

Flinders Shire Library Development Plan

July 2018



This report was commissioned by Flinders Shire Council to review the current public library service and physical building, in order to generate a Library Development Plan. The Library Development Plan focuses on the future management and location needs of the Flinders Shire Library. The plan is developed based on the input of the local community, the existing services and the requirements of the SLQ service agreement.

Acknowledgements

- Library Staff
- Flinders Shire Council Staff
- Mayor Jane McNamara
- Youth of Flinders Shire
- Community who talked with consultants, filled in surveys or gave feedback
- Playgroup/ First 5 Forever participants
- SLQ consultants
- SLNSW Consultant

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Date of Publication – July 2018



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Executive Summary

Purpose, aims and outcomes

The purpose of this document is to establish a strategic development plan for the Flinders Shire Public Library. It looks to the future and finding sustainable opportunities for development and maintenance of the full range of library services. The plan looks to focus areas for the future and ways to bring key stakeholders in the community together through partnerships and initiatives. The report contextualise the library within the Flinders Shire and the future trends of the libraries around the world.

What are rural libraries of the Future

- Rural libraries are community hubs
- Rural Libraries are places of learning and digital hubs connecting to the emerging technologies
- Rural Libraries are alternative education spaces
- Rural Libraries support overall community health and wellbeing
- Rural Libraries support local literacy
- Rural Libraries are creative spaces
- Rural Libraries are multi-use spaces
- Rural Libraries are makerspaces
- Rural Libraries are flexible work spaces
- Rural Libraries are a support for small business development and resource support
- Rural Libraries are environmental escapes or alternatives (escaping weather and loneliness, finding quiet in urban lifestyles, refuge in disaster)
- Libraries are a 'third place', not home not work but the other place people can go and be and socialise.
- Libraries are visible council services, marketed to their communities, people know what they offer and what is going on in their library.

References: Morgan et al 2016; Houghton et al 2013; WDGB 2011; LaRue 2011; Wood et al 2000; Light et al 2016; Light et al 2016; McShane 2011; Flaherty 2015; Wyatt et al 2017;

Key impacts on the future of Flinders Library Services

- The local population is predicted to maintain or decrease in the next 10 years;
- The Shire has an ageing population (currently the median age is older than QLD and Australia at 44 yrs)
- The impact of digital innovation on information access;
- The growth of new digital literacies;
- Impact of location and access to services for local community (rural locational needs)
- Library as social and community connector
- Library as third place
- E-government and services
- Online education
- Globalisation and internet of things

The library is well loved by the local community and it provides a touch point and hub for both the town community, village communities and the rural residents of Flinders Shire.

The vast distances and remote location make the library an essential and meaningful resource for the community and with the current pattern of population decline this importance increases.

The library is a key asset for Flinders Shire in the development of a sense of community and cultural identity and can be further supported to be a repository of local knowledge, history and the stories of the town.

The library plays a significant role in the tourist experience of the area and is often utilised as a source of local information for these visitors.

The library provides a comfortable, welcoming and inclusive place for the community to rest during visits to town and the amenity of the library is very important to the local community for this reason.

The library is well connected across the town of Hughenden, the villages and there is also a relationship with the rural community of Flinders, this could be further developed with improvements to the library's webpage (within the Council website) as it is an online portal to the library information and resources. There are significant resources provided by the rural libraries of Queensland (SLQ) that could be better promoted on the webpage and across social media channels.

Vision

The Library is for all the Community – at the heart of Flinders Shire

Flinders Library Service for all the community providing services and programs that promote knowledge, literacy, social inclusion and diversity, and emerging technologies to the community.

Values

- Improving the library experience for all residents and visitors
- Communicating and connecting with the community
- Pursuit of excellence in providing for the information needs of the Flinders Community
- A caring philosophy that provides a comfortable, accessible, inclusive physical space
- Developing a sense of local ownership of the library and its services
- Collaboration with partners and community with partners and community,
- Leadership in technology and information connection for the community
- Recognition of the community's history, heritage, direction and future

Focus Area 1: Making Local Connections

	Actions	Staging
1.1	Create and deliver a yearly plan of programs, workshops and events across ages and interests to expand and enrich the Library experience for the Community. Customer surveys or conversations could inform the development of programs and areas of interest.	Current & Ongoing 12 months
1.2	Build or maintain partnerships with <ul style="list-style-type: none"> • Health care providers – Library health talks • Local Childcare centres and schools • Local businesses and community groups • Council departments 	Current & Ongoing Action 12 months
1.3	Maintain communication with community through Internet <ul style="list-style-type: none"> • Facebook page to include promotion of digital resources as well as library programs and activities • Redevelop the Webpage interface to be user friendly, share events and resources, make access to online resources easy 	Current & Ongoing Action 12 months
1.4	Continue to build trust and safe place for local aboriginal people. Invite local aboriginal people to consider ways of capturing and preserving their history and culture. Lead by local people.	Medium to long term 3 years
1.5	Invite local community members to write, document, and collect history and stories of local events. Annual Stories of Flinders competition – across age groups and media from written stories, photos and digital stories	2 to 3 years
1.6	Develop the website as a key marketing tool both to locals and tourists	Short term through to long term ongoing
1.7	Showcase the information being collected and processed in the current history project, displaying and making local historic photos visible to the community and visitors – use of the Apple TV to showcase a slideshow of historic images could be a first step in this process. Banners or large prints or posters could also be considered. Investigate ways of presenting local historic information could tie in with a history or arts grants from NLA or SLQ or other government departments.	Medium term
1.8	Continue to develop relationships with the local schools through visits and outreach events.	Ongoing 12 months

Focus Area 2: Providing a Great Place

	Actions	Staging
2.1	<p>Redevelop the outdoor space of the library to accommodate a range of activities. Engage suitable landscape architect/designer to develop concept plans for refurbishment or redevelopment of the area</p> <p>Create a multipurpose space for activities and events within the library – also serving as a meeting room and training room</p>	12 months to 2 years
2.2a	<p>Undertake investigations to address Library space shortage needs and create a multi-purpose area e.g. consider the removal of vault door to storage area;</p> <p>redeveloping this area to be a quiet study space (investigate removal of door and possibly removal of part of the vault walls);</p> <p>combine storage areas into one more efficient area.</p> <p>Alternatively investigate and extension to accommodate a multipurpose room to the rear of the library opening into the outdoor space.</p>	Investigations 12 months
2.2b	<p>ALTERNATIVELY</p> <p>If the library can't be repurposed in its current location consider alternate locations which are more flexible and adaptable to the library its community. This space would ideally have a multipurpose space which can adapt to a variety of activities and uses, included a space for technology and quiet study, showcase local history collections and provide a relaxed space to rural community and tourists visiting to town as well as the regular locals. See 2.5</p>	
2.3	<p>Create outpost libraries in hamlets and villages with book swap collections for local and visitor use. Use these to provide information about digital services as well.</p>	12 months to 3 years
2.4	<p>This Centrelink service point is very busy but only staffed by one person. A co-location in a new library space where staff could back each other up would be beneficial to both services.</p>	Long term 3 years. After physical planning of library space has been investigated
2.5	<p>PROVISION OF A NEW SPACE OR NEW LIBRARY SHOULD INCLUDE:</p> <ul style="list-style-type: none"> • Staff and community interaction points (front desk or counter) • Shelving for library resources • Dedicated local studies area for showcasing local history and collections including: digital technology; physical resources and artefacts, consider including space to expand this to local indigenous collections and focus areas over time 	Current library space is limited – restricting the development of the library activities and some of the core functions.

	Actions	Staging
2.5	<ul style="list-style-type: none"> Children's area – currently a focal area of the library this could be enhanced and expanded, more space for a range of activities Quiet study space Video conferencing capacity – space to be separated from main library area and noise, providing privacy and quiet WiFi and internet connection Photocopying and printing facilities (available to the public) Access to computers and digital resources Multipurpose area for events and meetings Outdoor space for children's activities, teen activities and other community groups Kitchenette or facilities for catering Workspace for staff Flexible shelving and book areas that can be adjusted for a range of displays and functions Use of digital signage and technology to interact with community and convey messages and information updates. 	Consideration should be given to provision of a purpose-built library space to accommodate library needs.

Focus Area 3: Developing Skills and Providing Resources

	Actions	Staging
3.1	Staff encouraged to attend service training offered by SLQ	Annually
3.2	Ensure staff have sufficient training in areas of technology to answer queries and support local community with enquiries.	Annually
3.3	Develop a rural librarian network, potential exchange or visit between libraries, social media group and sharing of photos and experiences within the group.	Work for SLQ but role for Flinders in supporting
3.4	Build connections with education providers in Townsville or TAFE to ensure adequate technology and resources are available to support local learners	Short term
3.5	Utilize new multipurpose space to allow use of space for visiting training events	Medium to longer term
3.6	Promote access to online training that is available through SLQ, ensure council website is easy to navigate and access this training	Short term

Focus Area 4: Leading with Technology

	Actions	Staging
4.1	Replace older computers with faster and UpToDate technology – investigate funding options	Short to medium term
4.2	Provide public printing directly from computer bays	
4.3	Provide charging points in the library for bring your own device, tablets and phones	Short to medium term
4.4	Investigate workshop options for digital technology like robotics, digital storytelling, photography, coding	Short term
4.5	Investigate robotics kits and loans through SLQ for holiday programs	Annually
4.6	Investigate options to provide Library users with digital technology and equipment beyond computers – for example 3D printers, laser cutters, virtual reality googles. STEM program funding could be available for this type of equipment supported by programs	Medium to longer term Ongoing



1. Introduction

1.1 Commission

Flinders Shire Council identified the need to undertake a Library Development Plan process. This report prepared by Urbamatix Consultancy brings together the findings of the stakeholder engagement and community consultation with Flinders local community. It also draws on the advice and input of State Library Queensland (SLQ) and best practice in library management across Australia and internationally.

1.2 Purpose, aims and outcomes

The brief for this work was established by Flinders Shire Council.

The following objectives for the project are outlined

- Confirm Council's role in the development of the Flinders Shire Public Library
- Identify sustainable future opportunities
- Produce a clear pathway for library development including staffing, facility needs, technology needs
- Identify key strategic initiatives and projects
- Identify needs/services for the community
- Identify external/industry relationships and network building opportunities
- Plan for population changes
- Consider historical deliverables/needs
- Identify opportunities

Project Outcomes/Products

- A hard copy Library Development Plan with electronic files
- An updated Library Development Policy to reflect plan
- A SWOT Analysis
- Highlighted economic (including funding) and Library opportunities
- Identify possible Library events/programs/workshops
- Ideas for future Library workshops
- Suggest economic opportunities
- Identify library service needs
- Suggestions to improve Library usage and experience

1.3 Structure

This report is set out in two parts, the first provides an analysis of the current situation, the trends and directions of libraries as well as an analysis of the current services. The second part of the report sets out the plan for the future direction, a vision, mission, action plans as well as key factors for measuring success and setting the directions.

Additionally, there are appendices with additional helpful information and observations that were not within the brief or fall outside the key focus areas of the report.

You will note that the report uses a numbered reference system to increase readability while still providing the reference links to the vast array of background material that supports the report and development plan. All references are provided in the list at the back of the report and cross reference to the numbers throughout the report.

2. Setting the Scene - Flinders Shire

The creation of this Development plan for the Flinders Shire Library is informed in the first instance from the strategic corporate plan for Flinders Shire Council. The **Vision** set out in that plan is for **Flinders Shire to be a place of discovery, opportunity and lifestyle**.

Flinders Shire Council **Mission** is to promote quality of life through leadership, attitude and respect.

The plan goes on to establish core **values** that include:

- A Caring Philosophy
- Pursuit of Excellence
- Teamwork
- Local Ownership
- Communication
- Leadership
- Recognition

This vision, mission and values are reflected in the final Vision, Mission and Values for the library while specifically focussing on the library functions within the community.

2.1 Population of Flinders

Flinders shire has a relatively small population of 1536 (2016 Census) scattered across a large council area of 41, 538.5m². The main centre is Hughenden with a population 1136, and there are a number of smaller hamlets or villages around the area including Prairie, Torres Creek and Stamford.

Flinders has a fairly even distribution of ages across the population (shown in the Figure 1),. The median age of the population is 44 years old compared to the median for Queensland which is 37 years old.

