CAIRNS
Libraries
Cairns Regional Council

STRATEGIC PLAN

2019 - 2023

CAIRNS.QLD.GOV.AU/LIBRARY

CAIRNS LIBRARIES STRATEGIC PLAN 2019 - 2023

A message from the Mayor

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

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

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

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

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

Cr Bob Manning
Mayor of Cairns

CONTENTS

EXECUTIVE SUMMARY

I READ A LOT AND WOULD BE LOST WITHOUT IT.- CAIRNS LIBRARIES CUSTOMER, 2018

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

Cairns Libraries Strategic Plan 2019 - 2023 will build on the foundations of the previous *Cairns Libraries Strategic Business Plan 2011 - 2016.* The team were able to successfully achieve the majority of the previous strategic goals, including the completion of a major capital project, being the complete refurbishment of the Gordonvale Library (June 2017).
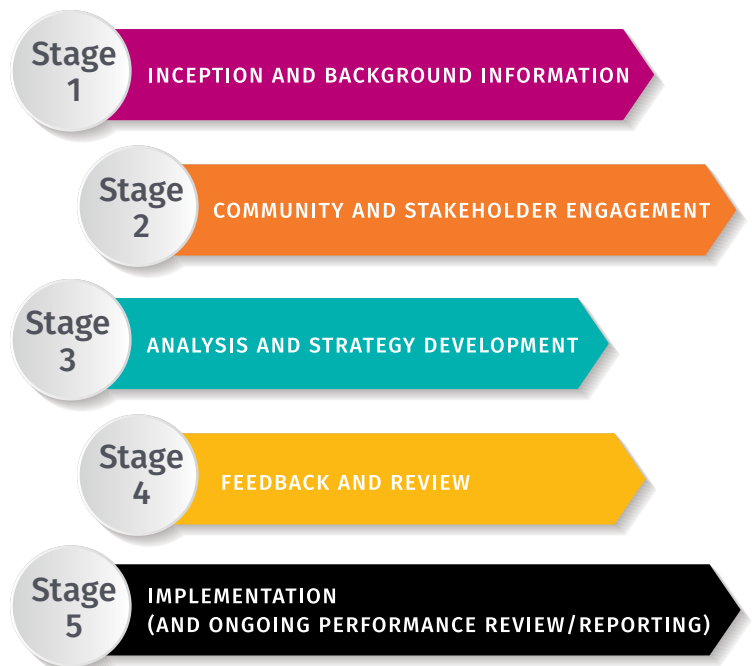
A key recommendation of this *Strategic Plan* is to investigate and acquire a new site in the Edmonton catchment to accommodate a new library. The current facility is insufficient in size, capacity and is also in poor condition and does not meet library building standards. The demand for a new facility is heightened due to the predicted population growth in the area, including the Mount Peter development area (where it is estimated an additional 30,000+ people will reside).

PURPOSE

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

METHODOLOGY

The methodology used to develop this strategic plan was:

Stage 1	INCEPTION AND BACKGROUND INFORMATION
Stage 2	COMMUNITY AND STAKEHOLDER ENGAGEMENT
Stage 3	ANALYSIS AND STRATEGY DEVELOPMENT
Stage 4	FEEDBACK AND REVIEW
Stage 5	IMPLEMENTATION (AND ONGOING PERFORMANCE REVIEW/REPORTING)

BACKGROUND

Service overview

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

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

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

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

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

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

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

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

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

CAIRNS LIBRARIES BUSINESS PERFORMANCE

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

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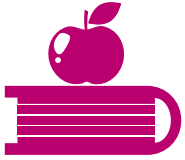
LOANS

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

Acquisitions **21,549**

Withdrawals **20,514**

931,407 LIBRARY VISITS

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

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

EVENTS

522 PROGRAMS AND EVENTS

12,942 ATTENDEES
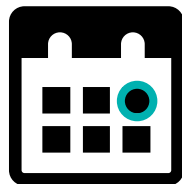
1,774 hours meeting room usage

79,744 WI-FI HOURS

138,773 WI-FI SESSIONS

114 Public access devices

24 active volunteers

60 homebound clients

64 STAFF

979 VOLUNTEER HOURS

280,049 Web page visits

459,730 Catalogue searches

COLLECTION USAGE

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

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

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

KEY POLICY DRIVERS

There are several national and state bodies with guidelines and policies that guide library services, including;
- State Library Queensland (SLQ)
- Australian Library and Information Association (ALIA)

