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Our Vision
Connections for Life

Our Mission
Working with our community to connect people, information, learning and lifestyle

Our Strategic Goals
2014–2017

Goal 1 Learn. CityLibraries will be a learning hub; a place where people are empowered to improve their literacy and learn something new.

Goal 2 Discover. CityLibraries will be a place for discovery, a centre for information, innovation and creativity, a place where individuals and groups engage in innovative and creative activities, and make discoveries.

Goal 3 Connect. CityLibraries will be a community hub, a place where people feel a sense of belonging, make connections, share information and skills, and discuss important issues.

Goal 4 Enabled Service. Underpinning the first three goals is a commitment to excellence in customer service through agile and skilled staff, and efficient services and processes.
Introduction

The first CityLibraries Strategic Plan was developed in 2009 following the amalgamation of local governments in Queensland. It had four key outcomes around customers, staff, systems and governance. Since then, much has changed in how public libraries across Australia and the world deliver their services, and indeed, what those services are.

In looking forward to what Townsville’s public libraries might aspire to be by 2017, a number of contextual factors are evident. In 2010, the Aitkenvale branch of CityLibraries became the first public library in Australia to be connected to the National Broadband Network, and through Council’s own systems, the two other branches were also connected. The availability of fast broadband provides an opportunity to access information and programs from outside Townsville, as well as broadcast our own services to others; and to provide easier access to digital resources. There is still a demand within the community for learning programs to assist customers at all points on the digital spectrum, be that at the beginner level, or the advanced level of content creation.

Townsville is a learning community and the council is a member of the Australian Learning Communities Network. We focus our attention on providing opportunities for lifelong learning whether that be through the provision of information, delivery of programs, access to technology, or developing literacies. Keeping up with demand for new services and programs is a challenge where our focus must be on understanding and meeting the needs of the community.

Technology and the media have created an explosion in the amount of information available, and the number of devices on which that information can be provided to us. This has created many challenges in how citizens can navigate and make sense of information that might improve the quality of their lives. Librarians are trusted guides to this world of information. We can play a key role in helping people develop their own skills in navigating and accessing information.

The need for the development of partnerships and collaborations with community groups to help create a more inclusive, connected community is also an area requiring our attention. Changes in demographics, family situations, and the economic situation can impact on library services. We can play a key role in community development through developing strong links to community groups which will assist us in broadening our membership base and the programs we offer.

CityLibraries Townsville needs to maintain its well-used, and well-respected traditional services while adding new services to meet new demands. Through this strategic plan, we aim to address both these goals. Our staff will require new skills to meet those demands up to and beyond 2017.

CityLibraries Townsville receives financial assistance from the Queensland Government through State Library of Queensland.
Townsville Community Plan 2011-2021

Leading, Creating, Connecting: shaping a place to be proud of
Themes;
- Strong, connected community
- Environmentally sustainable future
- Sustained economic growth
- Shaping Townsville

Townsville City Council Corporate Plan 2014-2019

Our Vision:
Townsville, capital of Northern Australia; the city with opportunity and great lifestyle.

Themes:
- Social sustainability
- Economic sustainability
- Environmental sustainability
- Responsible governance

The next horizon

Vision 2017 for Queensland public libraries
Queensland public libraries – spaces to learn, work and create.
- Creative community spaces
- Connectors – physical and virtual
- Technology trendsetters
- Incubators of ideas, learning and innovation

Other linkages:
- Lifelong Learning Strategic Action Plan
- Community Development Strategy 2014–17
- The Queensland Plan
- Townsville Digital Economy Plan
- GoDigitalQueensland – The Queensland Digital Economy Strategy
- National Digital Economy Strategy
Methodology

In 2013 staff of CityLibraries undertook a series of facilitated workshops to begin development of this Strategic Plan. The facilitator also interviewed senior council executives, the Mayor and councillors, and members of council's community learning advisory group. The outcomes of this engagement are contained in the report at Appendix 2.

The next steps were undertaken by the library leadership team who refined the goals, developed outcomes, and an action plan to 2017, aligning the plan to other strategic documents of council referenced above.

It is envisioned that:

In 2017 the Library will continue to be:
» A place where people feel a sense of belonging
» A place for leisure – time out, reading, creating
» A place for learning without fear
» A place for collecting and sharing local history and other content
» A place where creation happens
» A place where community connections happen
» A place where people find out things
» A place that develops literacy – disadvantaged, multicultural, early childhood, youth, adults
» A place that develops all forms of literacy

By 2017 the library will be:
» A place for innovation to occur
» A place that enables a critical understanding of how digital technology operates
» A place for critical debate on issues of importance – local and larger

This vision informed the development of the following four goals:

Goal 1>> Learn
CityLibraries will be a learning hub; a place where people are empowered to improve their literacy and learn something new.

Goal 2>> Discover
CityLibraries will be a place for discovery, a centre for information, innovation and creativity, a place where individuals and groups engage in innovative and creative activities, and make discoveries

Goal 3>> Connect
CityLibraries will be a community hub, a place where people feel a sense of belonging, make connections, share information and skills, and discuss important issues.

Goal 4>> Enabled Service
Underpinning the first three goals is a commitment to excellence in customer service through agile and skilled staff, and efficient services and processes.
Investigate products and services for further development

Expand e-books, e-content, e-resource and streaming video collections

Provide lifelong learning programs that build literacy and match community interests

Develop the Lifelong Learning Strategic Action Plan

Build community capacity to learn through the provision of recreational and literacy programs, information and resources

Develop Learning Townsville as a one stop shop of learning opportunities available in Townsville

LEARN
CityLibraries will be a learning hub

Review processes to ensure efficiency and effectiveness

Build staff capacity to develop a constructive and positive attitude through training, mentoring, recognition and peer to peer support

Review library’s organisational structure

Employ a process of continuous improvement in the provision of library programs and services

ENABLE
CityLibraries will be aligned to TCC corporate goals

Foster an agile diverse workforce and a constructive culture

Build the capacity of staff to support a diverse community and facilitate connections

Provide a corporate research service

Employ a planned approach to business practices

Identify information needs and behaviour of council staff

Provide resources and welcoming spaces for community recreation

Utilise council tools and data to develop our business

Undertake regular engagement with customers to understand their needs and the issues that are important to them

Using the information from staff workshops and engagements, the outcomes for those goals are represented below.