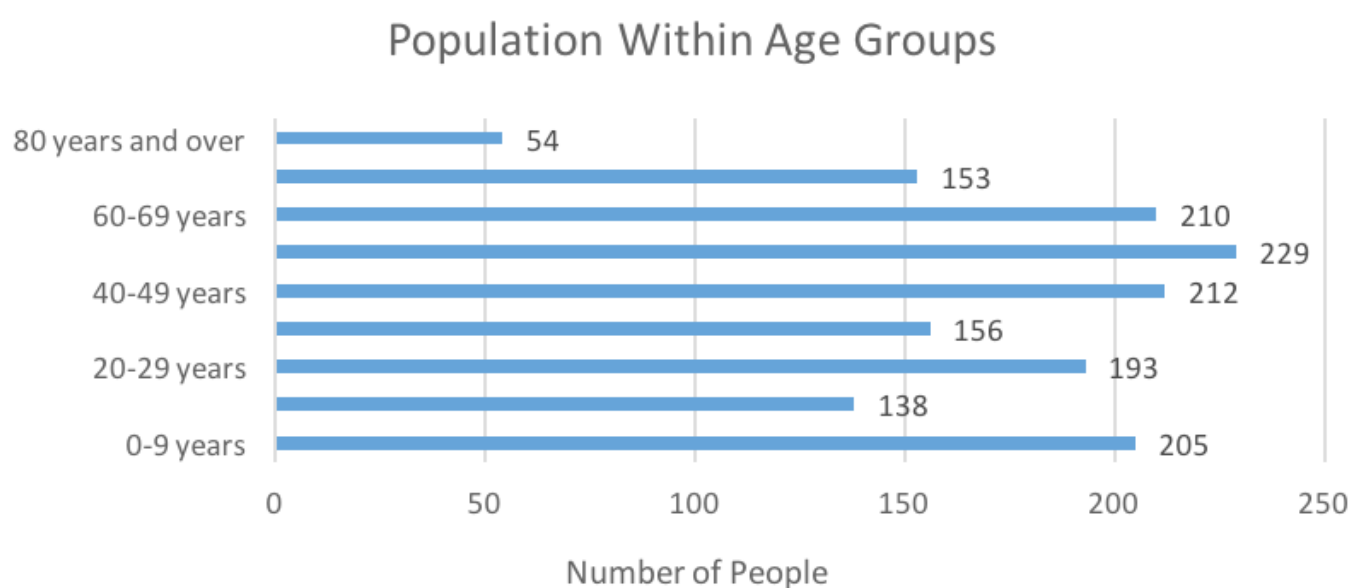


Figure 1 Age Profile

PERCENTAGE DIVISION OF OCCUPIED PRIVATE DWELLINGS

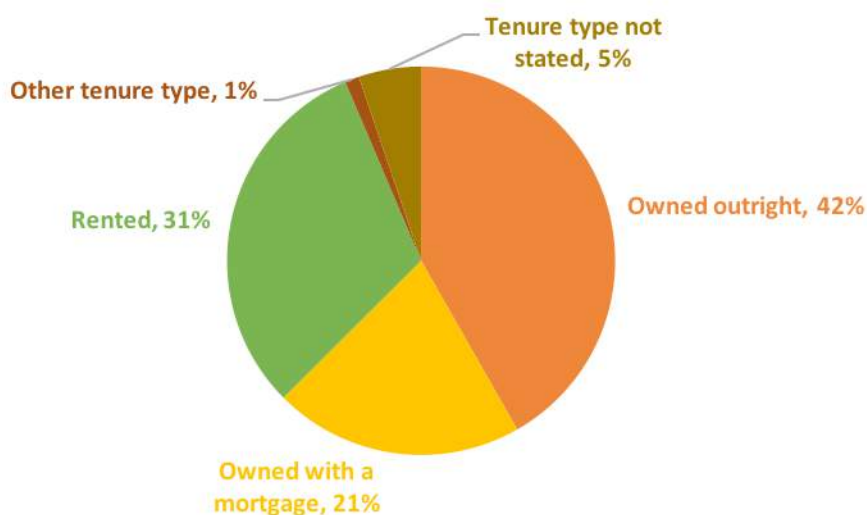


Figure 2 Home Ownership

Total number of houses 699

The majority of people living in Flinders are long term dwellers, having properties owned outright (as seen in figure 2) at 42% compared to 31% across Australia. This provides a strong connection to the land and a feeling of belonging, encouraging a community environment within the town.

It is also noted that the population of Flinders has shown an overall trend for population decline over the last number of decades. The Council has actively stated objectives to build population growth and have a number of business strategies to achieve this.

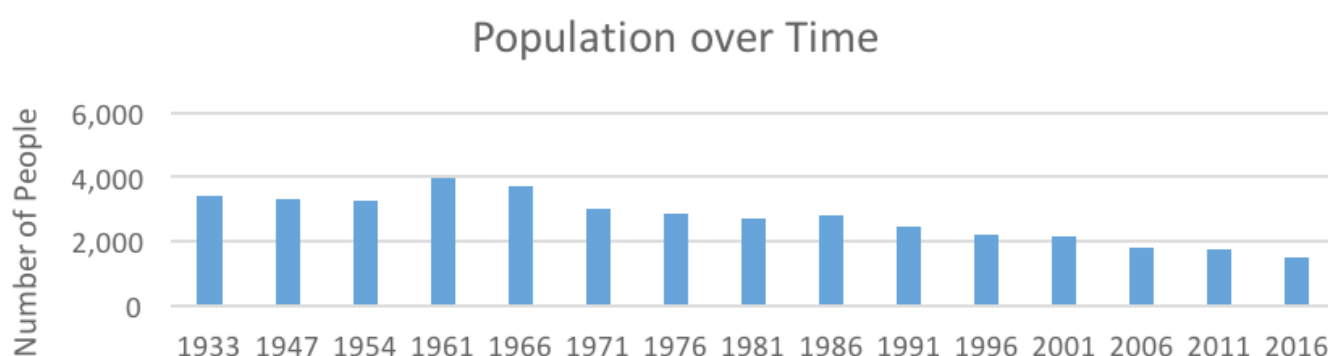


Figure 3 Population over time

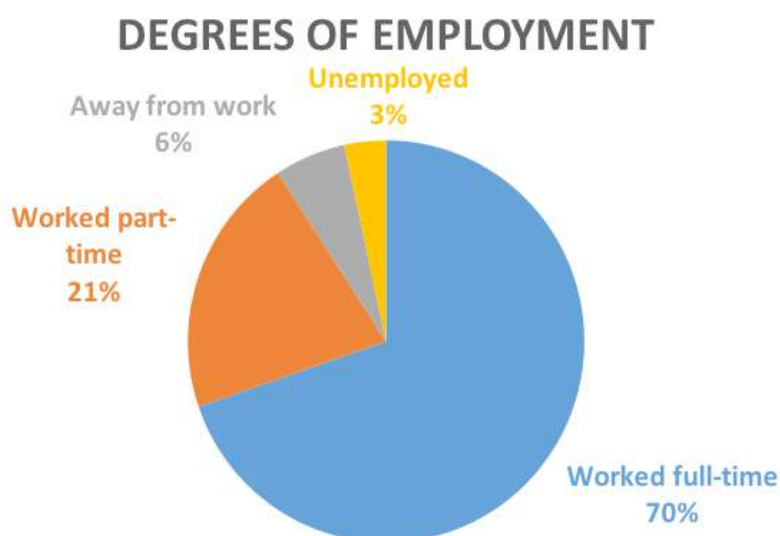


Figure 4 Level of Work

Flinders boasts a large majority of stable jobs, with most of the population working full time or part-time, only a small percentage are unemployed or away from work. It should be noted that people without work may be forced to leave the area to find job opportunities as the work market is relatively small.

LEVEL OF HIGHEST EDUCATIONAL ATTAINMENT

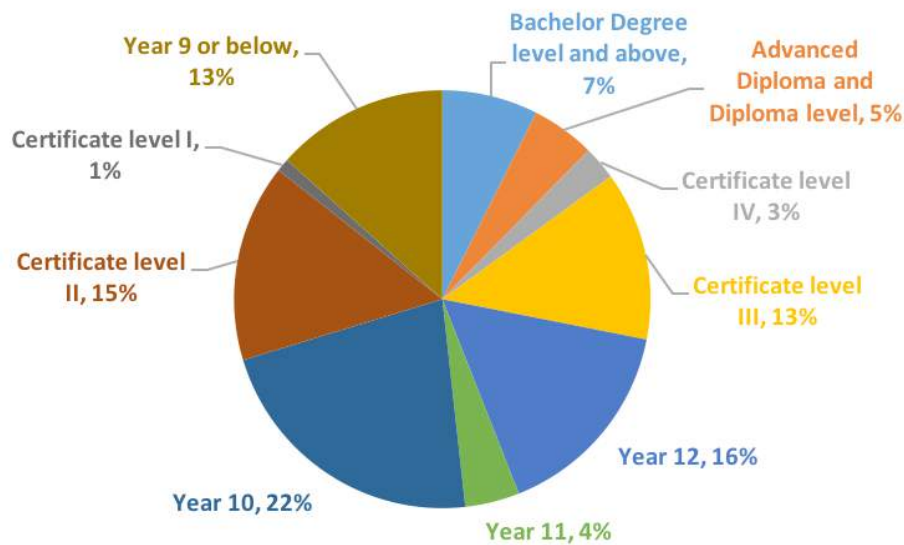


Figure 5 Level of Highest Education Attainment - People over 15yrs

The most common level of education seen within Flinders is completed year 10, closely followed by graduation of year 12, and then trade certificates. This potentially means that community members may need access to online or remote study to update qualifications as required.

DIFFERENT TYPES OF OCCUPATION

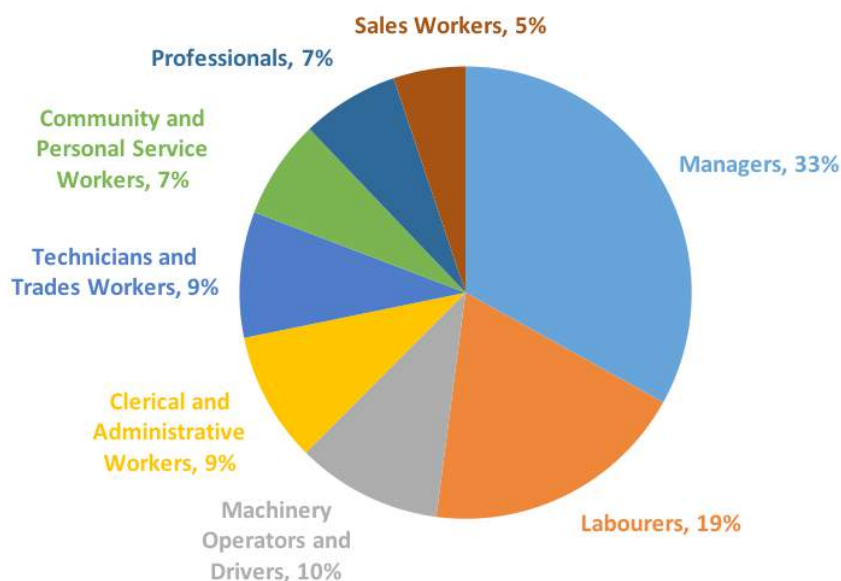


Figure 6 Different Types of Occupations

The main occupation within Flinders is manager, however, the next largest portion of the population work as labourers. When looking at this in comparison to the graph in figure 7, most of these people would work in the beef cattle industry.

TOP RESPONSES FOR INDUSTRIES OF EMPLOYMENT

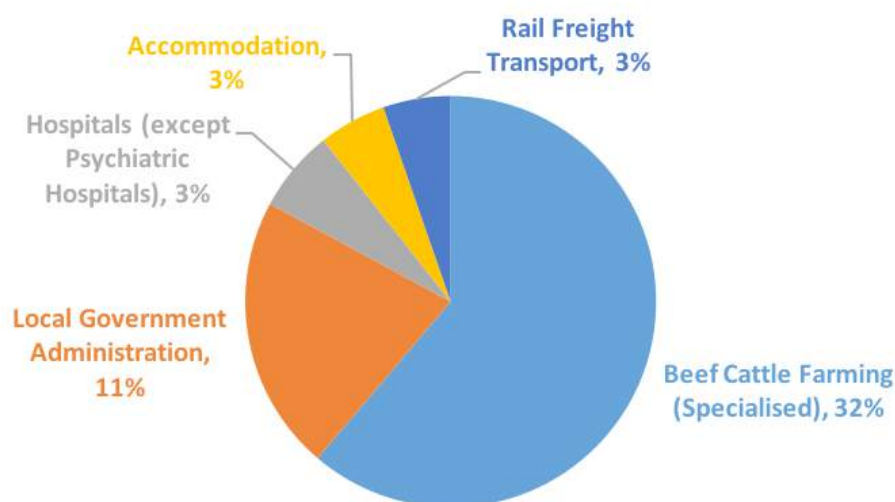


Figure 7 Industries of Employment

The main source of income for Flinders Shire is beef cattle farming. The Shire has over 100 rural grazing properties and a gross value of agricultural production was calculated at \$73.5m (Graham & Schrodter, 2015). The agricultural base, means the culture of the community revolves around strong family ties and local community. Years of drought have a huge effect on the local economy, wellbeing and population.

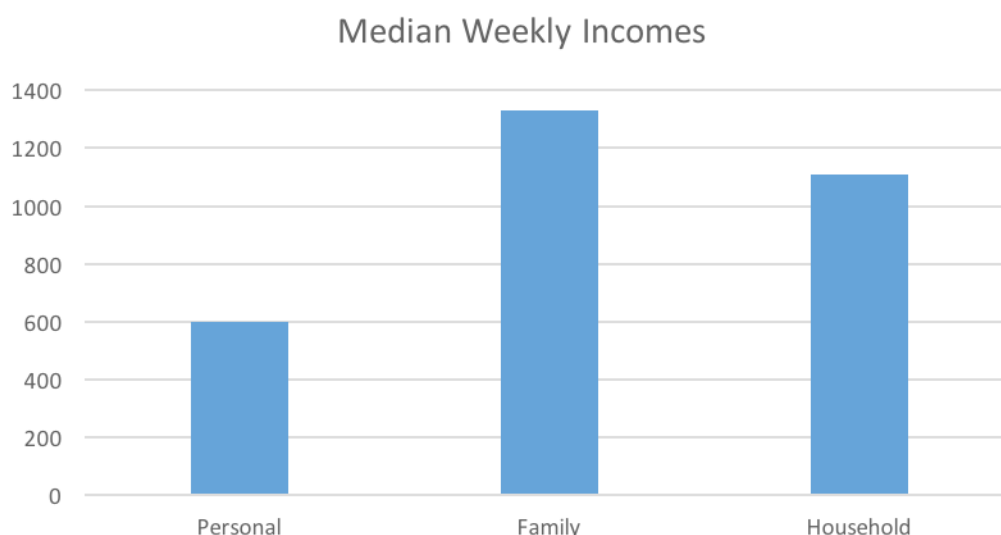


Figure 8 Median Weekly Incomes

ABS figures show 68.7% of households in Hughenden had at least one person able to access the internet from their dwelling. This could have been through a desktop/laptop computer, mobile or smart phone, tablet, music or video player, gaming console, smart TV or any other device. Statistics also show that 26.7% or 116 people were not able to access internet from their dwelling. This compared with a much lower rate for the rest of Queensland at 13.6% or Australia at 14.1%