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

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

STRATEGIC AND CORPORATE ALIGNMENT

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

STATE LIBRARY OF QUEENSLAND STRATEGIC PLAN 2016 - 2020

CAIRNS REGIONAL COUNCIL CORPORATE PLAN 2017 - 2022

CAIRNS REGIONAL COUNCIL OPERATIONAL PLAN

CAIRNSPLAN 2016 & LOCAL GOVERNMENT INFRASTRUCTURE PLAN

COMMUNITY DEVELOPMENT BRANCH PLAN (FUTURE)

CAIRNS LIBRARIES STRATEGIC PLAN

CAIRNS LIBRARIES OPERATING INITIATIVES

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

Economy

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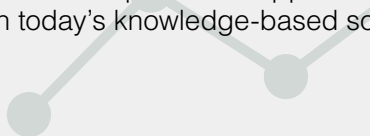
Liveability

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

Community and Culture

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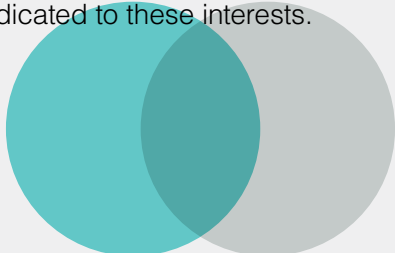
Serving the Community

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

(Civica Group Limited, 2016).

ABOUT CAIRNS AND THE COMMUNITY

ESTIMATED RESIDENTIAL
POPULATION

164,536
AS AT 30 JUNE 2017

1,687km^2
TOTAL LAND AREA

5.49%
unemployment rate
(March 2018)

18.3%
Residents aged 60 and over

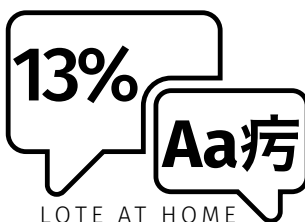Aboriginal and Torres Strait Islander population
9%

21%
OVERSEAS BORN

50,000 TO 70,000
Average international visitors per week

13%
Aa疠
LOTE AT HOME

14.6%
Homes without internet access

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

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

As a range of public functions shift online (banking, welfare services, education, social networks, cultural resources), digital access and digital literacy become the precondition of effective civic participation *(Butt, McQuire & Wyatt, 2015, p.6)*. This will increase the reliance on library staff to provide education on new technologies, fostering a smart community[1].

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

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

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

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

CONTEXT

What is the role of public libraries?

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

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

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

Public libraries represent freedom of access to information and knowledge.

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

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

Foundation skills

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

Early literacy

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

Family literacy

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

Adult literacy

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

Digital literacy

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

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

Information literacy

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

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

Transliteracy

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

Thomas et al,. 2007, p.1.

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

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

KEY CONSIDERATIONS FOR THE FUTURE

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

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

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

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

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

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

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

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

50%
of our language is learned by three years of age

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

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

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

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

46% of adult Australians cannot function effectively in a knowledge-based economy

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

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

CONSULTATION AND ENGAGEMENT

THEY ARE A MARVELLOUS RESOURCE THAT IS ABSOLUTELY ESSENTIAL TO ANY 'CIVILISED SOCIETY'.- CAIRNS LIBRARIES customer, 2018

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

Internal engagement

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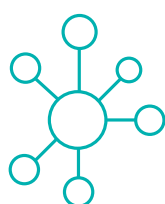
- Community Services
- Cultural Services
- Leisure Services
- Information Services
- Building and Facilities Management
- Finance

- Economic Development
- Strategic Planning
- Sustainability
- Human Resources
- Marketing and Communications
- Water and Waste

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

Challenges:

1. Lack of awareness of all library products and services

2. Perception of libraries as non-essential - lack of positive advocacy and provision of statistical data on library impacts to key stakeholders (regularly)

3. Infrastructure - accountability and responsibility allocation for asset management, sustainability, maintenance and repairs.