Create spaces that are conducive to research and innovation

Create an environment which values innovation and sharing of ideas

Increase our focus on contemporary resources and equipment with an emphasis on digital content

Facilitate opportunities for creative and innovative collaboration

Develop capacity in all branches for publicly available spaces for creative digital experiences

Review community computer spaces with a view to collaborative work

Keep the Collection Development Statement under review to include an approach to e-resources

Develop a Digital Futures Plan

Using the information from staff workshops and engagements, the outcomes for those goals are represented below.

Effectively market library services

Develop a marketing plan which focuses on maximising library usage by existing and potential customers

Provide resources and welcoming spaces for community recreation

Enhance the online environment

Provide resources that support recreational reading and information needs

Examine ways of creating a more exciting, accessible and welcoming environment within the libraries

Build collaborative relationships which have mutual benefit and sustainability

Investigate volunteer programs for targeted program delivery

Develop partnerships with educational providers, business, government, community organisations and product providers

Create an environment which values innovation and sharing of ideas

Create spaces that are conducive to research and innovation

CityLibraries - Connections

CityLibraries - Connections

CityLibraries - Connections
On gained from the staff workshops and engagements, the outcomes for those goals are represented below.

**CityLibraries**

**Connections for life**

**Discover**
CityLibraries will be a centre for information, innovation and creativity

**Connect**
CityLibraries will be a community hub

**Develop**
- A marketing plan which focuses on maximising library usage by existing and potential customers
- Enhance the online environment
- Provide resources that support recreational reading and information needs
- Examine ways of creating a more exciting, accessible and welcoming environment within the libraries
- Investigate volunteer programs for targeted program delivery
- Develop partnerships with educational providers, business, government, community organisations and product providers
- Develop a Digital Futures Plan
- Keep the Collection Development Statement under review to include an approach to e-resources
- Increase our focus on contemporary resources and equipment with an emphasis on digital content
- Create spaces that are conducive to research and innovation
- Create an environment which values innovation and sharing of ideas
- Facilitate opportunities for creative and innovative collaboration
- Build collaborative relationships which have mutual benefit and sustainability
- Review community computer spaces with a view to collaborative work
- Provide resources and welcoming spaces for community recreation
- Effectively market library services

**Enable**
CityLibraries will be aligned to TCC corporate goals

**Learn**
CityLibraries will be a learning hub
<table>
<thead>
<tr>
<th>Theme</th>
<th>Outcome</th>
<th>Strategy</th>
<th>Action</th>
<th>Initiatives</th>
<th>Responsibility</th>
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</thead>
<tbody>
<tr>
<td>Learn</td>
<td>CityLibraries will be a learning hub. A place where people are empowered to improve their literacy and learn something new.</td>
<td>Build community capacity to learn through the provision of recreational and literacy programs, information, and resources</td>
<td>Provide lifelong learning programs that build literacy and match community interests</td>
<td>Continue literacy programs eg. early childhood, digital technology, reading, information, local history</td>
<td>LL/IDS</td>
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<td>Survey community program needs and interests</td>
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<td>Undertake engagement with schools, early childhood service providers, and community organisations supporting CALD community and disadvantaged groups</td>
<td>LL</td>
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<td>Plan for the sustainability of the Digital Hub</td>
<td>LL/IDS</td>
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<td>Develop education kits for schools centred on local history - TCC150 and Anzac Day</td>
<td>LL/IDS</td>
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<td>Provide training and support for council staff to develop information skills for finding quality information in a digital environment</td>
<td>IDS</td>
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<td>Develop Learning Townsville as one stop shop of learning opportunities available in Townsville.</td>
<td>Develop a promotional plan for Learning Townsville in partnership with the Community Information Centre</td>
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<td>Investigate products and services for further development which will enhance the Learning Hub</td>
<td>Provide products and services to meet the identified needs of the community</td>
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<td>Expand e-books, e-content, e-resource and streaming video collections</td>
<td>Expand collections as opportunities arise</td>
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<td></td>
<td></td>
<td>Create spaces that are conducive to learning and innovation</td>
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<tr>
<td>Discover</td>
<td>CityLibraries will be a centre for information, innovation and creativity. A place where individuals and groups engage in innovative and creative activities and make discoveries.</td>
<td>Create an environment which values innovation and sharing of ideas</td>
<td>Facilitate opportunities for creative and innovative collaboration</td>
<td>Investigate internal and external opportunities for collaborative projects</td>
<td>All</td>
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<td></td>
<td>Continue local history digitisation project through engagement with community organisations to digitise and share their collections</td>
<td>LL</td>
</tr>
</tbody>
</table>