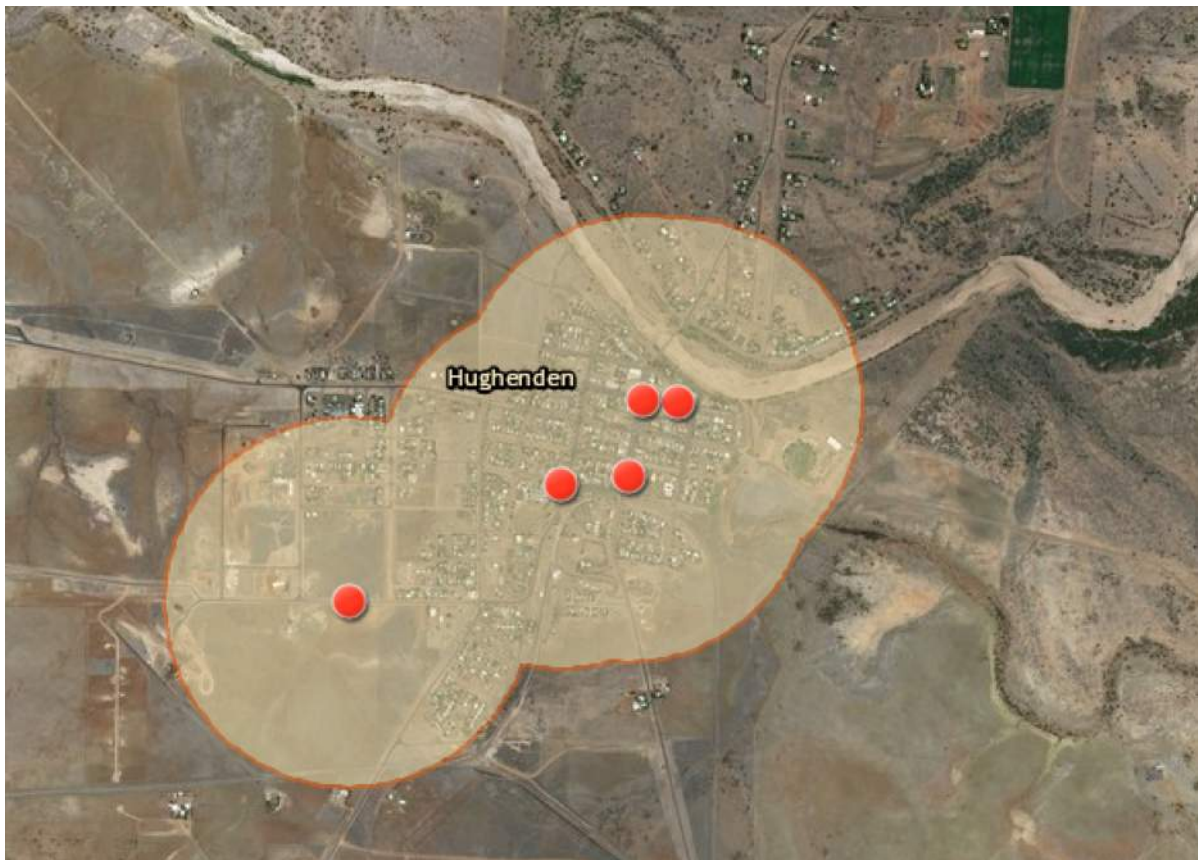


Figure 9 Distances around Hughenden

Hughenden offers its key community facilities within easy walking distance, an 800m radius around the Flinders Shire Library, Hughenden Sales yard, Hughenden Supermarket, Foodworks and Diggers Entertainment Centre, is shown in Figure 9. Most of the population living in town are within walking distance of the library.



Figure 10 Location of Hughenden within Queensland (Source Google Map Data ©2018 GBRMPA)

Hughenden is accessible via road, rail and air with regular commercial flights and bus service to Hughenden services available.

Some of the key events in the Shire include the Rydweld Porcupine Gorge Challenge race held at Porcupine Gorge 73km from Hughenden, in July each year.

Flinders Shire also hosts the Hughenden Country Music Festival in July each year, drawing crowds of people. Hughenden is a popular stop for grey nomads touring rural Queensland.

Flinders Shire has a number of schools and education options, these include: Cameron Downs State School, Hughenden State School, Prairie State School, St Francis Catholic School, School of the Air and Distance Education.



2.3 Current Services and Usage

Local Services provided in Hughenden and more broadly across Flinders Shire include:

- Council Services and facilities
- Hospital
- Aged Care
- Medical services visiting the town
- Centrelink
- Community Care

Current Services Provided By the Library

Services, Events and Experiences	Existing	To Develop	Blue Sky
Book loans	✓		
Book exchange	✓		
School Holiday Programmes	✓		
After School Programmes	✓		
Library Club	✓		
First 5 Forever Playgroup	✓		
Be Connected technology tutoring		✓	
Local history collecting and cataloguing	✓		
Facebook	✓		
Community Hub (place of community interaction and visits)	✓		
Office services (printing, copying, booklet development, fax, email, internet)	✓		
Teen Programs		✓	
Outreach to hamlets and rural areas		✓	
Local Aboriginal Peoples histories		✓	
Connections to Rural/Agricultural community		✓	
Strong online presence and easy website navigation	✓	✓	

2.3.1 Library Guidelines and Responsibilities (service agreement)

Table: List and links to Queensland Public Library standards and guidelines

Source: SLQ website <http://www.plconnect.slq.qld.gov.au/services/collection-management/policies/guidelines>

These standards and guidelines are designed to assist Queensland public library staff and local governments in the planning and development of their library services. The Public Library Standards Steering Group drives the ongoing review and development of the standards and guidelines.

1. [Operational services standard](#)
2. [Staffing standard](#)
3. [Shared facilities standard](#)
[Guidelines and Toolkit for shared facilities best practice](#)
4. [Library buildings standard](#)
5. [Mobile libraries standard](#)
6. [Library collections standard](#)
7. [Interlibrary loans standard](#)
8. [Local studies standard](#)
9. [Reference services standard](#)
10. Specialist service standards
 - 10.1 [Literacy services standard](#)
 - 10.2 [Multicultural services standard](#)
 - 10.3 [Disability services standard](#)
 - 10.4 [Young people's services standard](#)
 - 10.5 [Library services standard for Aboriginal people and Torres Strait Islanders](#)
11. [Technology standard](#)
12. [Resource description standard](#)
13. [Guidelines for end processing](#)

2.3.2. SLQ Staffing Standard

State Library of Queensland recommend that for populations under 3000 - one full-time equivalent staff member per 3,000 population or part thereof should be employed.

For library services with populations less than 2,000 the preferred minimum qualification for a Library Administrator should be Certificate II in Library and Information Services.

However, staffing levels, qualifications and skill mix influence the adequacy, quality and variety of a library service. Variables which impact on the optimum number and type of staff required in any one library service given the diverse nature of communities and their demographics include:

- Number and type of service points
- Library usage (loans, visits etc.)
- Hours of opening
- Range of services provided, including community services
- Type of building (number of levels and help desks, layout etc)
- Population distribution
- Demographic analysis of population (e.g. young people, seniors etc)
- Extent of need and demand for specialist services
- Extent to which any services are contracted out
- Co-location with other services (do the library staff perform other functions such as council customer service?)
- Extent to which technology is used (e.g. self-service facilities)

It is noted that for Flinders to offer the current level of service efficiently and to include the range of services as well as the hours of operation that they provide – staffing levels at 2.5 are appropriate.

2.3.3. Guidelines for staff training from SLQ guidelines

All public library staff should receive ongoing training and development to ensure effective service provision and to keep in touch with the changing library and information technology environment. Training and development should include opportunities for, but are not limited to, training courses and seminars, on-the-job training, job rotation and/or staff exchanges. Professional development opportunities for networking and conference attendance should also be provided together with opportunities for undertaking study for formal library qualifications or extension of qualifications (e.g. post graduate studies) for long term staff. A range of library qualifications from Certificate II through to degree and postgraduate can be completed remotely via external study. These opportunities are critical to staff development and continuous improvement in service delivery outcomes. Consideration for financial support and approval of leave for course requirements should be offered and staff attainment be acknowledged and rewarded. Casual and relief staff should have equal access to sufficient training to undertake the requirements of their position with a minimum of supervision.

2.3.4. Library Spaces - SLQ standards

SLQ provide guidelines for calculating the floor area required for a library, they include three components: the base floor area – for minimal library activities; the additional functional areas – for additional activities based on local needs and loading for main branch/headquarters functions. They specify a minimum floor area (m²) 225m² for population catchment below 3500. They specify additional functional areas that are not included in the base minimal. These may include:

- Local/family history service
- Meeting/training rooms
- Auditorium/theatre
- Youth space
- Café
- Outdoor areas/courtyard
- Toy library
- Mobile library support – allow 50m² per mobile library

It is noted that Flinders Shire has an estimated floor area of 250m² and currently provides three computer stations and a study desk (seating for two people) a series of three rows of shelving (four aisles) and public seating area (two seats) and coffee table, work desk (also customer service counter) children's area, kitchen, three storage areas, public bathroom, staff toilets. While the library meets the minimum standards, the popularity of the library and its level of usage would justify the investigation into the further expansion of the library space and consideration of a new library facility. This is demonstrated with the overflow of library activities into the outdoor space at the rear of the library. This space is under-developed and suitable in the limited cooler weather. The outside area is well utilised and appreciated by customers, there was a common response from stakeholders that the area is under-developed and functioning at a minimal standard. This outdoor area is also most appreciated in the relatively cooler months so in the hotter months the library has a significantly limited space indoors in the airconditioning.





The Whole Building Design Guide (1) referred to by the State Library of Queensland (SLQ) lists seven broad types of public library space, these include:

1. Collection space
2. Public electronic workstation space
3. User seating space
4. Staff work space
5. Meeting space
6. Special use space
7. Non-assignable space (including mechanical space)

It is noted that the Flinders library includes a measure of each of these types with the exception of Meeting space and special use space. This is identified as the key missing elements in terms of the library's space allocations.

Careful analysis of the following will allow designers to determine the space needs for the seven general spaces listed above, which are common to public libraries:

- Identification of the library's population of users
- Estimation of the collections provided by the library and the space needed to accommodate those provisions to meet the future needs of its users
- Estimation of floor space needed to accommodate seating areas
- Estimation of floor space needed by staff
- Estimation of floor space needed for meeting rooms
- Estimation of miscellaneous public- and staff-use space (special use space)
- Estimation of space needed for entry halls, mechanical rooms, bathrooms, etc. (non-assignable space).

State Library of NSW has developed a series of concept plans for library layouts at various sizes which support best practice for libraries. For instance, the 250m² Illustrated below. The relevant sizes for Flinders are attached in the appendix of this report. Note that the plan includes shelving, study areas, computer terminals children's area, multifunctional meeting room separate from the main library area, single unisex toilet and a work room for staff.

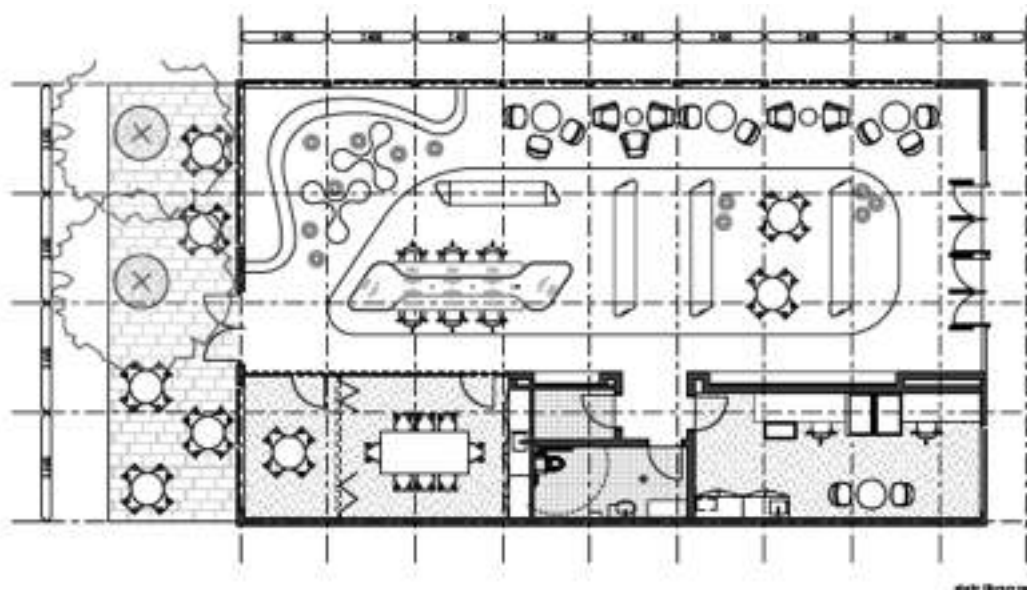


Figure 12 Library layout from SLNSW - for 250m2 library

SLQ Standards for Local Studies

Local studies collections provide communities with special resources that document and illustrate their history and cultural heritage, offering a dedicated repository for significant material over time. Each library service should define the scope and role of its local studies collection and associated services within the long term strategic planning of the library. Essentially, local studies collections should provide access for the community to materials of local interest and relevance, both historical and current. The library's role usually includes collecting, indexing, housing, promoting and facilitating appropriate access to resources. Where resources, staffing and facilities allow, libraries may also take on a role in the identification and preservation of any significant, fragile, valuable or rare materials. Libraries may also choose to digitise relevant fragile material, where equipment and support is available, to preserve content and broaden access to information.

Once the scope and role of the collection and services are defined, planning should be undertaken to support these services. Staffing, budgetary allocations and the provision of appropriate facilities are essential elements in this planning.

Local studies materials should be housed or shelved separately from the general collections with special attention given to:

- suitable shelving for the variety of physical items;
- adequate space for long term storage and expansion;
- proximity to any equipment required to use the collection;
- adequate tables and seating in close proximity to the collection.