Opportunities:

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

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

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

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

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

LIBRARY STAFF ENGAGEMENT

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

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

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

Additionally, staff addressed four questions:

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

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

> ❝ THEY ARE A SANCTUARY, WELCOMING AND STAFFED BY GREAT PEOPLE. ❞
> – CAIRNS LIBRARIES CUSTOMER, 2018

Library staff SWOT summary - common themes (abbreviated)

Strengths

Excellent customer service and excellent well trained, knowledgeable staff

Communication and interpersonal relationships

Eight libraries across region - some spectacular

Computers with internet access (FREE) + wifi

Early childhood and primary ages are well provided

First 5 Forever

Homebound service and Volunteers

FREE, air conditioned space

Casual team support (flexible)

Meeting rooms (free to hire for Not for Profits)

Collection HQ

Own website and Facebook pages

Prompt service / short waiting times

Customer Service Offices in libraries

Weaknesses

Opening hours

Community unaware of ALL that is on offer

No strategic marketing / promotion

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

Artifax and meeting room booking processes

Cumbersome printing/copying processes

No colour printing at some branches

No scanning across network

Not as many adult / older youth outreach / engagement activities

Gaps in casual staff training / tech training

Inflexible spaces / old and dated shelving

Managing noise levels to suit everyone

Ineffective signage

Opportunities

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

Reduce time spent on non-core activities

Analyse participation trends to evaluate all programs on offer

New Edmonton Library

Radio Fequency Identifcation (RFID) technology

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

Express computers

Increase volunteer program

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

Front facing displays

Strategy to manage noise levels and spaces

Flexible furniture and spaces

Threats

Literacy levels of the community (including digital literacy)

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

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

Lack of budget to procure new and emerging technologies

Increasing need to train staff in new technologies

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

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

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

EXTERNAL ENGAGEMENT

What did the community say?

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

Customer survey results 2018

1,024 SURVEY RESPONSES

OF RESPONDENTS WERE

91% LIBRARY MEMBERS

48%
OF RESPONDENTS
rated Cairns Libraries
★ ★ ★ ★ ★

43%
OF RESPONDENTS
rated Cairns Libraries
★ ★ ★ ★

the main reason people visited their particular library was because it was close to their home

67%

AGE OF RESPONDENTS:

12 and under	2%
13-17	5%
18-24	4%
25-34	12%
35-44	21%
45-54	21%
55-64	16%
65+	20%

overall satisfaction score on facility condition of Cairns Libraries was

4.1/5

30%
of respondents said they visited the library at least once a week

MAJORITY
97%
of library users are happy with the service of Cairns Libraries.

86%
of customers stated that the service of highest importance to them is borrowing or accessing books, audio, books, magazines and newspapers.

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

100%
SATISFIED or VERY SATISFIED
WITH HOMEBOUND SERVICE

TOP10

THINGS CAIRNS LIBRARIES CAN DO
TO IMPROVE CUSTOMER SATISFACTION:
(In response to community feedback)

1 Have items in the collection available when customers want them (more stock on shelves, latest releases available quickly) and have more relevant collections and resources available at each library that suit the demographic.

2 Increase programs for adults that assist with common online or technology queries (i.e. creating an email account or using the MyGov website), so that time can be dedicated to customers' specific needs in a structured manner.

3 Open earlier on weekdays and staying open longer on weekends.

4 Increase access to the internet and computers.

5 Improve the content available online through digital resources (in correlation with the level of customer importance, but not at the expense of the physical collection).

6 Provide space for independent / group study.

7 Provide more relevant and higher quality programs, activities and events.

8 Better utilise space in the libraries to manage users and make the furnishings more inviting and flexible.

9 Manage expectations about the different level of noise and atmosphere in the library.

10 Improve communication to keep customers informed about what's happening in the libraries by using the Cairns Libraries website (where most people identified that they go to for information).

Vision

A space to read, learn, create and discover.

Mission

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

Values

RESPECT Our assets

Support VOLUNTEERS

Passionate, professional staff

SHARING

inclusivity RESPONSIVE

empowerment self-learning

Information

INTEGRATION creativity

Build communities

CONNECT THE COMMUNITY

FREE Flexibility

MODERN

Public access

Education DIGITAL INTERACTION

VIBRANT Literacy

Diversity Equal opportunities

entertainment

KNOWLEDGE EQUITY

Partnerships ACCESS

LIFELONG LEARNING

accessibility

OPPORTUNITIES KNOWLEDGE

VALUE ALL PEOPLE AND CULTURE

STRATEGIC GOALS

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

GOAL 1 -
Connecting the community

OUR MISSION:

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

IMPLEMENTATION GOALS:

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

GOAL 2 -
People and culture

OUR MISSION:

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

IMPLEMENTATION GOALS:

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

GOAL 3 -
Infrastructure and innovation

OUR MISSION:

Plan and build excellent, sustainable and relevant physical spaces.