**Legend:**
- **LL**: Learning
- **IDS**: Innovation, Discovery, and Sustainability
- **CD**: Collections and Delivery
<table>
<thead>
<tr>
<th>Connect</th>
<th>CityLibraries will be a community hub</th>
<th>Build collaborative relationships which have mutual benefit and sustainability</th>
<th>Develop partnerships with educational providers, business, government, community organisations and product providers</th>
<th>Review current partnerships, identify gaps and develop a planned approach to collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A place where people feel a sense of belonging; make connections; share information and skills and discuss important issues.</td>
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<tr>
<td>IDS</td>
<td>Develop a Digital Futures Plan</td>
<td>Engage with community in development of Plan and implement prioritised initiatives</td>
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<td>LL</td>
<td>Develop a Literacy Network</td>
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<td>All</td>
<td>Identify new community organisations related to core activity and work with them to harness community goodwill</td>
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<td>Liaise with Corporate Service to develop a program of services to councillors</td>
<td>IDS</td>
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<td></td>
<td>Work with Australian Centre for Excellence in Local Government to develop practitioner research training program for council staff.</td>
<td>IDS</td>
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<td>Investigate a volunteer program for targeted program delivery eg. Local History area</td>
<td>IDS</td>
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<td></td>
<td>Review current volunteer opportunities</td>
<td>LL</td>
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<td></td>
<td>Develop volunteer program for Local History</td>
<td>LL</td>
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<td></td>
<td>Provide resources and welcoming spaces for community recreation</td>
<td>LL</td>
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<td></td>
<td>Examine ways of creating a more exciting accessible and welcoming environment within the libraries</td>
<td>EM</td>
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<td>Plan for future library spaces eg. Northern Beaches branch and Flinders Street potential relocation</td>
<td>EM</td>
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<td>Implement refurbishment program - Thuringowa branch</td>
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<td>Provide resources that support recreational reading and information needs</td>
<td>CD</td>
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<td>Maintain a collection that reflects community needs</td>
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<td>Enhance the online environment</td>
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<td>Ensure the website provides easy access to content and services</td>
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<td>Continue the implementation of social networking and investigate use of other services</td>
<td>IDS</td>
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<td>Investigate sharing our resources, services and programs in a mobile environment</td>
<td>IDS</td>
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<td>Investigate digitisation of Corporate Memory collection stage 2</td>
<td>IDS</td>
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<td>Provide links to online resources held by the State Library of Queensland and the National Library of Australia</td>
<td>IDS</td>
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<td></td>
<td>Develop CityLibraries Local History Digitisation Plan</td>
<td>LL</td>
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<td></td>
<td>Redesign online catalogue</td>
<td>IDS</td>
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<td></td>
<td>Customise Evanced program bookings and Summer Reading Club access</td>
<td>IDS</td>
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<tr>
<td>Enabling</td>
<td>CityLibraries will deliver its services in a consistent and predictable manner, where performance is measured, managed and communicated. Our business will be aligned to TCC2015, Townsville Corporate Plan and Community Plan.</td>
<td>Employ a process of continuous improvement in the provision of library programs and services</td>
<td>Review processes to ensure efficiency and effectiveness</td>
<td>Ensure effective use of RFID in all processes through a process of continuous review</td>
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<tr>
<td>Review the provision of interlibrary loans</td>
<td>CD</td>
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<td>Review hours of operation against hours of heavy use and develop appropriate strategies for service hours</td>
<td>CSO</td>
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<tr>
<td>Review service delivery to places where clients are based eg. Shopping centres, aged care facilities</td>
<td>CSO</td>
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<tr>
<td>Review provision of Home Library Service</td>
<td>CSO</td>
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<tr>
<td>Examine internal and external event support across the year and develop plan which targets those events linked to library target customer groups and library goals</td>
<td>LL/CSO</td>
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<tr>
<td>Review collection management strategies with a view to optimising the use of external cataloguing data and end processing services</td>
<td>CD</td>
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<td>Identify best practices libraries and benchmark against them</td>
<td>All</td>
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<tr>
<td>Maximise the use of all library management system to ensure efficient and effective library operations through evidence-based practice</td>
<td>CD/IDS/CSO</td>
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<tr>
<td>Step</td>
<td>Description</td>
<td>Notes</td>
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<tr>
<td>Foster an agile diverse workforce and a constructive culture.</td>
<td>Build staff capacity to develop a constructive and positive attitude through training, mentoring, recognition and peer to peer support</td>
<td>Develop skills matrix to identify gaps in skills level of staff and support staff to undertake training, mentoring and peer to peer support</td>
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<tr>
<td>Support staff to undertake elective training through the Learning and Development Centre to build skills in core Council systems</td>
<td>Utilise the Achievement Planning process to develop staff capacity</td>
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<tr>
<td>Continue regular meetings between supervisors and staff to support their role within the library service</td>
<td>Build the capacity of staff to support a diverse community and facilitate connections</td>
<td>Provide training in dealing with customers with diverse backgrounds</td>
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</tr>
<tr>
<td>Review library’s organisational structure</td>
<td>Develop a library structure to deliver services and programs that meets the strategic aims of library services and Council as a whole.</td>
<td>Recognise productive and effective staff</td>
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<tr>
<td>Employ a planned approach to business practices</td>
<td>Utilise council tools and data to develop our business</td>
<td>Train staff to use the council tools available.</td>
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<tr>
<td>Undertake regular engagement with customers to understand their needs and the issues that are important to them</td>
<td>Regular engagement undertaken as required</td>
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<tr>
<td>Provide a Corporate Research service</td>
<td>Identify information needs and behaviour of council staff.</td>
<td>Conduct an information audit or survey of information needs and behaviour of council staff.</td>
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Charting the Future

2014-2017

Prepared by Janine Schmidt, Director, Mukurta Solutions
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1. The Context

Significant economic, environmental, political, social and technological developments are occurring. Queensland has a current estimated population of 4.6 million with a projected growth of 6.6 million in 2031. Ageing of the population will see further growth of the representation of those aged over 65 in the community. Townsville has a population of 190,000 with a growth rate of 2.4%. 19.8% of the population is born overseas and the average household has 2.6 persons. There are over 1 million visitors to the city nationally. 8% of Queenslanders speak a language other than English at home, with the most common languages Mandarin, Italian, Cantonese, Vietnamese and German.