3. Library Trends and Future Directions

With the evolution of digital technology to become ubiquitous in all aspects of modern life, the role of the library to support community in understanding and connecting with the knowledge era is increasingly significant. This is even more important for rural and remote communities, with the library providing a link to information and for some the only connection to the Internet. This is particularly relevant for access to government resources, education and training as well as local and global markets. The United Nations (La Rue 2011) state that access to the Internet is a basic human right and governments have a responsibility to support their communities by creating links and bridging the digital divide.

The Flinders Shire Library offers access to a range of reading material and information, as well as providing a place to read and unwind; the Library in Hughenden is a hub for the community and brings together many of its local members.

Queensland research by Wyatt, MacGuire and Butt (2017) has identified that libraries play a vital role in redistributing technological capacity, that is they enable emerging forms of social and cultural participation. Public libraries actively help communities navigate the evolving dynamic between digital technology, new cultural practices and social relations(3).

3.1 Global Trends Affecting Libraries

From an international perspective there are a number of relevant world trends that are impacting on libraries. Briefly listed with a descriptor here, this list has been directly drawn from the website (ALA 2018 <http://www.ala.org/tools/future/trends>) who regularly update and add to each area with reports and articles.

Ageing advances – Australia has an ageing population with the combined impact of the baby boomer generation as a population anomaly and improvements to health seeing longer life expectancy. This means more people spending longer in the retirement category, with specific age-related needs and health care needs. As well as a broader volunteer base and younger population being called on to support the older population.

Anonymity a hallmark of communication on the internet, is a promoted feature of applications (Whisper, Secret) and forums (Reddit) allowing users to share information secretly. Anonymity, wherever it occurs and for whatever reasons, may be easily used to promote racist, sexist, offensive, and horrible sentiments. Libraries and librarians may fill a growing need for open dialog and reputable information.

Badging, specifically digital badges are derived from computer games and online education systems. Badging recognizes the individuals' accomplishments, skills, qualities, or interests and help set goals, motivate behaviour, they represent achievements, and communicate success in learning offered in schools, professional settings, or daily life. Badging systems continue to recognize learning that happens across a wide environment, including out-of-classroom learning, libraries of all types may be called upon to support the development of badges for learners.

Blockchain technology uses a distributed database connected through the Internet to track and tag multiple information sets – for instance to keep track of products of items providing around. Like artificial intelligence and other disruptive technologies, blockchain has the potential to fundamentally change many of the institutions that humans have built (banks, insurance companies, etc.). This linking technology also has potential to support Agriculture and other distributive business and could be harnessed as positive technology for local businesses.

Co-working spaces bring individuals and teams, employed by companies or self-employed, together in shared spaces where they can share ideas and knowledge across their work and create a sense of community. Libraries have long provided space and resources for entrepreneurs and individuals to work and conduct business, there may be some lessons to be taken from co-working. Beyond space and resources, co-working spaces activate their spaces with a sense of socialization. Getting work done is important, but for many of these spaces, forging connections is even more important. Facilitating connections requires staff and personnel who can broker conversations and create events that bring people together.

Co-working spaces may lead libraries to rethink their spaces, combining the traditional open floor plans of reading rooms with smaller study rooms and carrels where small teams can interact with technology and other features.

Connected Learning utilises social and digital media available via the internet connects students and young people to each other and to a host of formal and informal educators, providing limitless opportunities to seek and acquire new knowledge and skills. Connected learning is learning that is “highly social, interest-driven, and oriented toward educational, economic, or civic opportunity.” Connected learning happens across learning networks including school, home, libraries, and community centres. Connected learning also supports the idea that learners achieve best when learning is reinforced and supported in multiple settings, providing opportunities for libraries to engage other institutions as partners in connected learning environments.

Creative placemaking brings together partners from public, private, non-profit, and community sectors to strategically shape the physical and social character of a public space through arts and cultural activities that encourage public discourse, neighbourhood development, community health and safety, social justice, economic growth, environmental sustainability, civic pride, and an authentic “sense of place”. Creative placemaking promotes several values that resonate with libraries and library professionals – equity, arts and culture, creativity, community engagement, partnerships, and stewardship. After process and the creation of space, creative placemaking activities often require programming to sustain “continuous placemaking” that benefits the community even after the designers are gone.

Digital Natives Children and young people born into and raised in a digital world (post 1980) may work, study, and interact in very different ways from “digital immigrants,” those who were born just a generation before. Digital natives have grown up with internet access and depend heavily on mobile devices, are heavy consumers of social networking services, consider speed to be among the most important characteristics of digital products and services, and multitask across devices and between work and entertainment. Combined, these characteristics may require libraries and librarians to adapt services and programs to the new unique needs and expectations of digital natives.

As with most broad labels, the characteristics of digital natives may not apply universally to all people from this generation. Young people who grew up in low-income communities, who are immigrants or the children of immigrants, or who simply have alternate preferences may not have experienced the same level of digital and technological influence in their early lives. Libraries and librarians may still provide an opportunity for digital natives to experience new technologies, resources, and collaborations that might otherwise have been missed.

Drones or ‘Unmanned Aerial Vehicles’ (UAVs) will become a regular part of life, used in research, transportation and delivery, artistic production, news coverage and reporting, law enforcement and surveillance, and entertainment.

Flipped Learning utilizes a method that encourages students to first study topics at their own pace (online video lectures, etc.) and then apply the knowledge in the classroom with peers and teachers. Flipped learning takes advantage of popular and educational technology such as online video and course management systems, allowing teachers to use class time for hands-on learning, coaching, and mentoring instead of content delivery. The method aligns with theories that students learn more deeply when they have opportunities for hands-on and interactive learning. Continued access to and management of many of the learning elements involved in the flipped learning environment may fall to library and information professionals.

Students and other learners seeking environments where they can view recorded lectures without distraction may seek out spaces in the libraries for focus and serious study.

Gamification, or the application of game elements and digital game design techniques to non-game settings, and game-based learning, or game playing that has defined learning outcomes, are seeing greater adoption and recognition in educational and professional settings. Skills that games help develop – include digital literacy and understanding how systems (computer and otherwise) work. It is being trialled within a range of educational settings and Libraries may find that it can add a surprising and fun element to learning. There could be benefits to communities interested in supporting next generation job skills may find benefit in promoting games and game-based learning.

Internet of Things As technology becomes smaller and cheaper, it is possible to embed computing, wireless communication, and radio devices into objects and connect them so that they can collect and transmit data, be controlled by other objects, and connect to the larger internet infrastructure. The interconnection of devices and the data that they produce, when leveraged by applications to create useful intelligence that can be transmitted back, will help automate and improve services and experiences provided by these devices. (e.g. it is likely that the IoT will be adopted in agribusiness).

Maker Movement – Do-it-yourselfers, tinkerers, hackers, entrepreneurs, and interested learners are finding opportunities to make what they want and determine their own creative paths. Makers take advantage of the availability of new technology and traditional craft tools, improved communication between community members, and new pathways to the marketplace (sharing economies, e-commerce, crowdsourcing). Governments may capitalize on the maker movement as an opportunity to revitalize manufacturing, build small businesses, attract investment, or even revive neighbourhoods or centers.

Makerspaces may provide libraries, which have long been available to community and small businesses, with new opportunities to further technological innovation and entrepreneurship in the community.

Robots – “Robotics is the next disruptive technology coming into our lives and we felt it was important to make it accessible to people so they could learn about it...From an economic-development perspective and job- and career-development perspective, it’s so important.” Even as advocates promote the view that robots will improve humans’ experiences in the workplace, there is still concern that robots will be used to displace human workers, reducing salary and benefit expenses and potentially increasing productivity. Libraries and other educational institutions may have a role in developing new skills for displaced workers and/or improving skills so that workers can transition to new roles and responsibilities in environments where robots assume significant portions of the workflow. (e.g. SLQ encourages public libraries to offer simple robotics activities for children)

Unplugged In a world where information and technology are everywhere and ever-present, opportunities to unplug may become more essential, benefiting both professional and personal experiences.

Virtual Reality – the computer-generated simulation of images or whole environments that can be experienced using special electronic equipment – is progressing in several ways, including traditional virtual reality that creates environments, allowing people to be “present” in an alternative environment; augmented reality that starts with the real world and overlays virtual objects and information; and spherical or 360-degree video that captures an entire scene in which the viewer can look up, down, and around.

Understanding these global trends are important in order to support the local community in the social and technological changes that will potentially impact business, education and socialising in the future. The library often serves as the first contact the community has with these wider technology and social trends.

3.2 What are rural libraries of the Future

- Rural libraries are community hubs
- Rural libraries are places of learning and digital hubs connecting to the emerging technologies
- Rural libraries are creative spaces that engender creative practice within communities
- Rural libraries are multi-use spaces catering for a wide range of local needs and interests
- Rural libraries are makerspaces engendering a culture of making and DIY which in some cases can turn into economic opportunities
- Rural libraries are alternative education spaces they often pick up the students who don't cope well in other institutional settings such as schools. They also provide support to adults re-skilling and updating their education via external study.
- Rural libraries support overall community health and wellbeing through information and education, through programs and workshops, through emotional support and social connection.
- Rural libraries support local literacy both digital and classic literacies
- Rural libraries are flexible work spaces where people without offices, in transit or without workspace can come and work.
- Rural libraries are a support for small business development and resource support through access to technology, resources such as printing or access to information.
- Rural libraries are environmental escapes or alternatives (escaping weather, heat or cold, and loneliness, finding quiet in urban lifestyles, refuge in disaster).
- Rural libraries are a 'third place', not home not work but the other place people can 'hangout' and socialize. In this role they build community, social resilience and capacity and create stronger communities overall.
- Rural libraries are visible Council services marketed to their communities, people know what they offer and what is going on in their library.

References: Morgan et al 2016; Houghton et al 2013; WDGB 2011; LaRue 2011; Wood et al 2000; Light et al 2016; Light et al 2016; McShane 2011; Flaherty 2015; Wyatt et al 2017;

3.3 Key Impacts on the future of Flinders Library Services

There are specific qualities of the Flinders Shire community and location that have an impact on the future services offered by the library. It is noted that:

- The **population is predicted to maintain or decrease** in the next 10 years; This means that the role of the library to hold the community together and support local residents will increase as the populations declines. The alternative view and the Council strategy of growth similarly relies on a strong public library as the hub of the Community supporting and welcoming new residents and businesses moving into town.
- **Ageing population** (currently median age at 44 is older than the QLD median at 37 years), this translates into targeted services and programmes for the older populations. As older residents retire there is a need to find positive and interesting activities for leisure time and libraries are often sought to fulfil this need.
- The **impact of digital innovation on information access**; The shifting nature of information access is changing the library world and focus. Supporting the community to develop the required level of digital literacy and find the information that they need on line has become evident.
- The growth of **new digital literacies**, digital technology is in a constant state of change and as such digital literacies are constantly developing. The result is an evolution of digital learning and literacies building and changing over time. The library has a key role in supporting the community through these changing digital frameworks.
- Impact of **location and access to services** for local community (rural locational needs). The distances between towns and cities in outback Queensland mean that the provision of local services in town are vital to the local community.
- Library as **social and community connector** or as third place, the important link in the sense of social inclusion, involvement in community and knowledge of community. Vital for a sense of health and wellbeing, building resilience in the community as a whole.
- **E-government and services** – mean that even though departmental offices may not be provided in Hughenden, services can still be accessed. It also requires a level of digital literacy to access these services. The library is already supporting many locals in accessing forms, emailing and participating in E-governance processes.
- **Online education** – is a growing market and there are more subjects and types of courses being offered online all the time. This means that location no longer inhibits learning, you can study anything from lawnmower repairs to a law degree from your online computer.
- **Globalisation and internet of things**, the ability to connect things with international markets through the internet of things and block chain the movement of products has amazing potential for rural and agricultural enterprise. Keeping the population UpToDate on such technologies helps to develop innovations and advantage in these areas.

3.4 Range of Library Programs, Events & Workshops

The following types and lists of Library programs are taken from events currently being offered at libraries around Australia. They are meant to provide a suggestion list rather than a prescribed list of activities or events. It is critical the events offered in Flinders match the local needs, interests and capabilities. It is also noted that with a small library service there will be limited staff capacity to take on a demanding schedule of weekly events. It may be more effective to plan a series of events that are either self-sustaining and/or trialled over the short to medium term.

The following list outlines a menu of possibilities and Flinders Library could chose just a few events for any single planning season for example one event from each section in any given month. Some events can be self-sustaining. For instance, Roma Library has a writers' group run completely by locals but using library space, similarly knitting groups and seniors clubs are volunteer run in a number of other libraries across the State. Having appropriate and sufficient space can facilitate this type of volunteer lead activities and enhance the range of activities available.