IMPLEMENTATION GOALS:

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

GOAL 4 -
Knowledge and information

OUR MISSION:

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

IMPLEMENTATION GOALS:

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

GOAL 5 -
Marketing, promotion and advocacy

OUR MISSION:

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

IMPLEMENTATION GOALS:

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

GOAL 6 -
Governance

OUR MISSION:

Adopt industry best practice and ensure sustainable and safe libraries.

IMPLEMENTATION GOALS:

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

MONITORING AND REVIEW

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

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

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

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

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

GOAL 1: CONNECTING THE COMMUNITY

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

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: PROVIDE LIBRARY SERVICES THAT ARE INCLUSIVE AND ACCESSIBLE.		
Review library opening hours.	Review completed.	JUNE 2019
	Libraries more accessible to the community.	
	Increased visitors by 5%.	DEC. 2023
Investigate viability of concierge model[3] to be implemented at suitable venues.	Investigation complete.	DEC. 2021
Increase accessibility by removing real and perceived barriers to participation/attendance.	Policies and practices support user friendly access to services.	ONGOING
	Increased new memberships by 5%.	DEC. 2023
Review the provision of Council customer service offices based in library facilities.	Review complete.	DEC. 2019
Partner with First Peoples Advisory Committee to deliver inclusive services for Aboriginal and Torres Strait Islander Peoples.	Alignment with SLQ Service Standards for Aboriginal and Torres Strait Islander Peoples.	ONGOING
	Alignment with Cairns Regional Council *Reconciliation Action Plan.*	
Deliver inclusive programs and services that encourage and enhance library usage for the interests and specific needs of culturally and linguistically diverse (CALD) people within the community.	Inclusive programs and services built into Program Delivery Framework.	DEC. 2023
Regularly seek formal and informal feedback from library users and non-users to determine satisfaction with services and to identify community suggestions for new developments and services.	Voice of the Customer community consultation.	BI-ANNUALLY
	Survey developed.	
	Feedback reviewed and actions for change implemented.	ONGOING
	Informed future planning for the development of library services.	
	Enhanced community engagement.	

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

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: LEARNING AND LITERACY TO BE INGRAINED IN COMMUNITY VALUES.		
Develop and implement a new Children and Youth Library Services Framework.	A Children and Youth Services Framework that addresses early childhood education and progressive learning in and out of the library.	JAN. 2019
	Alignment with ALIA STEM Agenda.	ONGOING →
	Alignment with SLQ's Young Peoples Services Standards.	
	Alignment with ALIA Early Literacy Framework and Strategy.	
	Engagement with local school representatives to ensure Cairns Libraries are providing support and adding value to the education sector.	ONGOING →
Strengthen the content (resources) and service provision directed at older youth aged 13-17.	Alignment with Program Delivery Framework.	DEC. 2023
Deliver engaging and innovative early childhood programs and activities under the First 5 Forever Program.	Compliance with conditions of Service Level Agreement with State Library Queensland and grant acquittal.	DEC. 2022
	Increased participation of *First 5 Forever* programs and events.	DEC. 2022
STRATEGIC GOAL: DELIVER TARGETED PROGRAMS THAT PROMOTE LITERACY AND LIFELONG LEARNING.		
Develop a Program Delivery Framework that rationalises and reviews existing programs based on a Return on Investment analysis.	Framework that sets initial deliverables and monitoring and review implemented.	DEC. 2020
Review adult literacy programs.	Review complete.	JUNE 2020
STRATEGIC GOAL: ENHANCE AND ENRICH USER EXPERIENCES.		
Develop and implement a Technology and Digital Access Framework.	Framework implemented.	DEC. 2021
	Wider and easier access to technology and digital resources.	
Use technology to streamline operations and enhance customer experiences.	Increased customer satisfaction.	ONGOING →
STRATEGIC GOAL: ENCOURAGE AND SUPPORT LOCAL AUTHORS, LITERARY GROUPS AND HISTORIANS.		
Ensure local authors, literary groups, historians and their projects have a dynamic presence in the libraries.	Collaborative partnerships with local literary groups, authors and historians identified and delivered.	ONGOING →
	Provide access to library meeting room facilities.	