The impact of the global financial crisis was relatively mild in Australia. Continuing economic concerns in Europe, some instability in the United States and uncertainty about China’s future make predictions about the future difficult. It is doubtful that Australia will remain shielded from future economic adjustments. The realities of the two-speed economy are biting with a resources emphasis, albeit slowing, on the one hand and higher interest and exchange rates on the other. The introduction of new taxes and price increases in utilities are making an impact on the community.

Governments are downsizing and reigning in expenditure. The cost of recovery from natural disasters has provided an additional burden. Local government may need to realise economies and deal with reducing revenues. Economic changes may increase the percentage of unemployed in the community and job seekers as well as those with literacy needs who will require community support. Literacy needs encompass digital literacies. Education levels continue to rise and there is increased interest in self-development and lifelong learning.

Huge changes are occurring in the information industry, as information and communication technologies and user behaviour and expectations develop in a mobile, wireless, cloudy world. There is an “app” for everything from recipe books to playing poker. E-books are outselling real books. The National Broadband Network (NBN) offers both opportunities and threats. The capacity to access a variety of content via high-speed internet lends urgency to the current trend of development of e-services. High-speed internet access will provide for easier access to large quantities of data in visual and aural formats. Provision of free wireless is becoming more commonplace in the community in cafes and public assembly areas. The virtual presence has become as essential as the physical presence.

Sustainability is becoming a common theme in many industries and policy developments. Securing renewable energy sources and ensuring the future supply of energy whether it be through wind, coal seam gas, or uranium are driving developments. Attention to the availability of water is emphasizing the management of all natural resources, including water, land and other resources. Business models are changing with greater emphasis on innovation and creativity.

Within the Library, there has been significant change with the introduction of such advances as RFID. Library staff are aware of the new knowledge they need to serve new client needs. In the Council community survey, the Library is rated the most important of all Council services, and rated the most satisfactory – a long way ahead of other Council services. It cannot however rest on its laurels.
At a workshop with senior library staff in Townsville, at which a presentation was made, and after further discussion with library and Council staff and Councillors, the key contextual changes highlighted related to the community, information and communication technology and the environment.

1.1 Community
- Consuming knowledge in many formats
- Communicating through social networks
- Discovering information through Google
- Seeking learning opportunities
- Creating new knowledge
- Wanting libraries to do everything providing real and virtual resources and services
- Using library spaces for learning, inspiration, meeting and greeting
- Perceiving that everything is free on the internet

1.2 Information and Communications Technology
- Disruptive production and communication of information with competitive services who may also be partners
- Rapid technological change, including NBN, RFID, development of smart phones and mobile devices
- High participation in social networking
- Emphasis on visual formats of information
- Rapid growth of e-resources

1.3 Environment
- Economic pressures with changing government priorities and global crises
- Disaster fatigue
- Changing educational emphases and approaches
- Gaps in knowledge base
- Declining school library funding

2. The Clients

Library clients can be categorized by age, ability, cultural background or type of use. Not enough is known about the Library’s clients in Townsville, but what is known is through engaging in personal contacts, interacting in service provision, outreach activities, making assumptions about user behaviour and some statistical analysis of the registered user population. In general, clients have growing expectations, are seeking benefit and value for money, are suffering from disaster fatigue, and are financially stretched, spending less, and lacking in confidence. They are seeking reassurance, security and comfort. Many people in their everyday lives are experiencing products and services remotely, making purchases online. They are becoming knowledge creators and experts not just consumers of information. People need contrast and clarity to make decisions. They want basic services and access that looks like Amazon and Google. They want personalized services “just for me” emphasizing simple messages with emotional appeal. Library clients want meaningful relationships with library staff. They
want and use “high tech” but also want “high touch, help and assistance, when experiencing difficulties and frustration. They want understanding, empathy, competence, reliability, responsiveness, timeliness and honesty. There are generation gaps and generational change to be dealt with. There is a demand for 24-hour access. Interests are changing and inquiries range from solar panels to vegetable gardens.

I do not care how much you know until I know how much you care
Most users do not know what is on offer and cannot easily find what libraries provide – know what they get, not what they could get

Clients in Townsville can be categorized demographically and/or through types of use. Categories are not mutually exclusive.

Demographic characteristics

- All age groups e.g. elderly, young adults, babies and toddlers
- Most socio-economic levels e.g. lower, middle, upper incomes
- Groups - families, playgroup/day-care, x-box users, refugees, migrants, homeless seeking temporary accommodation, those seeking rehabilitation, truants, disabled, disadvantaged, lonely, backpackers, travellers, tourists, grey nomads
- Business people
- Council employees, councillors

Types of use

- Readers in general
- Users wanting specific types of resources e.g. newspapers, magazines on current affairs, audio books
- Seekers of general or specific information for various reasons e.g. problem-solving, hobbies, homework
- Social users who use the space, particularly cafe
- Meeting room users e.g. truck drivers for audio
- People who perceive the Library as a safe place
- Online/onsite/mobile use
- Attendees at events and programs
- Mobile library users
- Users of technology e.g. internet, Wi-Fi network, computers, printers
- Users seeking personal face-to-face help and advice from staff
- Learners e.g. independent, school students of varying ages and stages, TAFE, university
- CALD (Culturally and Linguistically Diverse) community
- Family and local historians
- Users may be regular physical users, remote, spontaneous, returning after some absence, or referred
- Walk-ins
Discussion with staff and an analysis of surveys undertaken shows that the primary clients are:

- Caucasian, educated (degree), married, middle income, with children and both parents working. They are located in clusters geographically and for the most part are involved in education and learning activities (according to analysis of registered users)
- Flinders has niche users who are backpackers, and JCU students. Some are seeking work, taking ESL classes or using the internet. Honorary memberships are provided to some.
- Refugees, jobseekers (who from observation are previous nonusers), mine workers (fly in fly out families), defence workers
- Elderly, who come to use the technology and are knowledge seekers using internet classes
- Teens/Kirwan High School students, children, early childhood, primary school
- Teachers/professionals
- Indigenous, remote/rural
- Book clubs

### 2.1 Target clients

While many clients use the Library’s service, the Library is seeking, going forward, to identify target client groups for whom special programs, products and services might be developed. They can be segmented by age, interests, educational level, geographical location or type of use. Marketing campaigns can be aimed at these groups. The client groups are not mutually exclusive.