Events supporting literacy and learning

- Writers' Group
- Book Clubs
- Early Literacy (First 5 Forever across Queensland)
- Author talks
- School Holiday Activities (list of inspiration ideas available through ALA <http://www.ala.org/alsc/kickstart>)
- Science in the library (supporting STEM learning)
- General interest groups

Programs supporting Digital Literacy

- Digital literacy (across age groups) – one on one sessions for seniors
- Robotics (special event link with SLQ for support)
- Digital Storytelling workshops
- Digital Storytelling competition (effective way of documenting and gathering stories from the local area, collaborative and sense of local ownership)
- Making podcasts - workshop and learning
- Computer Game sessions (e.g. Minecraft)
- Makerspaces (this can cross over beyond digital literacy)
- Digital Photography
- 3D printing
- Programming computers and Arduinos
- Drones and agriculture technology

Community Building

- Seniors' Group
- Knitting Club (or other crafts)
- Teens in Library (Moreton Bay have run a series of these events, Pizza Nights, Loud in the library)
- Late night library events – talks, theatre, groups, workshops (sharing local stories) local performers after hours
- Movies in the Library
- Agribusiness workshops (Finance, key issues identified by local community)
- Local Business support workshops (eg. Tapping into online markets, Bookkeeping, Marketing for small to medium businesses, Financial management for small business, Social media marketing)
- Teens community service club
- Backgammon or chess club
- Live streaming events (e.g. Queensland Symphony Orchestra, TEDx events)

Programs developing Cultural Identity

- NAIDOC Week events
- Aboriginal and Torres Strait Islander cultures displays and exhibitions
- Computer aided design and 3D printing workshop (video conference with other centres potential)
- Local History Group
- Learning to use Ancestry.Com Workshop (access available through RLQ)

Events for health and lifestyle

- Story time at gymnastics club (this is already happening supported by the library resources)
- Sports topics talks for youth (sports personalities or coaches picking up on favourite or popular local sports)
- Cooking classes
- First-Aid basics
- Health and wellness talks

A recommended activity list for Flinders Shire Library service for a three-month block might include:

- Storytime for under 5s (playgroup)
- Homework help for school aged children three days a week
- One movie night in the library
- Seniors Group one day a week
- Local history photo competition for October

Some activities like story time will fall into a regular pattern but one other new event might be trialled each month, adding variety and interest and reaching out to other members of the community.

4. Current Services Flinders Shire Library Audit

4.1 Audit of Service Level Agreement Obligations

The following audit compares the Service Level Agreement between Flinders Shire and the Library Board of Queensland, it is valid for the period 1 July 2018 to 30 June 2021

- It is noted that the Rural Libraries Queensland (RLQ) tourist membership is free to anyone who is travelling within regional and outback Queensland.
- The First 5 Forever (formerly known as Best Start) Family Literacy Initiative Service Level Agreement between local governments and the Library Board of Queensland is valid for the period 1 January 2015 to 31 December 2018. Government funding for this project was continued in the latest Budget and should continue beyond 2018.

Provide a free public library service including:	
<ul style="list-style-type: none"> • Entrance to the library • Assistance to use the library facilities and resources • Lending, reference and information services • access to an Online Public Access Catalogue • online access to electronic resources and library and information services • access to the Internet via in-library computers or devices, or via wi-fi for customers using their own devices • Services and programs that promote knowledge, literacy, social inclusion and diversity, and emerging technologies to the community • Interlibrary loan arrangements with other Queensland public libraries and IKCs • Reciprocal borrowing across Queensland 	<ul style="list-style-type: none"> ✓ (wheelchair accessible) ✓ (2 x full time staff) ✓ ✓ (2 staff access PCs, 3 public access PCs) ✓ (library website http://www.flinders.qld.gov.au/library, library Facebook page https://www.facebook.com/Flinders-Shire-Public-Library-280086222044205/) ✓ (free public Wi-Fi, a fee for Internet use on the public PCs is listed in the council charges 2017/18¹) ✓ (First 5 Forever playgroup, seniors morning tea, after school library club, weekly outreach visits to both schools, school holiday activities, poetry writing workshop) ✓ ✓ visitors can join the library and return material at other Rural Libraries Queensland locations

¹ Flinders Shire Council Cost Recovery Fees & Commercial Charges 2017/18 <http://www.flinders.qld.gov.au/council/corporatepublications.shtml#Fees%20and%20Charges>

<p>Have management and operational practices which strive to meet or exceed the Queensland Public Library Standards and Guidelines</p>	<ul style="list-style-type: none"> • 2.2.1 Standard for per capita staff levels and qualifications ✓ 2 x full time staff • 4.2.3 Standard for minimum floor area (base floor area) for Population catchment up to 3,500 Minimum floor area (m2)* 225m2 • 1.2.2 Standard for opening hours ✓ 44 hrs per week • Monday to Wednesday – 9.00am to 5.00pm • Thursday – 9.00am to 6.00pm • Friday – 9.00am to 5.00pm • Saturday – 9.00am to 12.00 noon • Sunday – Closed
<p>Participate in state-wide and/or targeted initiatives or programs, and deliver related programs and/or resources in the manner specified by the Library Board through specific additional documentation which clearly outlines the initiative or program's specific obligations, expenditure, guidelines, reporting, and acquittal requirements.</p>	<ul style="list-style-type: none"> • First 5 Forever ✓ weekly playgroup • Summer Reading Club • Annual statistics • Annual financial acquittal
<p>Support library staff to participate regularly in training opportunities provided by the Library Board, or other registered training organisations, to develop the capacity of library staff to deliver excellent library services and programs.</p>	<p>✓</p> <p>Flinders staff visited Brisbane in 2018 touring library services and RLQ</p>
<p>Maintain a website providing, as a minimum,</p> <ul style="list-style-type: none"> • information on library service points and opening hours, • how to join the library, • library facilities and services, • library programs and events, • access to the online library catalogue or discovery tool, • and key contact information. 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>

Provide the following information annually to the Library Board by 31 August each year:	
a. completed Statistical Return, on a template supplied by State Library;	✓
b. a Public Library Outcomes Report, on a template supplied by State Library;	✓
c. a current strategic and/or operational plan for the library service.	× in progress
Ensure that library details in the online Directory of Queensland Public Libraries are kept current and accurate.	✓ http://www.slq.qld.gov.au/visit-us/find-a-public-library
Collaborate with State Library for the advancement of all public libraries and IKCs across the state.	✓ as required
Publicly acknowledge the support of the State Government in the funding of its library.	✓ Website

4.2 Analysis against Creative Spaces Framework

State Library Queensland developed an evaluation framework to acknowledge and recognise the role and benefit of libraries as Creative Spaces within their communities. The changing nature of libraries are seeing more programs and activities geared around the creative practice. The Creative Impact Framework helps libraries to plan and evaluate these creative activities. These activities:

- may be organised by the library
- may be informally initiated by library clients
- may involve a combination of both approaches.

he framework provides a range of positive impacts for the assessment of the outcomes of library initiatives. The following eight criteria provide the structure of the framework. An overall reflection of the practices of Flinders Shire Library against the framework is shown in the following sections. It is by no means comprehensive and it is acknowledged that there are library activities over the course of the year that will not have been identified. It does provide an idea of the comprehensive range of benefits that are currently derived by the community from the library. It also points to a few areas that could be enhanced within the library service particularly in relation to programming and events. It is also noted that the library does not need to instigate all events. In the future having the a multi-use activity space can generate its own momentum and give the community ownership and carriage of developing their own creative practice. At the moment this seems to be the biggest inhibitor of the library progressing further in this direction.

The Evaluation Chart

The following chart analyses each of the criterion and their elements in the context of Flinders Library Service. The ratings are from 1 to 5 with 5 being the highest and best score. It should be noted that these scores are from an outside perspective with a segment of the view. Internal library staff should reflect on the elements of the list to determine their own ratings and evaluations when preparing for future programming of creative practice activities.

Criterion 1 Accessing Resources

Providing assistance and enabling access to information and materials such as craft supplies, historical records and digital media.

Criterion 2 Idea Building

Exposing the public to new ideas and facilitating the development of curiosity, experimentation and risk taking.

Criterion 3 Civic Engagement

Engaging the public in democracy, citizenship, rehabilitation and collaborative work with other public and private institutions.

Criterion 4 Community Development

Providing a place for community development to happen by encouraging cultural diversity, equality, equity and social capital where appropriate.

Criterion 5 Cultural Participation

Facilitating public culture by organising and delivering formal and informal events that allow people to participate in diverse ways.

Criterion 6 Health and Wellbeing

Providing relaxation, entertainment and leisure activities that promote physical and mental wellbeing.

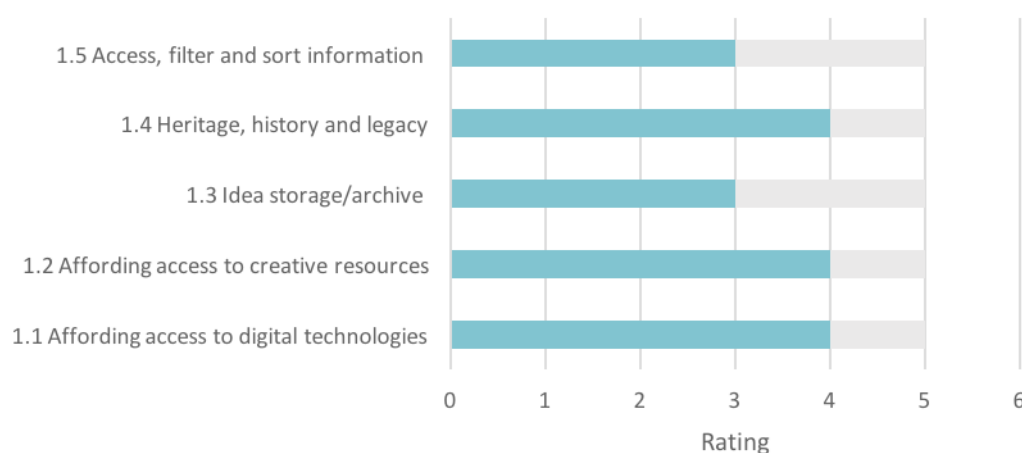
Criterion 7 Educational Attainment

Making possible, through creative practice, continuous learning and informal approaches to education that offer an alternative to formal institutions.

Criterion 8 Economic Productivity

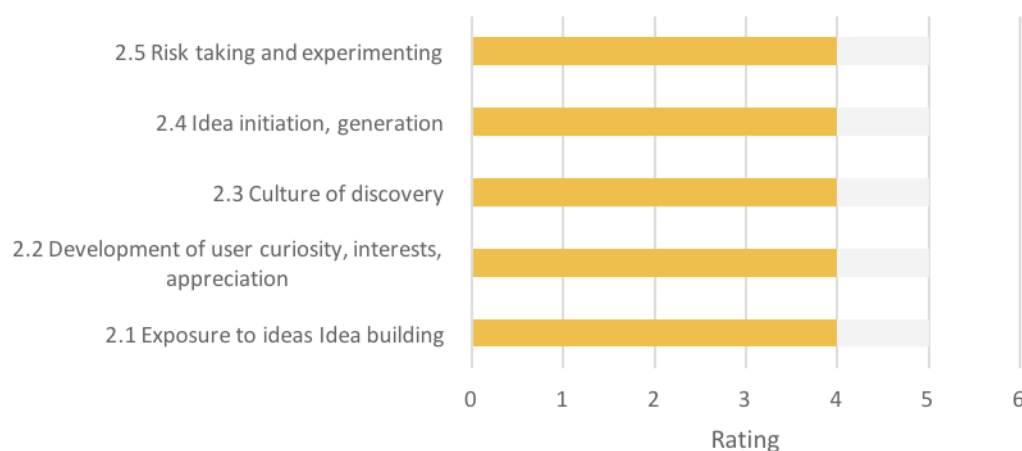
Enabling access to mentoring and networking for business and occupational purposes, and generating income through creative practice.

Access to Resources



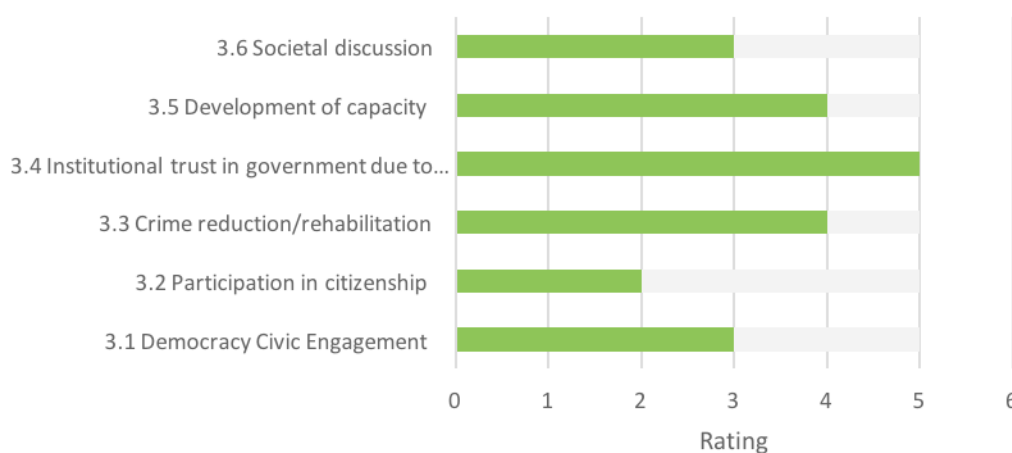
Rating Comment		
Access to Resources		
1.1 Affording access to digital technologies Resources Access to	4	3 computers provided in the library for public access – these are due for an upgrade
1.2 Affording access to creative resources	4	Number of book resources for creative projects, creative resources for students well supplied particularly for school holiday activities
1.3 Idea storage/archive	3	Use of Facebook to collect image of creative projects this could be enhanced
1.4 Heritage, history and legacy	4	There is a project currently being undertaken for heritage and history, finding the best way to showcase this information is a great opportunity for the library to contribute
1.5 Access, filter and sort information	3	Online catalogue and method of accessing information and resources not immediately obvious to library users

Idea Building



Rating Comment		
Idea Building		
2.1 Exposure to ideas Idea building	4	School holiday programmes are a great way for kids to get exposure to ideas, library displays are also used to expose community to ideas
2.2 Development of user curiosity, interests, appreciation	4	School holiday activities were a good example of this benefit being developed from library activities, it is also evident in the playgroup sessions. This can be further developed through a program of their activities for adults.
2.3 Culture of discovery	4	This aspect could be enhanced; there are clear indications of this within youth programs from playgroup to school holiday programs; potential to develop programs to support this culture in adult community
2.4 Idea initiation, generation	4	School holiday activities were a good example of this benefit being developed from library activities.
2.5 Risk taking and experimenting	4	School holiday activities were a good example of this benefit being developed from library activities

Civic Engagement



Rating Comment		
Civic Engagement		
3.1 Democracy Civic Engagement	3	This aspect of library user engagement could be enhanced with the involvement of local councillors in the library. There were reflections on the visits of the mayor to the library and these are noted by users and important in their interactions and access to elected officials. The library is also a great venue to share notices of Council activities and meet a wide cross section of the community for any community engagement projects. Making sure library staff area aware of the Council activities and projects supports this information dissemination role. Discussions with staff clearly showed they were aware of local activities and projects.
3.2 Participation in citizenship	2	This element follows on from 3.1 and involves the encouragement of citizen to become involved. This may require conscious thought and planning but again sharing the library with other Council projects in connecting with local community in the library. The library can facilitate this type of event.