GOAL 2: PEOPLE AND CULTURE

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

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: EMPOWER AN ENGAGED, KNOWLEDGEABLE AND ACCOUNTABLE WORKFORCE.		
Continue to upskill and train staff to provide excellence in library services.	Personal Review and Development Plans completed.	ANNUALLY
	Participation in group and individual training or development initiatives.	ONGOING
	Alignment with SLQ Staffing Standards.	ONGOING
Undertake mentoring and succession planning to ensure retention of knowledge and skilled staff.	Alignment with SLQ Staffing Standards.	ONGOING
Support and promote effective leadership.	Provision of professional development opportunities, mentoring and coaching.	ONGOING
	Alignment with SLQ Staffing Standards.	
Review Team Charter that clearly defines team values and core business.	Compliance with Cairns Regional Council Code of Conduct standards, and alignment to relevant IR legislation and EBA conditions.	JUNE 2019
Maintain industry best practice in public library provision.	Continue relevant professional / industry memberships.	ONGOING
	Attend key ALIA and SLQ conferences and workshops.	
	SLQ Standards and Guidelines.	
	Voice of the Customer community consultation.	
	SLQ Service Level Agreement.	
STRATEGIC GOAL: ENCOURAGE INNOVATIVE, CREATIVE AND SUSTAINABLE THINKING.		
Provide opportunities and platforms for creativity to be nurtured.	Cairns Libraries recognised as a space for creative interests and activities.	ONGOING
Provide relevant resources and programs to support digital creativity.		

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: REVIEW CAIRNS LIBRARIES ORGANISATIONAL STRUCTURE TO SUPPORT STRATEGIC BUSINESS NEEDS.		
Develop and maintain a flexible workforce that meets the business objectives of Cairns Libraries.	Increased staff and customer satisfaction.	ONGOING →
	Efficient work practices and outcomes.	
Undertake a comprehensive review of the Cairns Libraries team roles, deliverables and opportunities to identify an appropriate realignment of services.	Review complete.	DEC. 2021
	Centralise functions that are distributed across several resources.	JUNE 2022
	Increased staff and customer satisfaction.	DEC. 2019
	Alignment with SLQ Staffing Standards and compliance with relevant legislation and EBA conditions.	
Review all library services Position Descriptions to ensure equity and consistency across all roles.	Alignment with Personal Review and Development Plan Administration Instruction.	ONGOING →
	Alignment with SLQ Staffing Standards and compliance with relevant legislation and EBA conditions.	
Review of the Support Services Team and implement continuous improvement strategies.	Review complete and continuous improvement strategies implemented.	DEC. 2020
STRATEGIC GOAL: BUILD A SUSTAINABLE VOLUNTEER PROGRAM.		
Review resource allocation dedicated to manage the Volunteer program to enable program expansion.	Review complete.	
	Resources sufficient to grow the program.	
Review Volunteer recruitment processes.	Review complete.	DEC. 2019
	Alignment with SLQ Staffing Standards.	
	Compliance with National Standards for Volunteer Involvement and alignment with ALIA Guidelines.	
Increase volunteer participation to extend outreach of its programs and services.	Increased new Volunteers by 50%.	DEC. 2023
	Increased new homebound memberships by 50%.	
	Compliance with National Standards for Volunteer Involvement and alignment with ALIA Guidelines.	ONGOING →
	Alignment with SLQ Staffing Standards.	
Seek feedback regularly from volunteers to ensure their contribution is recognised and that the program is meeting their expectations.	Volunteers feeling sense of satisfaction and involvement in success of the program.	ONGOING →

GOAL 3: INFRASTRUCTURE AND INNOVATION

Plan and build excellent, sustainable and relevant physical spaces.

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: BUILD A NEW EDMONTON LIBRARY IN THE MOUNT PETER TO MOUNT SHERIDAN CATCHMENT AREA.		
Strategic land review of catchment area to identified preferred location.	Suitable site identified and approval to proceed to secure land granted.	
	Preferred site satisfies requisite criteria, for example: - Min land requirement 2000m^2 (1,500m^2 GFA) + land allocation for parking. Total land requirement 5,000m^2; - Location (central to catchment, co-located with other similar uses); - Compliance with *CairnsPlan 2016*, Local Government Infrastructure Plan.	JUNE 2019
Negotiate with land owner and acquire/ purchase land (subject to Council endorsement of preferred site and approval of acquisition).	Acquisition of site.	DEC. 2020
Construct new Edmonton Library.	Project launch approval.	
	Undertake detailed design. Ensure alignment with: • SLQ Physical Spaces Standards • New Library Building or Refurbishment Guidelines • SLQ Library Buildings Standard • SLQ Disability Services Standard • SLQ Technology Standard • Sustainable Building Design Guidelines • Cairns Style Guide • CRC Access and Inclusion Plan All other relevant legislation.	DEC. 2021
	Comprehensive stakeholder and community engagement.	
	Development approval.	JUNE 2022
	End user (customer) satisfaction with product.	DEC. 2023