- Families
- Children and young people
- Seniors/life-experienced
- New arrivals to Townsville
- Single households
- Indigenous
- Part-time workers, some of whom are choosing part-time and some of whom are underemployed and seeking full-time employment
- Teens (screenagers)
- Independent learners
- Small business
- Disabled

### 3. Library functions

In charting the future, the Library must consider what it does as well as what it is for. Libraries:

- Collect stuff, lend stuff
- Organize stuff
- Provide access, computers
- Produce websites and guides
- Provide space
Help people find stuff
Give training
Make rules

However, libraries also
Open up the world, particularly the digital world
Facilitate community involvement and social networking
Help organizations and individuals succeed
Support lifelong learning, research, lifestyle and knowledge creation
Provide equitable access to knowledge and information, building an informed democracy
Aid cultural development
Maximise use and impact of information

4. The Library's Products and Services

The Library provides many products and services. There have been changes in the demand for services provided. For example, information desks are finding that simpler fact-finding inquiries are now answered by users themselves using tools like the Wikipedia. Inquiries received within the Library are now more in-depth. The Library is a trusted service provider. Some of the products and services identified in discussion with staff are:

- Research assistance
- Books and other stuff in all formats to lend and use
- Workshops and training programs
- Literacy programs, including digital literacy
- Space for meeting, inspiration and relaxation
- Story-times
- Meeting rooms for community groups
- Technology – computers, printers
- Displays and exhibitions
- A place for being near people
- Newspapers
- Book clubs
- Xbox, gaming
- Loud Lounge
- Free internet, Skype, Wi-Fi, enabling family contact
- Parent information
- Baby rhyme time
- Early years information service
- Library tours
- School support
- Microfilm readers
- Local history collection
- Skills development
- Information discovery
- Recommendations for reading
- Opportunity for community organisations to market themselves
- Mobile libraries
- Partnership service provision
- E-book readers, lap-tops
- Mobile libraries
- 24 hour access
- Digital hub programs
- Capacity building
5. SWOT analysis

CityLibraries have considerable strengths and a few weaknesses. Staff have identified numerous opportunities and are aware of some threats. Strengths and opportunities are helpful in achieving objectives; weaknesses and threats are harmful. Strengths and weaknesses are usually internal in origin and relate to attributes of the organization; opportunities and threats are external in origin and attributes of the environment. The following were identified in discussions with staff.

5.1 Strengths
- Knowledgeable, competent, informed, proactive, enthusiastic, skilled, experienced, satisfied and passionate staff
- Library buildings, branches (including location), spaces and facilities
- Collections, including local collection, databases
- Community goodwill – excellent feedback from Council surveys
- Library collection, including online (databases)
- Customer service
- Lifelong learning programs (all ages)
- Executive Manager and e-team
- Culture – good, trust, positive, supportive, one library service
- Neutral place
- Budget $$, resources available
- Staff open to new ideas and change
- Focus on personal/professional development
- Partnerships and volunteers
- RFID, NBN digital hub, use of technology
- Supportive management and colleagues

5.2 Weaknesses
- Perception of other Council departments – marginalised, lack of understanding,
- Political climate of Council/corporate structure/bureaucracy
- Marketing (website, promotion, use of media, communication
- Some staff who are resistant to change, inertia, some negativity and uncertainty
- Staff resource planning (downtime)
- Over-commitment to projects
- Distance between branches
- Ability to keep up with technology
- Unreliability of technology and systems
- Place and object focus
- Lack of staff knowledge about products provided by Library
- Resources and time to provide ongoing professional development
- Low customer knowledge
- Internal communication
- Discoverability of services
5.3 Opportunities
- RFID – change work processes
- Customer service and programs – provision of additional services
- Lifelong learning
- Partnerships
- NBN, smarter cities
- Goodwill of Council, community and support, community advocates
- Improved marketing – what are we here for - community outreach, branding
- Local collection digitisation and online delivery
- Neutrality
- Lack of distance to travel
- More specific personal recommendations
- E-books and other digital formats e.g. streaming
- Library spaces
- Links to programs and events
- Website
- Improved use of technology
- Access
- Transient community
- Young community 0 – 20, 20 – 30

5.4 Threats
- Google, Amazon, Wikipedia
- Technology, hand-held devices, smart phones
- Availability of cheap/free/convenient books and e-books
- Obsolescence
- Legislation
- Publishers
- Potential reductions in State government funding and budget allocation
- Loss of membership
- Uncertain future
- Rising costs
- Accountability
- Changing community perceptions
- Rapidly changing environment

6. “New” things to do and “old” things to stop doing
Staff were asked to submit ideas for three new activities to be undertaken and three activities which could be discontinued. Many creative suggestions emerged and have been grouped under six headings: Marketing and Client Focus, Products and Services, Technical Applications, Staffing, Ways of Working, and Facilities. Some ideas were repeated and some took a variant form. The number of red “ticks” at
the end of each suggestion indicates the number of occurrences in the initial submissions received. There was greater commonality in the things to stop doing than in new things to do. Participants were asked at a later stage to nominate the top ten new things to do and the top ten things to stop doing. The following lists the activities in the priority order assigned by staff and indicates the number of people who chose them.