	Rating	Comment
3.3 Crime reduction/rehabilitation	4	Support for all of community supports this area, library is a really good example of this type of support. Giving youth activities and their own time and space would further support this aspect. Supporting members of community who are reintegrating into society after goal time, or supporting members with legal forms (emailing, filling in details) to avoid legal problems is another area the library supports their community in this regard.
3.4 Institutional trust in government due to perception of libraries	5	There is a strong sense of trust in the library staff and institution. This enhances the Council position within the community. The library reflects the Council and is the front face that many people will see of the Council.
3.5 Development of capacity	4	The library does support the development of community overall within the Flinders Shire and this is a benefit in terms of capacity to work together and build networks
3.6 Societal discussion	3	There were a number of observed conversations within the library about what is happening locally and in a broader sense within society. Encouraging groups like seniors group and investigating other adult programs/groups like writers' groups could further support this area.

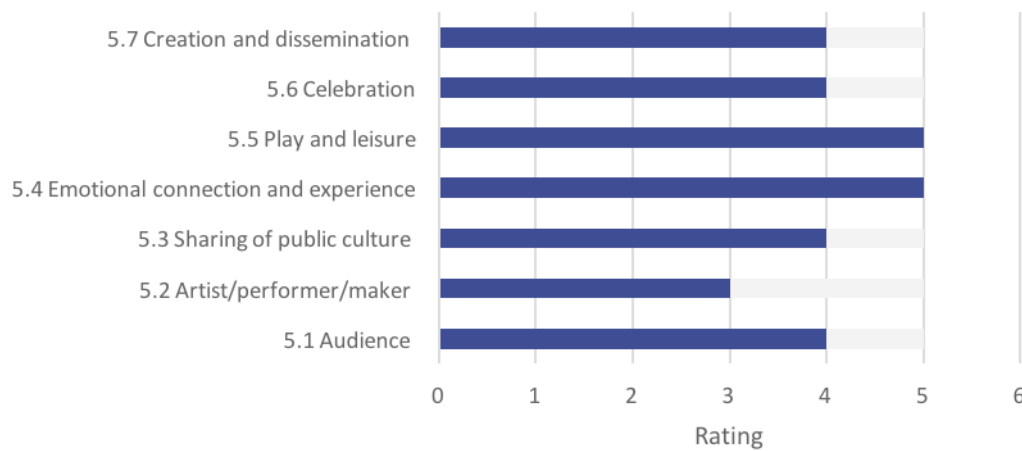
Community Development



Rating Comment		
Community Development		
4.1 Community ownership, strength and identity Development Community	3	This is a work in progress, the sense of community ownership could be further developed and supported within the library context.
4.2 Cultural diversity and inclusiveness	5	There was strong evidence of cultural diversity within the library during observations. Mixture of socioeconomic backgrounds, ethnicity, and occupations were represented across the library users.
4.3 Social capital	5	Social capital is very strong within the library context, observations of people offering to help and support each other were evident. Particularly noted was the interactions in the playgroup. This could be enhanced with further workshop and activity offerings.
4.4 Social interaction and socialising	5	There were clear indications of social interaction within the library observed across all days. Seniors group is a particularly good example of this working well.

	Rating	Comment
4.5 Localised service provision	3	The library serves the community in Hughenden but needs to advertise and promote digital services more widely to the more remote members of the community. A good web page interface would enhance this connection and service provision to all locals.
4.6 Cooperation, coordination, collaboration, sharing and reciprocity	5	There was clear evidence of working together in partnership, from the display of a local writers work to the connections with the local playgroup and school, this is a solid strength of the library service.
4.7 Trust (in community)	5	There is a strong and growing trust in community. Mixing and sharing the library space is supports this trust between the community and comments from interviews reflect that this has improved in recent times.
4.8 Self-organisation	4	Evidence of self-organisation have not been particularly noted, however encouraging the involvement of community in things like writers' groups can initiate this type of response, seeing the playgroup take more ownership of organising events and elements of these sessions could also be viewed as success in self organisation. The gymnastics club's use of library books and resources for their youngest classes between turns is a wonderful example of self-organisation.
4.9 Resilience	3	Community supporting each other in tough times and in time of crisis

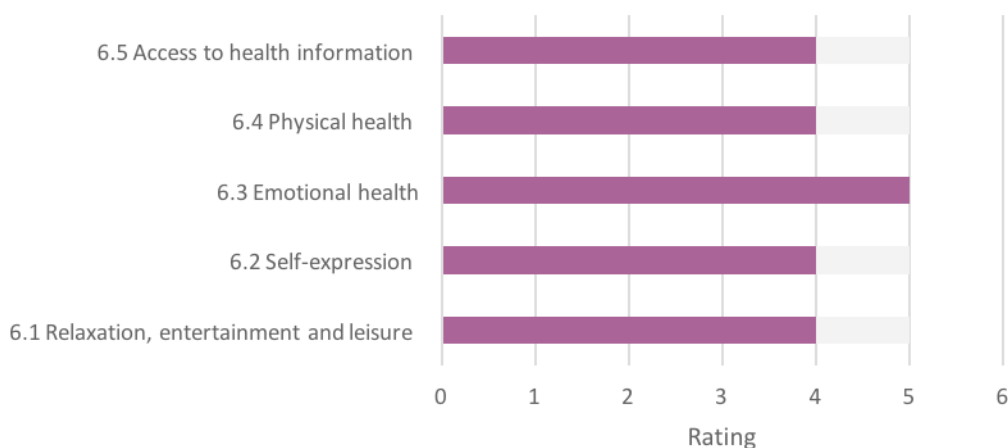
Cultural Participation



Rating Comment		
Cultural Participation		
5.1 Audience	4	The involvement of children and parents in Storytime is directly related to their role as audience, to their enjoyment and learning through this process. There is potential to further develop the involvement of the community in cultural participation with the events such as author talks and other workshops or sessions that bring in speakers or share ideas.
5.2 Artist/performer/maker	3	There is evidence of local creators whose work is being displayed/disseminated with support of the library. This could be further enhanced with specific programs around creativity.
5.3 Sharing of public culture	4	The library is a key location within Hughenden for sharing of public culture. For many locals interviewed they commented on its role as a connector for them.
5.4 Emotional connection and experience	5	Evident from speaking with community members and library users that there is a an emotional connection with the library.

	Rating	Comment
5.5 Play and leisure	5	The children using the library demonstrated the use of the library for play and leisure, this supported parents who were visiting the library for a variety of reasons including their own leisure time. The outside area was regularly used for this purpose.
5.6 Celebration	4	On arrival at the library the displays for ANZAC day commemoration were evident around the library. This connection with the cultural events such as ANZAC day, Naidoc Week and May the 4 (Star Wars day) are just a sample.
5.7 Creation and dissemination	4	The book of poems by local artist is a good demonstration of this along with the history book written by a local author.

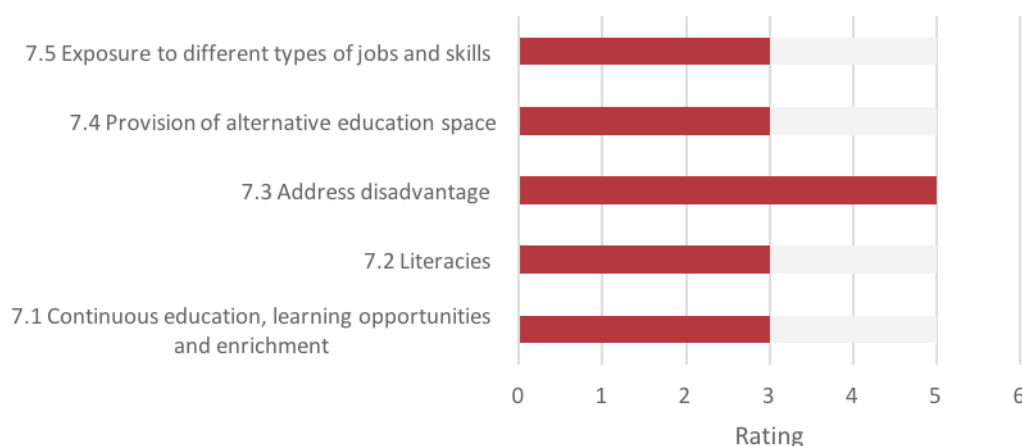
Health and Wellbeing



	Rating	Comment
Health and Wellbeing		
6.1 Relaxation, entertainment and leisure	4	There were a number of people interviewed who reflected on the importance of books and library resources for their leisure and relaxation. There were also a number who came into the library to catch a few minutes of relaxation time to read.

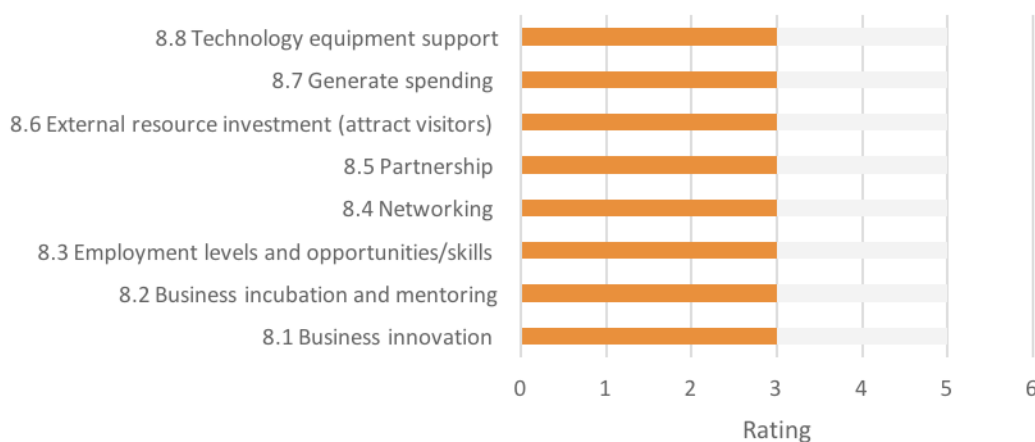
	Rating	Comment
6.2 Self-expression	4	Self-expression becomes a strong benefit of libraries with activity creative programs around writing, craft, or other similarly situating sessions. There was evidence of the promotion of self-expression with the work of the local poets and writers.
6.3 Emotional health	5	The seniors group was just one example of the library supporting the community in a positive way for emotional health. The Playgroup was similarly referred to by young mums.
6.4 Physical health	4	Playgroup activity encourages children to eat healthy fruit and for some this might be the only fruit they are regularly getting. Playgroup sessions also included tips across a range of health topics, included physical health in these conversations could be an added benefit. Workshop or information sessions on physical health could be included in a program of activities across the year.
6.5 Access to health information	4	Playgroup started with a reference to dyslexia information and sharing sources of information. This is a very good connection point for mums learning about health and wellbeing tips.

Educational Attainment



Rating Comment		
Educational Attainment		
7.1 Continuous education, learning opportunities and enrichment	3	A number of people were using the library to connect with online courses, however it was obvious that further work in this area could include, quiet study space, multiuse space for education sessions and the offering of workshops and courses.
7.2 Literacies	3	Seniors computer sessions were tried in the library previously and it was discovered that it was better to teach in a one on one context. Digital literacy support was witnessed and evident within the library a number of times during visits.
7.3 Address disadvantage	5	The library provided access to computers and specifically the only access to the Internet for a number of people without their own computers.
7.4 Provision of alternative education space	3	There is a desire to create a multipurpose space that could support or facilitate training sessions.
7.5 Exposure to different types of jobs and skills	3	This could be enhanced by having a means of sharing Council announcements about jobs available in the library (cadetships and apprenticeships in particular).

Economic Productivity



Rating Comment		
Economic Productivity		
8.1 Business innovation	3	Targeting workshop events or training sessions to local businesses could enhance this benefit.
8.2 Business incubation and mentoring	3	Partnership opportunities with Chamber of Commerce - Targeting workshop events or training sessions to local businesses could enhance this benefit.
8.3 Employment levels and opportunities/skills	3	There were several local residents who referenced doing training or signing up for training with the help of the library. This could be further enhanced with education organisation partnerships.
8.4 Networking	3	Targeting workshop events or training sessions to local businesses could enhance this benefit.
8.5 Partnership	3	There was evidence of partnership support between the library and the child care centre and the sharing of Storytime – which raises awareness of the facilities and resources each has to offer.

	Rating	Comment
8.6 External resource investment (attract visitors)	3	The library is regularly visited by tourists on-route through Hughenden.
8.7 Generate spending	3	Evidence of relationship with local poet/authors.
8.8 Technology equipment support	3	Local business owners referenced times they sought the support of the library for internet access, scanning, faxing or photocopying support to complete their business functions. This support of local small businesses plays an important part in local economic development support.



4.3 SWOT analysis of existing Library services and facilities

The study considered the trends, pressures and existing situation at Flinders Shire Library Service, analysing the future potential and threats to the library service in order to set a direction or development plan for the future. This process is summarised in the following table.