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: CREATE INSPIRING AND FLEXIBLE SPACES FOR THE COMMUNITY TO ENJOY.		
Smithfield library refurbishment.	Scope and design a facility refurbishment to contemporary standards and improves functionality of the space.	2020 →
	Project Plan approved.	
Manunda Library refurbishment - floor and furniture replacement.	Flooring replaced and new furniture installed in accordance with all procurement, WH&S and legislative requirements.	JUNE 2019
City Library Surrounds Revitalisation Plan.	Landscape Plan (design) completed.	JAN. 2021
	Project Launch Approval.	
	Complete Project in accordance with Project Plan.	JUNE 2022
Scope, procure and install RFID technology at all 8 libraries.	Installation of RFID technology.	2020 →
Consider highest and best use and consumer demand when refurbishing or redesigning space.	Flexible and versatile spaces that suit a range of library services.	ONGOING →
	Increased customer satisfaction.	
STRATEGIC GOAL: PROVIDE SAFE, WELCOMING AND ACCESSIBLE LIBRARIES.		
Develop and implement maintenance plans for all library facilities.	Well maintained and safe libraries.	ONGOING →
	Minimising business disruption to Cairns Libraries.	
	Informs future capital renewal program.	
	Compliance with provisions of leases for Manunda and Earlville.	
	Compliance with *Asset Management Plan* CRC Property and Facilities.	
Maintain natural areas attached to library facilities.	Compliance with *Asset Management Plan* CRC Property and Facilities.	
Undertake audit in accordance with *Access and Inclusion Plan*.	Compliance with standards.	AS REQUIRED
STRATEGIC GOAL: BUILD DIGITAL EQUITY WITHIN THE COMMUNITY.		
Develop and implement a Technology and Digital Access Framework that supports creative and literate communities.	Alignment with SLQ Qld Library Standards and Guidelines Technology Standard.	JUNE 2021
	Alignment with SLQ Digital Strategy.	
	Alignment with Australian Government Office of the eSafety Commissioner's *Understanding the Digital Behaviours of Older Australians Report (2018)*.	
Join eSmart libraries.	Achieve eSmart Library status.	DEC. 2022
Investigate and implement upgraded PC and print management system.	Alignment with SLQ Qld Library Standards and Guidelines Technology Standard.	JUNE 2021
	Increased customer and staff satisfaction.	
Simplify access to technology by reviewing user information guides/instructions and processes.	Increased customer satisfaction.	DEC. 2020
Procure and implement new roster management software.	Software installed meets requirements.	JUNE 2020

GOAL 4: KNOWLEDGE AND INFORMATION

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

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: ENSURE THE COLLECTION IS DYNAMIC AND RELEVANT.		
Develop and implement a Collection Management Framework.	Alignment with SLQ Library Collections Standards.	DEC. 2023
	Alignment to ALIA Guidelines, Standards and Outcome Measures for Public Libraries.	
Undertake continuous improvement projects to find efficiencies.	Alignment to SLQ Collection Development Standards.	ONGOING
	Alignment to State Library of Queensland *Guide to Supplier Assisted Procurement.*	
Regularly analyse usage and trend data for all collections and resources to inform the Collection Development Guidelines.	Increased loans per capita by 5%.	DEC. 2023
	Adequate quantity of physical stock on shelves to increase customer satisfaction.	ONGOING
	Alignment with SLQ Library Collections Standards.	
Acquit Public Library Grant.	Compliance with Service Level Agreement.	2020
STRATEGIC GOAL: CONTRIBUTE TO COMMUNITY PROSPERITY BY PROVIDING A HOLISTIC APPROACH TO LITERACY AND LEARNING.		
Develop a Literacy Strategy which sets a framework for all resources and services offered in Cairns Libraries to meet standards.	Alignment with SLQ Libraries for Literacy Framework.	DEC. 2022
Provide CALD communities with opportunity to assist in the development of collections, programs and services to suit their learning needs in partnership with Council's Multicultural Officer.	Increase in targeted CALD collections, programs and services delivered.	DEC. 2023
	Effective engagement and partnerships.	
Source culturally diverse materials for individual library branches that suit community demographics.	Increased CALD stock.	DEC. 2021
Develop and maintain a suitable adult literacy collection and ensure the collection is accessible to its audience.	Increased use of the adult literacy collection.	JUNE 2019
	Alignment to SLQ Literacy Services Standards.	ONGOING

