
Further develop partnerships and networks for improved community outcomes	Active members of community groups	Attend three Community Reference Group (CRG) meetings	Annually	Libraries team
		Attend two Regional Youth Alliance Network (RYAN) meetings	Annually	Libraries team
		Attend two interagency meetings	Annually	Libraries team
	Digitisation of local history resources in partnership with community groups/ individuals	Approach two community groups/ individuals to digitise their local history resources	Annually	Libraries team Community groups Community members
	Partnered programs and events with external groups, businesses, and organisations	Deliver two outreach sessions (Avalon, Shopping Centre, etc.)	Annually	Libraries team
		Facilitate two school partnered events	Annually	Libraries team
		Facilitate nine Gallery of Modern Art (GOMA) sessions	Annually	Libraries team
		Establish a network with local school libraries	June 2023	Libraries team

Priority Area 4

LIBRARY PROGRAMS, SERVICES AND EVENTS

Create service level standards to support consistent delivery of events, programs and services, and ensure all community demographics are represented.

GOAL	ACTIVITIES	PERFORMANCE MEASURE	TARGET*	RESPONSIBILITY
Support the community through programs and events	Continue to take part in the First5Forever project	Deliver 40 Baby Rhyme Time sessions	Annually	Libraries team
		Deliver 10 Wriggle and Rhyme sessions	Annually	Libraries team
		Deliver 350 Storytime sessions	Annually	Libraries team
		Trial COVID-Safe Play Time sessions	January 2022	Libraries team
		Deliver 10 First5Forever outreach events	Annually	Libraries team
	Continue and further develop the Tech Savvy Seniors program	Deliver 54 Tech Savvy sessions	Annually	Libraries team
	Continue to provide a standardised school holiday program	Deliver 30 robotics sessions	Annually	Libraries team
		Deliver 30 school holiday craft sessions	Annually	Libraries team
		Facilitate 30 movie showings	Annually	Libraries team
	Continue and further develop programs and events for all demographics	Facilitate 240 senior morning teas	Annually	Libraries team
		Deliver 300 crafternoon sessions	Annually	Libraries team
		Deliver nine seniors week events	Annually	Libraries team
		Facilitate nine NAIDOC Week events	Annually	Connected Communities team
Improve collection health	Further standardise the management of the resource collection	Facilitate nine National Reconciliation Week events	Annually	Connected Communities team
	Incorporate resources for all demographics	Implement the Library Resources Guideline	December 2021	Libraries team
		Implement Donations Guideline	December 2021	Libraries team
		Purchase 20 UpSkill Collection resources	Annually	Arts and Engagement team
		Purchase 20 Aboriginal and Torres Strait Islander resources	Annually	Libraries team
	Preserve and provide access to local history content	Develop two interactive movie kits	Annually	Libraries team
		Conduct two oral history interviews	Annually	Libraries team
Improve collection health	Improve community electronic accessibility to resources and services	Digitise 50 local history resources	Annually	Libraries team
		Library app developed and implemented	June 2023	Libraries team
		Loanable devices for the community	June 2026	Libraries team Information Communication Technology team

Priority Area 5

LIBRARY FACILITIES

Facilities – Provision of accessible, welcoming facilities with up-to-date technology, that meet the needs of our community.

GOAL	ACTIVITIES	PERFORMANCE MEASURE	TARGET*	RESPONSIBILITY
Provide contemporary and dynamic library spaces that are fit for purpose	Provide contemporary and dynamic library spaces that are fit for purpose	Bay-end panels	June 2026	Libraries team
		Single-sided shelving upgrade (consistency, safety standards, industry standard)	June 2025	Libraries team
		Ensure all nine branches have a children's area	June 2022	Libraries team
		Charging stations installed in nine libraries	June 2026	Libraries team Information Communication Technology team
		Surface hubs installed in nine libraries	June 2026	Libraries team Information Communication Technology team Assets and facilities team
Provide safe spaces for the community to enjoy	Ensure all library facilities meet health and safety standards	Work area and storage audit review and tidy	Annually	Libraries team
		Ensure nine branches are kept up to date with all maintenance and safety requirements	Annually	Libraries team Assets and facilities team Safety and wellness team