Strengths	Weaknesses
High percentage of members (%)	Small internal library area
Enthusiasm and engagement for holiday activities	Relatively small population
Support from SLQ [specifics]	Relatively small budget
Support from Flinders Council [specific – building and stock]	Ability to retain skilled staff
Leading edge children’s literacy programs delivered by Library staff such as, the weekly “First 5 Forever” program and the Summer Reading Club	Old computer equipment. Demand for access to public access PCs unable to be met. (hardware, up to date software, reliable internet connectivity)
Collaboration with State School and private school	Lack of up to date hardware and software on public PCs
Strong support for the Library across the Flinders Community (100% by statistics)	Limited printing facilities for the public (from public access PCs and Wi-Fi enabled printing for clients who BYOD)
Support from community	Loud environment (space constrained, no segregation between quiet space and noisy space)
Safe place for community, school kids	Scope creep beyond core services
Positive and interactive employee culture	Facility – limited seating, one internal M/F public toilet, limited table space, old furniture, drinking water access
Major/key public space in the community	Vault – occupies premium space with low amenity
Aboriginal community members utilising facility & services	Maintenance, development and access to historical information (split with another Council department)
Provides access to Wi-Fi and office services [computing, email, fax, printing] to community, visitors and disadvantaged	
Targeted collection supports community [talking books, book exchange]	

Strengths	Weaknesses
<p>Service and program offering [First 5 Forever, after school study session, International Women's Day, Poetry/writer's week, delivery of books to seniors/outreach]</p> <p>Good location, central to Hughenden and the main street</p> <p>Membership and participation in the Rural Library Queensland (RLQ) network – providing Library Management System, eBooks, eAudio and online training resources.</p>	<p>Limited air conditioning and shade areas</p> <p>Local studies collection is limited there are opportunities to collect more contemporary history as it happens</p> <p>High use by non-members for Wi-Fi services only</p> <p>Limited access to 2nd floor for low mobility persons (no lift) constrains use of this space in future</p> <p>Limited services to outlying communities</p> <p>Limited flexible spaces within the Library to meet current and future demands.</p> <p>Multiple storage locations</p> <p>Multiple social media communication vectors</p> <p>Continual demand for ongoing skills training for Library staff, especially in the areas of IT (all staff) and early literacy programming (new team member)</p>

Opportunities	Threats
<p>Internet connection to global community.</p> <p>Linkages with other service providers (health, community support, education, business development).</p> <p>Linkages with other SLQ services.</p> <p>Service and events to encourage tourists and visitors to stay longer in Hughenden.</p> <p>Provision of networked training and meeting rooms for community use and hire.</p>	<p>Remaining relevant to the community in a digital age: Google search</p> <p>Community perceptions of relevance</p> <p>Perception as a community centre rather than as a library</p> <p>Population changes – population decline</p> <p>Funding from external sources eg SLQ continuation</p>

Opportunities	Threats
<p>Video conferencing, training courses, live streaming events.</p> <p>Multi-use room in back yard [training, movie screen, play group]</p> <p>Mobile technology charging stations.</p> <p>Interconnectivity and co-locate with other Council services and developing spaces.</p> <p>Develop the digital library and borrow-box services and awareness.</p> <p>State and Federal grant programmes to develop facility.</p> <p>Extend services to outlying communities and rural community (property owners).</p> <p>Develop and make accessible on line Local history and Ancestry information.</p> <p>Promotion of services through multiple mediums and locations</p> <p>Teenager space (safe space).</p> <p>Events and programme development targeted to youth [coding, robotics, drones, 21st C learning]</p> <p>Town photo-documenting and QR readers.</p> <p>Wikipedia articles and QR Pedia documenting of community sites and heritage buildings. To promote and enhance heritage tourism.</p> <p>Expand participation in the library by Aboriginal community members.</p> <p>Book exchange collections in remote locations.</p> <p>“Mail runs” for book deliveries to outlying towns and seniors.</p> <p>Develop library in a new larger facility either in new building or repurpose an existing building.</p>	<p>Reduced state and local funding (is there?)</p> <p>-reliance on state funding</p> <p>Staff retention</p> <p>Limited resources</p>

4.4 Managing Risks

Managing risks needs to be considered at two levels. Firstly, the higher order strategic level and at the everyday interaction level within the library space.

From a strategic level the risks include:

- The library has a growing challenge in ensuring the Flinders Shire is a digitally inclusive community, where everyone:
 - o has digital access
 - o has the right skills and confidence to use the internet (digital literacy)
 - o is able to use technology to improve their quality of life and get out of poverty (digital enablement).”
- Population changes – population decline
- Funding from external sources e.g. SLQ continuation
- Staff retention and succession planning

Managing these aspects requires careful attention to planning and ensuring relevance to changing community needs and expectations. In the age of digital technology libraries play a vital role in providing equitable access, education and training in digital literacies – the importance of this role should be clearly demonstrated to the local community and decision makers.

Population changes are a risk to most rural communities as society becomes increasingly urbanised. At the same time this decline makes the library even more relevant to the community that remains for connection and community development. The provision of a library service is also an important facility when aiming to attract business to the local area and planning should be framed in the broader Council context to ensure that the facility of the library is both valued and strategically positioned as an asset to the local community.

Funding is one of the greatest risks to community facilities, the decimation of public libraries in the UK show that libraries are not immune to the risk. Acknowledging Flinders Library as a key community asset at both the local and state level is critical and local councillor play the lead role in this regard. Understanding that the benefits of the library are often not quantified in direct dollars returned but they do have a economic, social, cultural and even health benefits for communities is vital.

Staff retention is another risk for the library service. It was clear from the community feedback that the staff are the essence of the library and are key to creating the atmosphere of inclusion. Retaining staff through managerial support, professional development and opportunity are vital, along with the choice of the right people for the positions. It was obvious that the current staff, are highly valued and provide strong community connection at the time of this study.

5. Stakeholder Review

5.1 Stakeholder analysis

The table below highlights most of the stakeholder groups within the community. This could be a dynamic list which changes slightly over time.

Stakeholder Group	Specific Characteristics & Needs	Actions & Response
Pre-school aged children - Catholic school & State school	Early literacy, socialising, experiencing community, connection to library	Continue F5F program (playgroup) Provide a range of early childhood resources Develop educational toy library
Parents and carers	Support for education needs of children, socialising	Provide access to a range of storybooks and resources for parents to borrow Continue to provide F5F program and other programs of interest to families
Primary school children	Homework help, reading material, research support for school work, access to computers, access to other resources	Provide homework help Continue to run holiday activities in the library* Provide range of books and resources suitable to this age Provide access to appropriate computer resources and other technology materials
Teens and Youth	A place to feel comfortable and safe, access to computers and internet, access to reading materials, access to educational materials and alternative education support, socialising. Research help and support with homework and assignments	Provide comfortable safe places for young people to 'hang out' Provide specific programs for youth Provide books and other resources appropriate for youth Provide intergenerational activities that youth can participate in

Stakeholder Group	Specific Characteristics & Needs	Actions & Response
Rural & remote population (out of town) Distance education students	Access to books and other resources, access to online materials Place to visit in town, place to connect with local community while in town, place to hear local news and events, access to computers, comfortable space to rest	Provide long borrow resources Provide easy access to website and resources Provide social media links to keep updated and connected with the library Provide events and programs of interest to rural communities noting they are at times that work for visiting (eg connecting with the DistanceEd extension days or other local events)
Aboriginal People	Access to library resources, access to internet and computers, socialising, access to programs and events, place to share their news, knowledge and culture	Provide a safe and comfortable place to visit Provide programs of interest and accessible to community
Visitors & Travellers Passing through Heritage and genealogy Work & business travellers	Access to local history, access to internet and WI-FI, cool comfortable space to rest, place to learn about the local community and events. Borrowing books while travelling	Create and good range of local history and local interest materials Highlight and showcase local history and regional specific materials Provide comfortable and safe place to visit and spend time Provide a range of reading material – available for loan through the RLQ network
Seniors	Visit for social support, access to resources (books), access to technology support (eg mobile phones and email), digital books, music. Access to programs of interest and reference material of interest	Provide access and support for internet and computer use Provide access to good range of books and resources Provide programs to involve and support local seniors
Local Businesses	Assess to printing, photocopying, email and internet, Access to reference materials	Provide computer, printing and Internet support for local businesses Provide programs of interest for business development and business issues this could be in conjunction with other local organisations and sectors of the Council

Stakeholder Group	Specific Characteristics & Needs	Actions & Response
Community groups	Access to community, place to share needs and interests of the local community, Social link to support development.	
Library Staff	Employment for locals, Connection to local community, safe environment to work, support with learning and professional development	Continuous learning and professional development opportunities Ensure safe environment Continue outreach activities with other sectors of community to build connection and support for library
Council management	Place to connect with community and meet community needs. Place to develop community cohesion and interaction, place to share news of Council events, efficient and effective running of library, value for money	
Elected Councillors	Place to meet local community needs, support local aspirations, develop community. Value for money meeting social obligations	
Ratepayers	Value for money, meeting current and future needs	

5.2 Library Purpose / Perspectives

We provide a high-quality service to our community, featuring:

- *Friendly, adaptable and flexible library staff committed to continuous development of the library service, adoption of best practice and excellent customer service*
- *A library with a good range of books and other resources for loan and access to the community supported by RLQ (SLQ)*
- *Print and online resources, including eBooks and eAudio collections supported by the SLQ*
- *A diverse range of community and culturally focused programs*
- *Access to technology, including training and free public Wi-Fi.*

For a small Shire, Flinders punches well above its weight with its local library services and its connection to the community. It is continuing to build and develop community connections across its broad range of stakeholders, with strong levels of membership and usage.

A key strength is the connection with the RLQ network and support with collection development and turnover. This has proved to be a cost-effective way of ensuring the collection is continually updated and relevant, as well as providing an interchange of books beyond what a single library service could provide.



5.3 What our customers are saying

Future Relationships (Government, Industry, Community)

How could we make the Library BETTER?	What's your Library BIG IDEA?	What do you LOVE about your Library
Pet fish, aquarium	Chairs, place to sit outside	Playgroup & stories
BIG, NEW Library facilities	Update computers Faster internet More shelving	<ul style="list-style-type: none"> Welcoming staff members and the existing services Bonus it that it is open on the Saturday's for half a day School holiday program & playgroup
<ul style="list-style-type: none"> Playdough Time for me to play with it 	Teenage corner behind glass Bigger area for each age group Bigger outside area for little ones to run around	Free Wi-Fi Mrs Mim & Katlin it friendly Miss Grace make me go to school
A pet day Swing at the back	Level & finish off outside area	Free Wi-Fi
More space! Could have used the upstairs for computer rooms, homework rooms, playrooms, reading rooms	Make it really BIG! Fun with Legos technology!! Experiments Room that is ok to get dirty	Child friendly Breastfeeding friendly
Playground Swimming pool Aquarium	Give the library money New furniture New chair Green grass	It's a nice place. You can have friends & do some art. Books about animals & making things.
Give them a pay rise	Can you please run the playgroup during weekend so that working mums can also join along. *please minimise the toys as kids are more interested in playing that reading and exploring books. Maybe the top can be put not as required.	Friendly staff Can take out good supply of books Extra hours are convenient

How could we make the Library BETTER?	What's your Library BIG IDEA?	What do you LOVE about your Library
Shade structures on the outside and chairs to sit and have a read while enjoying the breeze	Updated computers faster internet	Reading Playgroup Activities Computers
New computer Fans NEW Katlin NEW Mrs Grace	Playground Cooking area Food area Shop	The ladies always welcome It's very cheerful Internet Very helpful!
A slide outside A little cave outside A game room A cops and robbers room	Fishing area, bigger play area, cooking area, makerspace, food area	The librarian!! A brilliant choice she is very good. The atmosphere is great
We could make an underground basement	The community idea is great Will need more staff	We can play out the back, somewhere to use a toilet, activities
Sometimes computers go down	Utilise the outside space. Add some swings for playgroups, outdoor setting (BBQ, etc), handball area, cubby house	Caitlyn & Mim & all there help & helpful ideas Access to computers & emailing Movies & books
Online Surveys		
More books	Give Mim control of the shire website. I think she'd do a great job advertising our community assets.	Books
Take over the shire website.	Have things on for teens older kids people	Mim
Nothing	No	Everything and everyone
Have aircon on at all times		Calm
More space. leave the aircon on		Activities and reading for young and old

How could we make the Library BETTER?	What's your Library BIG IDEA?	What do you LOVE about your Library
Free Wi-Fi? Bigger range?		Friendly and accessible
I think the library does everything possible within their facilities means.		The community links it provides for so many demographics.
Décor		The variety of activities catering for the very young to the very old
Not have stuff up stairs		Staff and Wi-Fi
Get rid of that security room to have a larger space		Librarian's enthusiasm & willingness to help everyone.
Space for activities		It's such a great location, it's friendly and inviting.
Interviews and Discussions		
Requires more activity area, split between quiet area and noisy space.	Recording studio for teens and youth, tourist facility sharing news, events, local stories – teaching skills at the same time.	Library is the central part of the community a key meeting place.
		Safe and comfortable place – there is no other public meeting place regularly available.
		Talking books and large print books for poor vision users
		Good safe place to bring kids
		Trust and respect Mim
		Travellers – came in to use the Wi-Fi

6. Strategic Directions

6.1 Vision

Flinders Shire Vision: a place of discovery, opportunity and lifestyle. This underpins the library's vision:

The Library is the Community Hub – at the heart of Flinders Shire

Flinders Library Service the hub of the community providing services and programs that promote knowledge, literacy, social inclusion and diversity, and emerging technologies to the community.

6.2. Values

- Improving the library experience for all residents and visitors
- Communicating and connecting with the community
- Pursuit of excellence in providing for the information needs of the Flinders Community
- A caring philosophy that provides a comfortable, accessible, inclusive physical space
- Developing a sense of local ownership of the library and its services
- Collaboration with partners and community with partners and community,
- Leadership in technology and information connection for the community
- Recognition of the community's history, heritage, direction and future

Focus area 1: Making Local Connections

The library is proud of its strong positive community identity

The library is building a range of programs, events and workshops directly related to the needs of the local community: Under 5s literacy program (F5F program through SLQ); Youth activities and resources; Seniors; Rural support programs and topics of interest and local training

The library actively builds relationships with partner organisations in the community

The library plays an important role in the community development both across Flinders Shire and within Hughenden.