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

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: CONTINUE TO MAKE LOCAL, HISTORICAL AND ARCHIVAL MATERIAL ACCESSIBLE.		
Collect and retain items of local and/or historical significance.	Alignment to SLQ Library Collections Standards.	ONGOING →
	Alignment to Cairns Libraries Collection Development Guidelines.	
Review the Information Desk model to determine best business model.	Review completed, recommendations implemented.	DEC. 2021
	Alignment to SLQ Reference Services Standards.	ONGOING →
	Alignment to SLQ Library Collections Standards.	
	Alignment to Cairns Libraries Collection Development Guidelines.	
STRATEGIC GOAL: DELIVER LIBRARY SERVICES IN COLLABORATION WITH INTERNAL AND EXTERNAL PARTNERS.		
Develop and implement partnership / collaboration guidelines to assess and recommend new joint ventures and/or collaborative arrangements.	Guidelines developed and implemented.	JUNE 2021
Work with community partners to deliver programs and services that strengthen community capacity outcomes.	Increased number of partnerships/collaborations.	ONGOING →
	Increased participation in programs.	
Investigate and provide opportunities for collaborative community learning using Volunteers or library users.	Investigation complete.	JUNE 2022
	Increase in self-learning amongst users.	
	Alignment with ALIA policies, standards and guidelines on Volunteers.	
Collaborate with Galleries Libraries Archives and Museums (GLAM) to provide unique experiences for the community and visitors.	A collaborative approach delivered.	ONGOING →

GOAL 5: MARKETING, PROMOTION AND ADVOCACY

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

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: PREPARE A MARKETING AND COMMUNICATION PLAN.		
Evaluate existing marketing methods and campaigns.	Evaluation complete.	JUNE 2019
Implement recommendations identified in the *Marketing and Communication Plan.*	Recommendations implemented.	JUNE 2020
Audit promotional /branded material and implement roll-out of visual rebranding.	Visual collateral changed.	DEC. 2020
	Corporate marketing standards and guidelines maintained.	ONGOING →
	Sophisticated marketing and promotional material that is economical and sustainable.	
STRATEGIC GOAL: ENSURE LIBRARY SERVICES AND DIGITAL RESOURCES ARE USER-FRIENDLY.		
Enhance library website to support mobile access and other interactivity.	Increased website visits by 10%.	DEC. 2023
	Increased user satisfaction.	ONGOING →
Investigate options for a Cairns Libraries app.	Feasibility study conducted with return on investment analysis.	DEC. 2023
Investigate a more visually appealing solution to the LIBERO WebOPAC.	Investigation completed.	JUNE 2021
Review use of social media, establish and implement guidelines.	Guidelines established and implemented.	JUNE 2021
STRATEGIC GOAL: FOSTER RELATIONSHIPS WITH CAIRNS' BUSINESS SECTOR TO ADD VALUE TO EXISTING SERVICES.		
Develop a *Sponsorship Strategy* that identifies opportunities to add value to the existing library service.	Strategy developed and approved in line with Council's Inbound Sponsorship guidelines.	DEC. 2021
Pursue sponsorship in line with above mentioned *Sponsorship Strategy*.	Sponsorship opportunities identified.	2021 →
STRATEGIC GOAL: CONTINUE TO PARTICIPATE IN ADVOCACY CAMPAIGNS TO MARKET AND PROMOTE LIBRARY AND INFORMATION SERVICES.		
Regularly advocate to Council and Executive Management of positive impacts/aspects of Cairns Libraries.	Awareness of library activities and impacts.	ONGOING →
"Open day" in the libraries for Council elected members to meet constituents.	Increased use of and advocacy for libraries by elected members.	
Where feasible, make office space available for Council elected members to use.		
Ensure ALL library services are known and valued.	Increased awareness of services.	

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

GOAL 6: GOVERNANCE

Adopt industry best practice and ensure sustainable and safe libraries.