6.1 New things to do

6.1.1 Marketing and Client Focus
- Outreach activities in community – more planned approach to supporting community events, delivery of learning programs (10)
- Enhance marketing focus and use emails and texting for events, general library information, new titles etc. (8)
- Spend more time with customers rather than check in, check out (6)
- More staff involvement across all levels to engage with customers/community (5)
- Maximise use in geographic areas already using library heavily and draw in non-members within 5 km zone (5)
- Use staff expertise and programs delivered in community to market resources and services rather than rely on in-house flyers and posters as promotions (4)
- Up-sell – from programs to collections and vice versa (4)
- Think about engaging with existing active customers in marketing – emphasise lifelong learning (2)

6.1.2 Products and Services
- Continue helping address literacy and reading skills (9)
- Broaden scope of lifelong learning programs to reflect community interest (7)
- Local history online – Townsville history online (5)
- Provide contextual reader advisory services with a point of difference to other providers with advantage of being local – programs and personal recommendations around books and reading (online content, GoodReads, personalised takeaways, community connections, collection connections with reading maps) (5)
- Provide tailored training “How to use Facebook”, “How to search a database” and targeted programs e.g. travellers, apps, print, community resources e.g. May cooking program (4)
- Introduce more technology into children’s story time session – kids digital savvy at early age (4)
- Review partnerships to identify gaps as well as distinguish those that are MOUs and those that are collaborations (4)
- Promoting and training in advance – Googlesearch, Wikipedia and YouTube (1)

6.1.3 Technological applications
- Exciting new ways for customers to find stuff on the catalogue (9)
- Provide devices for people to use – lend preloaded mobile devices e.g. e-audios for hospital patient use, e-books on trains and planes (8)
- Ability of self-check machines to advise customers if they have read title before (4)
- Double library’s online output (posts, images, updates, conversations with customers, Wikipedia edits and keep on doubling it (4)

10
• Lobby SLQ/ALIA to provide infrastructure and budget to implement a library app state-wide or nationally with Trove (2)
• E-books/devices (2)
• Explore social media (Facebook, LinkedIn etc.) (2)
• More effectively use online reader engagement resources (1)

6.1.4 Staffing
• Commit time for regular professional development/training/upskilling to ensure staff are knowledgeable and capable trainers/information sharers/technology users (13)
• Take time to understand what other staff can and do contribute – value service and work with people (7)
• Create a library research development laboratory and a physical space with co-located staff. E-team would develop project list and appropriate library staff would be seconded to work full time on short sharp projects without distractions to test ideas and assumptions and prepare for adoption or recycling (6)
• Become more tech savvy to keep up with new and exciting gadgets – product knowledge for customers (6)
• Take time to ensure adequate product knowledge of events, services and programs is provide to staff so that they can promote them better and answer questions more satisfactorily (6)
• Upgrade selection criteria and job requirements to attract and employ people actively engaged with products and services and capable users of and contributions to a web 2.0/3.0 world (5)
• Investigate ways for library staff to be better equipped to help customers e.g. writing resumes, basic computer trouble shooting (5)
• Develop the professional skills of library staff by taking a project-based approach to all work. For example, each meeting should result in a list of decisions or actions, with deadlines and responsible officers (2)
• Remove stigma of reading for pleasure at work. Find creative ways to allow staff to read fiction at work with clear outcomes about product knowledge which could be shared with colleagues and customers (0)

6.1.5 Ways of working
• Work collaboratively with all departments to improve communication (8)
• Talk to other libraries about ways they do things well – do not have to reinvent wheel (7)
• Use the professional knowledge of our library staff and spend more time assisting customers to fulfil their information needs. This includes reader engagement for fiction, as well as reference and research requests for non-fiction, and help with information technology (6)
• Effective collection management strategies (4)
• Establish an ideas pool on intranet to capture good ideas and then develop them when the time is right (3)
• Use the professional knowledge of library staff and spend more time enhancing customer access to collections, and especially unique special collections (e.g. local
history). This includes cataloguing as well as design and enhancement of other access points, e.g. website, OPAC, social media, displays (2)
- Embrace change and provide ideas for quality improvements (1)
- Think outside the square – take new ideas one step further (0)

6.1.6 Facilities
- Ensure access to computers for all (4)
- Use spaces in library for other community activities e.g. Zen garden, bigger quiet space (2)
- Improve car parking availability for library customers during week (2)
- Smart use of library space (1)
- Incorporate beautiful outside space inside library with plants, pond etc. creating a more welcoming and exciting environment

6.2 Things to stop doing

6.2.1 Marketing and Client Focus
- Waiting for people to come to us, putting barriers in way of going to people physically and online – find ways to visit community √√ (12)

6.2.2 Products and Services
- Time checking in and out books (use RFID more effectively) and spend more time on answering queries for information √√ (9)
- Ad hoc responses to requests for supporting community events (6)
- Putting magazines on display status and making people wait for them (6) Already agreed as part of RFD working group outcomes
- Interlibrary loans √√ (5)
- Keeping old books and multiple copies of items not use (4)
- Allocating majority of budget allocation to print material and re-allocate to increased electronic collection (4)
- Buying music CDs and DVDs – look at sites where these can be offered to customer via downloads (3)
- Overload of programs and information for CSO staff on desk (1)
- Rules around managing loans e.g. how much, for how long, late return (0)
- Children’s Book Week (0)

6.2.3 Technological Applications
- Thinking of Wikipedia and internet as competition – explore ways to share expertise better with customers using technology (11)

6.2.4 Staffing
- Focussing on negative staff – focus on and reward hard working staff who share vision of where libraries are heading (9)
- Putting barriers in way of information and knowledge sharing and skills development among staff (7)
- Staff recruitment based solely on skills and experience. Include personality/aptitude testing to recruit staff who are curious, creative, playful and inventive (5)
- Getting involved with negative comments from staff members (5)
6.2.5 Ways of working