Glossary, implementation & reporting

GLOSSARY

- BorrowBox / An electronic application that provides free access to eBooks and eAudio books to library members.
- CHRC / Central Highlands Regional Council
- Collection / A group of items, resources, or stock within the library.
- Corporate Plan / Sets out the council's strategic direction for the coming five years and is based on the outcomes and goals in the Central Highlands 2022 Community Plan.
- COVID / Refers to the novel coronavirus disease, also known as COVID-19
- CRG / Community Reference Group
- eBook / Refers to electronic books read from a computer or device.
- Event / A planned public or social occasion.
- Facility / A place, building, or amenity for a particular purpose.
- GOMA / Gallery of Modern Art
- NAIDOC / National Aborigines and Islanders Day Observance Committee
- Operational Plan / The Operational Plan is the detail of the Corporate Plan. It shows what projects, services and activities are current for the financial year and the progress of each as at the end of each quarter (threemonth period).
- PAC / Public Access Computer
- Program / A planned series of ongoing future events, performances, or training workshops.
- RB Digital / An electronic application that provides free access to eBooks, eAudio books, eMagazines and eComics to library members.
- Resources / Tools or materials that can support a person or organisation to function effectively.
- RYAN /
- Service / A system supplying or delivering a public need.
- SLQ / State Library Queensland

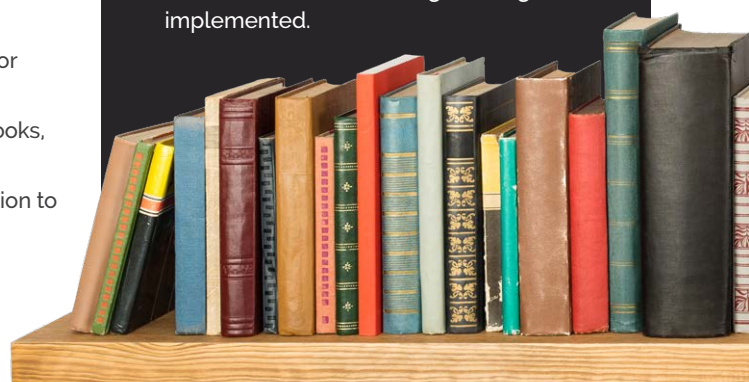
IMPLEMENTATION AND REPORTING


The library strategy actions will be delivered during five financial years from July 2021 to June 2026.

Central Highlands Regional Council library service will provide biannual departmental updates to the council, highlighting activities and statistics within the plan.

In addition, the library service will provide quarterly reports against the council's annual operational plan performance indicators.

The library service will undertake an annual community survey to provide ongoing avenues for people to provide feedback about the changes being implemented.





References and acknowledgements

REFERENCES

- *Central Highlands Regional Council CH2022 Community Plan 2012 – 2022*
- *Central Highlands Regional Council Corporate Plan 2017 – 2022*
- *Central Highlands Regional Council Operational Plan 2020 – 2021*
- *Community Engagement Action Plan 2019 – 2021*
- *Reconciliation Action Plan 2020 – 2021*
- *Creative Cultural Futures and Heritage Action Plan 2020 – 2022*
- *Heritage Management Framework*
- *Youth Strategy and Action Plan 2018 – 2023*
- *Central Highlands library service Have Your Say, Central Highlands survey data reports*
- *SLQ Service Level Agreement*

ACKNOWLEDGEMENTS

Central Highlands Regional Council wishes to thank all community members that contributed to the development of the library strategic action plan. Thank you to all the community groups, businesses, and organisations within the Central Highlands region for their support and participation of the library service survey.





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Central Highlands
Regional Council

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