ACTION	INDICATOR	TIMELINE
STRATEGIC GOAL: MANAGE OUR ASSETS AND SERVICES TO A HIGH STANDARD.		
Implement individual branch operational plans for all eight libraries.	Venue Operational Business Plan completed.	JUNE 2019
	Compliance with Asset Management Policy.	
Transfer shopping centre lease management to Licencing and Approvals Unit and ensure ongoing lease compliance.	Leases managed in accordance with terms and conditions.	
Maintain technology infrastructure that ensures reliable connectivity, security and capacity for growth.	Uninhibited access for end user.	ONGOING
	Windows 10 and Office 2016 rolled out to all internet PCs.	
	Public access and staff PCs updated in line with Council's PC Replacement Procedure.	
STRATEGIC GOAL: MAINTAIN GOOD GOVERNANCE AND COMPLIANCE.		
Conduct annual membership and stock maintenance.	Current members and stock accurately reported.	ANNUALLY
Remove public library services from Council domain to a new separate cloud based solution.	Reduction in risk to security of Council network.	JAN. 2019
File plan review - implement new standards for records and document management.	Compliance with record management standards and Record Keeping Administrative Instruction.	DEC. 2021
Review and update Library Membership and Access Terms and Conditions.	Updated Terms and Conditions implemented.	ANNUALLY
Actively participate in Safety Circle.	Library staff go home safe and well every day.	ONGOING
Accurately report on Cairns Libraries obligations to State Library Queensland.	Compliance with State Library of Queensland Service Level Agreement.	ANNUALLY
Implement recommendations of Audit Committee.	Recommendations implemented.	ONGOING
Actively seek grants that provide opportunities to add value.	Compliance with Grant Application and Monitoring Administrative Instruction.	
Be fair and transparent in the procurement of goods and services.	Audit procurement processes and implement audit recommendations.	JUNE 2020
	Compliance with Procurement Policy and relevant legislation.	ONGOING
	Alignment with State Library of Queensland Guide to Supplier Assisted Procurement.	

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

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

REFERENCES:

.id (2016). Cairns population highlights. Retrieved from: https://profile.id.com.au/cairns/highlights-2016

Australian Government Office of the eSafety Commissioner. (2018). Research: *Understanding the digital behaviours of older Australians*. Retrieved from: https://www.esafety.gov.au

Australian Library and Information Association. (2017). Australian Libraries: the digital economy within everyone's reach. Retrieved from: https://www.alia.org.au

Butt, D., McQuire, S., Wyatt, D. (2015). Public Libraries in a Digital Culture. Retrieved from: https://arts.unimelb.edu.au/__data/assets/pdf_file/0005/1867865/PublicLibrariesinaDigitalCulture.pdf

Cairns Regional Council. (2017). *Corporate Plan 2017 - 2022.* Retrieved from: http://www.cairns.qld.gov.au

Civica Group Limited. (2016).
The Intrinsic Value of Libraries as Public Spaces - Technology and digital services reflect the changing role of libraries. Retrieved from: https://www.uts.edu.au

Presidential Committee on Information Literacy: Final Report. (1989). Retrieved from Association of College and Research Libraries. Retrieved from: http://www.ala.org/acrl/publications/whitepapers/presidential

SGS Economics and Planning. (2012). *The Library Dividend - A guide to the socio-economic value of Queensland's public libraries.* Retrieved from: http://www.plconnect.slq.qld.gov.au

State Library of Queensland. (n.d.-a). Digital strategy - Becoming digital by design. Retrieved from: http://digital.slq.qld.gov.au

State Library of Queensland. (n.d.-b). Libraries for literacy - every day, every way: 2015/2018. Retrieved from: http://plconnect.slq.qld.gov.au

State Library of Queensland. (2011). Libraries for literacy: Every day, every way: 2011-2014. Retrieved from: http://www.slq.qld.gov.au

State Library of Queensland. (2017). Queensland public libraries statistical bulletin: 2016-2017. Retrieved from: http://plconnect.slq.qld.gov.au

Thomas, S., Joseph, C., Laccetti, J., Mason, B., Mills, S., Perril, S., & Pullinger, K. (2007). Transliteracy: Crossing divides. First Monday,12(12). Retrieved from: http://firstmonday.org/article/view/2060/1908

United Nations Educational, Scientific and Cultural Organisation. (1994). Public Library Manifesto. Retrieved from: http://unesdoc.unesco.org/images/0010/001030/103075Mb.pdf

BABINDA
24 Munro Street, Babinda

CITY
151 Abbott Street, Cairns

EARLVILLE
Shop 128, Stockland, Cairns

EDMONTON
175 Bruce Highway, Edmonton

GORDONVALE
88 Norman Street, Gordonvale

MANUNDA
Raintrees Shopping Centre, Manunda

SMITHFIELD
70 Cheviot Street, Smithfield

STRATFORD
11 Kamerunga Road, Stratford

EMAIL
cairnslibraries@cairns.qld.gov.au

WEB
cairns.qld.gov.au/library

CAIRNS
Libraries
Cairns Regional Council