- Working in silos (circulation, collection development, information and digital services) within library and generally √√ (15)
- Focusing on small operational things which are energy and time wasters (10)
- Meetings discussing work – hold more workshops where work is done and completed and ensure documented outcomes and action plans √√ (10)
- Transactional processes that can be automated (7)
- Rosters – complex and time-consuming √√ (7)
- Thinking traditionally about doing things √√ (6)
- Trying to be all things to all people – some services best provided by others. Be amazing in areas of expertise (6)
- Internal end processing √√ (5)
- Negative approach to doing new things before trying them, resistance to change √√ (5)
- Extensive processes/reports which are not necessary (4)
- Looking back – look forward instead (4)
- Accepting donations – most are ready for recycling (4)
- Compartmentalising collection by gathering similar content e.g. newspapers, television, databases, iPads to search online news (3)
- Fussing about the catalogue √√ (3)
- Emailing (1)
- Checking catalogue entries on new items
- Thinking about material things (buildings, collections) and concentrate on services
- Worrying about budgets (1)

To summarize, the staff submitting views and opinions considered that a deeper understanding of client needs and an enhanced marketing focus, with more outreach programs maximising usage by existing clients, were desirable. A stronger focus on customers and a stronger sense of engagement would ensure that products and services provided are used optimally. Training of users in effective use of social networking and online searching tools would enable users to maximise their own learning. Programs aimed at all levels of learning would contribute to lifelong learning. In addition, a stronger emphasis on e-resources and mobile devices and new search and presentation approaches on the website would ensure current and future user needs are met. Enhanced staff development and training would build capacity for undertaking new tasks and new ways of working and encourage staff to be innovative and forward thinking.

Technological infrastructure, improved space utilization and new information technology applications would enable new tasks to be undertaken and new services to be provided, particularly through the automation of transactional processes. Ensuring that routine tasks in processing materials are carried out with minimal staff involvement would free up time for more client-focused service. Ideas for new activities and ways of working could be sourced from other libraries that are doing things well. Working together to common goals across the Library would ensure goal achievement.
7. Future planning

Any future plan for Townsville CityLibraries will reflect the current plan, the State Library of Queensland’s strategic framework for public libraries and the strategic plan and directions of the Council. The current CityLibraries plan identifies four outcomes.

- Vibrant empowered inclusive community
- Skilled empowered team committed to excellence in customer service
- User friendly efficient systems and technology, delivering innovative, sustainable, customer-focused outcomes
- Accountable, transparent, sustainable library business practices are in place

The State Library of Queensland’s Next Horizon vision for 2017 for Queensland public libraries emphasises spaces to learn, work and create. Guiding principles include

- Promote love and value of reading
- Support literacy and learning
- Ensure that communities have access to new and emerging technology
- Reflect local context and content
- Nurture community connectedness
- Encourage collaborative partnerships
- Uphold civic values of access, diversity, equity and a culture inclusions
- Have a strong focus on customer service
- Are open and responsive to new ideas and are agile in adopting new practices

The State Library of Queensland’s Next Horizon vision refers to

- Creative community spaces
- Connections, physical and virtual
- Technology trendsetters
- Incubators of ideas, learning and innovation

7.1 Vision

The vision for Townsville City Council is:

Townville – vibrant, progressive and a great lifestyle.

The mission is:

Working with our community to provide quality services through commitment and leadership

The guiding principles are:

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At Townsville City Council we are committed to making decisions responsibly and acting with integrity, honesty and respect. We value:

**Our staff**
Our staff are our most valuable asset and we will treat everyone with fairness and equity. We value learning teams and a collaborative approach to deliver the best service for our customers.

**Our community**
We will work with our community and business stakeholders to help build a healthy, progressive and prosperous city.

**Our environment**
We will provide stewardship to maintain, protect and enhance our natural environment.

The vision of CityLibraries in its current strategic plan is

**Connections for life**

The mission of CityLibraries in its current strategic plan is similar to the Council’s mission.

**Working with our community to connect people, information, learning and lifestyle**

In addition, the Council and CityLibraries are using the phrase **Learn, Discover, Connect** as a means of branding services as well as using it as the title of a newsletter.

### 7.2 Values

The current planning approach has no clear statement of values for the Library. The following are those that appear to be underpinning service delivery and staff behaviour and considered worth stating in any planning document, given some of the feedback in the submissions related to continuation or cessation of activities. An initial list of possible values was prepared for discussion as part of the plan. Subsequently, a list of personal and organisational value statements was presented and discussed at a workshop with senior staff in July 2013. The following values have been developed from the results of the discussion and are based on staff assessment of the importance of organisational values.

- Encouraging learning and knowledge growth
- Respecting and helping others
- Embracing change, creativity and innovation
- Delivering quality and excellence and exceeding expectations
- Committing to collaboration and teamwork
- Fostering understanding and respect
- Affirming integrity and equity
- Appreciating diversity and difference
7.3 Actions
The future actions to be taken by the Library in realizing the vision of both the Council and CityLibraries have been grouped under headings beginning with the letter “P” to enable clarity. While there are many ongoing activities, the actions listed focus on new activities to be undertaken. The headings for the activities are

- Positioning
- People
- Place
- Products
- Partnerships
- Processes

7.3.1 Positioning
Discussion occurred about the general role and positioning of the Library in Townsville. Is it the heart and the soul of the city? Is it a central part of cultural life in Townsville? Is it a central support for knowledge creation and the support of education?

1. Facilitate lifelong learning, inquiry, research and knowledge creation within Townsville through partnerships with educational providers and program and product offerings
2. Empower cultural growth, economic growth and creativity within the Community through partnerships with the business community and program and product offerings
3. Develop a marketing plan which maximizes use by existing and potential library users, and identifies the value added by the Library to community life, the means of promotion of the Library’s products and services, and the use of appropriate communication strategies, including social media, texting, emails and personal contact by staff

7.3.2 People
“People” in this instance refers to both the clients of the Library and the staff. Earlier in this report, the primary clients have been identified and they remain the significant driver of the development of new services.

4. Conduct focus groups with top five customer target groups i.e. Families, Teens, Business, New arrivals to Townsville, Elderly, Teachers and Walk-ins, to determine their information behaviour and needs
5. Conduct a survey and focus groups to explore the information needs and behaviours of Council staff and Councillors
6. Ensure active involvement of all staff across all levels in customer engagement
7. Ensure focused recruitment of skilled and knowledgeable staff with appropriate attitudes and provide recognition for productive effective staff
8. Provide ongoing training and staff development to ensure maintenance and expansion of skills and knowledge, including product knowledge, marketing, training, technological know-how, report writing, computer trouble-shooting and flexible approaches to change
9. Develop volunteer program/crowdsourcing
10. Investigate the provision of a service targeted to Councillors following the analysis of their needs
7.3.3 Place
The term “place” refers primarily to the physical space of the Library. It also refers to the virtual space occupied by libraries as services are provided any time and any place.

11. Identify what is working well and what is not working well with delivery of services to where clients are e.g. shopping centres, continued visits to aged care facilities, and make appropriate changes
12. Examine hours of operation against hours of heavy use and develop appropriate strategies for service hours
13. Design and implement appropriate enquiry/service point to be replicated in each branch library
14. Examine ways of creating a more exciting, accessible and welcoming environment within the libraries
15. Investigate the use of “makerspaces”
16. Enhance website access and ensure the website provides easy access to content and services and matches the way in which physical space is presented within the Library
17. Ensure the creation of a culture and environment which values innovation and sharing of ideas

7.3.4 Products
A detailed list of products and services has been provided elsewhere in this report. Not all are well-known and new products and services must be developed to meet emerging client needs. The term “products” also includes programs provided by the Library.

18. Prioritise provision of products and services following analysis of findings of focus groups conducted with customer target groups and identify those for further development in areas where the Library can be “amazing” e.g. tailored training on Facebook, database searching, travel, use of apps, Google and social media
19. Develop a Wikimedia program for CityLibraries
20. Enhance the local history service
21. Ensure lifelong learning programs match community interests and the findings of the focus groups conducted with customer target groups
23. Negotiate user licenses for all Townsville citizens to e-resources held
24. Provide links to online resources held by the State Library of Queensland and the National Library of Australia
25. Investigate the provision of mobile devices pre-loaded with content
26. Continue the implementation of social networking and investigate use of other services including Pinterest
27. Examine the preparation of research guides which match learning needs and interests
28. Provide recommendation services through engagement of readers and customers and maximize use of services like Goodreads, and LibraryThing
29. Examine event support across the year and develop plan which targets those events linked to library target customer groups and library goals
30. Examine the continuation of interlibrary loans
31. Examine the current offerings of information fluencies and readings skills programs following analysis of the focus group findings, identify those most appropriate and investigate alternative means of delivery
32. Ensure the Collection Development Policy encompasses the approach to e-resources and the acceptance of donations

7.3.5 Partnerships

The Library works in partnership with public libraries throughout Queensland, with other parts of the Council and with various community groups in Townsville. *None of us is as good as all of us.*

33. Identify community organizations related to core activity and work with them to harness community goodwill
34. Work with North Queensland Small Business Development Centre to deliver programs related to information resources discovery and effective use to the business community
35. Review current partnership agreements and ensure they relate to target customer groups and library goals
36. Examine relationships with local educational institutions

7.3.6 Processes

The identification of new things to do and old things to stop doing highlighted numerous processes that could be improved. They relate to external and internal activities.

37. Review communication strategies internally and externally and match against key target customer groups to ensure they effectively reach clients
38. Review processes to ensure cost efficiency
39. Review collection management strategies with a view to optimising the use of external cataloguing data and end processing services, and ensure that the catalogue and website provide engaging means of information resource discovery
40. Identify best practice libraries and benchmark against them
41. Examine the organization structure and ensure effective internal communication
42. Develop best practice approaches to the conduct of meetings
43. Ensure effective use of RFID in all processes

8. Next steps

This report outlines the background and context of the action plan for Townsville CityLibraries for 2013-15. It summarizes presentations made to staff and discussed with them in March and July 2013. Attached as appendices to this report are copies of the presentations undertaken (Appendix 3 and Appendix 4). The workshop included a SWOT analysis and staff input has been summarized and prioritized. The report content was revised after discussion with Susan Coker, Executive Manager, Library Services Community and Environmental Services. The Actions have been revised after discussion and further input from library staff on new things to do and things to stop doing.

A draft Action Plan was prepared and revised, and discussed further with library staff in Townsville at a second session in July 2013. The values statement was further explored and a revised list prepared for inclusion in the Action Plan (and this report) (full details in Appendix 1. Values Summary). Initial steps to implement each Action within the plan were identified. Some performance indicators were included.
Senior staff worked on the actions, steps, performance indicators and responsibility and sent details to the consultant who produced an action plan containing the additional details (Appendix 2). Further refinement of the steps and performance indicators, and a clearer focus on responsibility for implementation, will sharpen their focus and assist in their execution.

Libraries will survive and thrive. Townsville CityLibraries have made many achievements. Current developments and environmental change make the future exciting and the possibilities infinite. Defined and targeted goals and activities will ensure successful service delivery to the community.
For further information on council services or information contained in this booklet, contact the Customer Service Centre:

- 1300 878 001
- enquiries@townsville.qld.gov.au
- www.townville.qld.gov.au
- PO Box 1268, Townsville Qld 4810