The library connects with the local Aboriginal people, building a supporting place for them to share, create, learn and teach the community

The library collects and showcases local culture and stories both historic and as they happen.

	Actions	Staging
1.1	<p>Create and deliver a yearly plan of programs, workshops and events across ages and interests to expand and enrich the Library experience for the Community.</p> <p>Customer surveys or conversations could inform the development of programs and areas of interest.</p>	<p>Current & Ongoing</p> <p>12 months</p>
1.2	<p>Build or maintain partnerships with</p> <ul style="list-style-type: none"> • Health care providers – Library health talks • Local Childcare centres and schools • Local businesses and community groups • Council departments 	<p>Current & Ongoing</p> <p>Action 12 months</p>
1.3	<p>Maintain communication with community through Internet</p> <ul style="list-style-type: none"> • Facebook page to include promotion of digital resources as well as library programs and activities • Redevelop the Webpage interface to be user friendly, share events and resources, make access to online resources easy 	<p>Current & Ongoing</p> <p>Action 12 months</p>
1.4	<p>Continue to build trust and safe place for local aboriginal people. Invite local aboriginal people to consider ways of capturing and preserving their history and culture. Lead by local people.</p>	<p>Medium to long term</p> <p>3 years</p>
1.5	<p>Invite local community members to write, document, and collect history and stories of local events.</p> <p>Annual Stories of Flinders competition – across age groups and media from written stories, photos and digital stories</p>	<p>2 to 3 years</p>
1.6	<p>Develop the website as a key marketing tool both to locals and tourists</p>	<p>Short term through to long term ongoing</p>
1.7	<p>Showcase the information being collected and processed in the current history project, displaying and making local historic photos visible to the community and visitors – use of the Apple TV to showcase a slideshow of historic images could be a first step in this process. Banners or large prints or posters could also be considered. Investigate ways of presenting local historic information could tie in with a history or arts grants from NLA or SLQ or other government departments.</p>	<p>Medium term</p>
1.8	<p>Continue to develop relationships with the local schools through visits and outreach events.</p>	<p>Ongoing 12 months</p>

Focus area 2: Providing a Great Place

The library is a place for community connection and has a strong sense of belonging for our community.

The library is a comfortable and safe space. Inviting, inclusive and useable.

Our library spaces meet the needs of the community for accessing resources, developing our community and connection with community.

With a relatively small population our library is multipurpose can be arranged for a variety of activities and community event. It is flexible and robust.

The library serves as a connection point for other government services e.g. Community services, Community services particularly through access to technology and support from library staff.

The library embraces the needs of the Rural remote centres through outpost connections and the online presence of the Internet.

The library provides outreach services to schools and local events to connect with the community outside the library building.

	Actions	Staging
2.1	Redevelop the outdoor space of the library to accommodate a range of activities. Engage suitable landscape architect/designer to develop concept plans for refurbishment or redevelopment of the area. Create a multipurpose space for activities and events within the library – also serving as a meeting room and training room.	12 months to 2 years
2.2a	Undertake investigations to address Library space shortage needs and create a multi-purpose area e.g. consider the removal of vault door to storage area; redeveloping this area to be a quiet study space (investigate removal of door and possibly removal of part of the vault walls); combine storage areas into one more efficient area. Alternatively investigate and extension to accommodate a multi-purpose room to the rear of the library opening into the outdoor space.	Investigations 12 months

	Actions	Staging
2.2b	<p>ALTERNATIVELY</p> <p>If the library can't be repurposed in its current location consider alternate locations which are more flexible and adaptable to the library its community. This space would ideally have a multipurpose space which can adapt to a variety of activities and uses, included a space for technology and quiet study, showcase local history collections and provide a relaxed space to rural community and tourists visiting to town as well as the regular locals.</p>	Investigations 12 months
2.3	Create outpost libraries in hamlets and villages with book swap collections for local and visitor use. Use these to provide information about digital services as well.	12 months to 3 years
2.4	This Centrelink service point is very busy but only staffed by one person. A co-location in a new library space where staff could back each other up would be beneficial to both services.	Long term 3 years. After physical planning of library space has been investigated
2.5	<ul style="list-style-type: none"> • Children's area – currently a focal area of the library this could be enhanced and expanded, more space for a range of activities • Quiet study space • Video conferencing capacity – space to be separated from main library area and noise, providing privacy and quiet • WiFi and internet connection • Photocopying and printing facilities (available to the public) • Access to computers and digital resources • Multipurpose area for events and meetings • Outdoor space for children's activities, teen activities and other community groups • Kitchenette or facilities for catering • Workspace for staff • Flexible shelving and book areas that can be adjusted for a range of displays and functions • Use of digital signage and technology to interact with community and convey messages and information updates. 	Current library space is limited – restricting the development of the library activities and some of the core functions. Consideration should be given to provision of a purpose-built library space to accommodate library needs.

Focus area 3: Developing Skills & Providing Resources

Library Staff are a major key to our local success

Our library staff have a strong connection with the community and reach out to support and build the local sense of community

Library staff look to continually improve and grow the library service

- * Continue customer service, extend library staff, connect with SLQ development programs
- * Improve staff ability to consistently deliver quality customer service, referrals and educational programming – undertake customer service surveys and gain feedback from community – define a customer charter of what are the key qualities of customer service
- * Provide staff with access to training and professional development in the use of latest technology through training from SLQ, distance education course that may be relevant to library staff

Community Learning is one of our key priorities

We support the community to learn and extend local skills through the provision of up-to-date resources, connections and education programs. To provide connection to education providers and resources to support studies and training

- * Provide the community with access to extended and lifelong learning through digital connection, programs and educational material
- * We provide space for short courses and training sessions, to support community learning

Collection Development keeps up up-to-date and relevant

- * Provide a diverse, relevant and up to date collection of digital and physical collections through SLQ partnership
- * Collections meet the needs of our customers from toddlers to seniors

	Actions	Staging
3.1	Staff encouraged to attend service training offered by SLQ	Annually
3.2	Ensure staff have sufficient training in areas of technology to answer queries and support local community with enquiries.	Annually
3.3	Develop a rural librarian network, potential exchange or visit between libraries, social media group and sharing of photos and experiences within the group.	Work for SLQ but role for Flinders in supporting
3.4	Build connections with education providers in Townsville or TAFE to ensure adequate technology and resources are available to support local learners	Short term
3.5	Utilize new multipurpose space to allow use of space for visiting training events	Medium to longer term
3.6	Promote access to online training that is available through SLQ, ensure council website is easy to navigate and access this training	Short term



Focus area 4: Leading with Technology

The Library is the place to connect with up-to-date technology and technology ideas

Access to up-to-date computers and other digital technology (recording, photography/video, drones, robots, (Some could be loans from SLQ) mobile phone and tablet charge points, Wi-Fi access (see staff training)

The library is the place we learn about technology and improve local digital literacy

Access to digital learning /programs increase capacity of locals to connect with markets globally (for work, sales, purchasing, business transaction, promotions, education and cultural development, also tourism links)

The library is the place we can access technology resources

Access to Printers (&3D printers) and photocopying,
Access to multimedia, recording, viewing,
Recharging stations for mobiles and tablets

We can stay connected the with community and library anywhere in the Shire

Strong online presence with the Library - Web Page as a portal to the library for remote rural residents to get great access to library resources and programs, through the use of social media as an outreach tool to community.

	Actions	Staging
4.1	Replace older computers with faster and UpToDate technology – investigate funding options	Short to medium term
4.2	Provide public printing directly from computer bays	
4.3	Provide charging points in the library for bring your own device, tablets and phones	Short to medium term
4.4	Investigate workshop options for digital technology like robotics, digital storytelling, photography, coding	Short term
4.5	Investigate robotics kits and loans through SLQ for holiday programs	Annually
4.6	Investigate options to provide Library users with digital technology and equipment beyond computers – for example 3D printers, laser cutters, virtual reality googles. STEM program funding could be available for this type of equipment supported by programs	Medium to longer term Ongoing

7. Building Success

7.1 Partnering with Stakeholders

Strengthening existing and defining potential partnerships for the library within the community allows for small rural libraries to pool resources and build a more comprehensive service through mutual benefits of these relationships.

The Flinders Shire Library Service has a range of formal and informal partnerships that work to the mutual benefit of the library and their partners. The two key partners and stakeholders are the Flinders Shire Council and State Library Queensland, beyond these are a number of other existing and potential partnerships these include:

- SLQ and the RLQ service
- Council
- Childcare centre
- Schools primary and secondary

Potential partnerships

- Training centres like TAFE
- Centrelink and other government agencies
- Community Care
- Discovery Centre (Council run)
- Local Business Groups



7.2 Measuring Success

Measure	Method Frequency	Comment
Management		
Meets RLQ Service Level Agreement obligations	Annual	See audit in section 4.1
Library expenditure per capita per annum (excluding library materials) benchmarked against other RLQ Libraries	Annual budget review	Benchmark with other RLQ libraries of similar size and population base
Number of staff members (FTE) per 10,000 population	Budget review	From Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 FINAL DRAFT
Customer satisfaction survey ² (Percentage of customers who rate the library service as 'good' or 'very good')	Biannual or annually	A very simple, basic one. Nothing too grand. From Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 FINAL DRAFT
Collections		
Number of collection items per capita		From Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 FINAL DRAFT
Overall collection usage per annum	Annual review	From Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 FINAL DRAFT and SLQ Public Libraries statistical bulletin.
Technology		
Number of internet enabled public access computers per 1000 population	Annual review	From Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 FINAL DRAFT
Visits to the library website per capita per annum	Annual review	From Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 FINAL DRAFT

²See appendices for sample version and suggestions

Number of internet enabled public access computers per 1000 population	Annual review	From Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 FINAL DRAFT
Visits to the library website per capita per annum	Annual review	From Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 FINAL DRAFT
Total internet downloads per capita per annum	Annual review	From Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 FINAL DRAFT
% of library branch visitors who use library computer services	Quarterly in-house survey	From Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 FINAL DRAFT
Public access devices - Total annual bookings or daily usage/logins	Annual review	From SLQ Public Libraries statistical bulletin (note: In the 16/17 data Flinders don't provide a figure)
Membership and loans		
Per cent of eligible population who are library members	Annual review with report to SLQ	From Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 FINAL DRAFT
Customer visits (physical visits) to libraries per capita per annum	Daily count, monthly report and Annual review with report to SLQ	From Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 FINAL DRAFT
Number of loans per capita per annum	Annual review with report to SLQ	From Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016 FINAL DRAFT
Promotions/Programs		
Total annual number of attendees at library programs	Data collection at each program Monthly report	From SLQ Public Libraries statistical bulletin
Total annual number of programs and events	Annual review with report to SLQ	From SLQ Public Libraries statistical bulletin
Range of events being offered annually	Annual review with report to SLQ	
Number of Facebook posts and interactions	Weekly data collection and review	

7.3 Funding Plan

The funding plan and agreement with SLQ and the Council commitment to the library will remain the two main sources of funding for the library into the future. There are however a number of additional funding programs and grants potentially available to Flinders Library through SLQ, details of these and how to apply are generally available on their website. The following are the current list of grants.

Advance Queensland STEM.I.AM Program

Advance Queensland STEM.I.AM coding and robotics public library grant funding is an opportunity to utilise and strengthen existing connections between Aboriginal and Torres Strait Islander people and libraries through activities that will increase STEM engagement for Indigenous students from grades 5 to 12.

Public Library Grant

Information about the Public Library Grant provided to Queensland public libraries and IKCs by the State Library of Queensland.

External grants

Links to external sources of funding available to organisations and individuals, including public libraries.

OPAL Program

OPAL Grants are available to Queensland public libraries to implement innovative projects at the local level which facilitate online access in libraries.

VISION 2017 Grants

VISION 2017 grants are designed to support Queensland public libraries to become creative community spaces; physical and virtual connectors; technology trendsetters; and incubators of ideas, learning and innovation.

Some of the funding available from the Federal Government includes:

The **Community Heritage Grants (CHG)** program run by National Library of Australia provides grants of up to \$15,000 to community organisations such as libraries, archives, museums, genealogical and historical societies, multicultural and Indigenous groups. <https://www.nla.gov.au/awards-and-grants/chg>.

Australian Government offers Community Led Grants which are available to Aboriginal and Torres Strait Islander people, communities and service providers to, at any time, apply for Indigenous Advancement Strategy grant funding for projects that address an emerging need or opportunity.

Australian Government Community Grants Hub <https://www.communitygrants.gov.au/>

Australian Government Be Connected program offers grants for digital inclusion for seniors including technology.



8. Conclusions

The library is well loved by the local community and it provides a touch point and hub for both the town community and the rural residents of Flinders Shire.

The vast distances and remote location make the library even more meaningful for the community and with the current pattern of population decline this importance increases.

The library is a key asset for Flinders Shire in the development of a sense of community and cultural identity and can be further supported to be the reciprocal of local knowledge, history and the stories of the town.

The Library plays a significant role in the tourist experience of the area and is often utilised as a source of local information for these visitors.

The library provides a comfortable place for the community to rest during visits to town and the amenity of the library is very important to the local community for this reason.

The library is well connected across the town of Hughenden and there is also a relationship with the rural community of Flinders, this could be further developed with improvements to online portal to the library information and resources. There are significant resources provided by the rural libraries of Queensland (SLQ) that could be better promoted on the website.

The physical space provided for the library is significant to the overall functionality of the library, future planning for the library needs to consider internal and external changes or alternatively consider relocation of the library. A cost benefit and structural assessment should be undertaken to determine the best solution. The current library layout provides limited multifunctional use restricting the potential and full use of the library, particularly noting the range of uses for a modern rural library.

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Appendix 1: Library Building Risk Assessment

In order to consider the risks at a more practical everyday level a limited risk analysis was conducted during the site visits. This process highlighted general functionality and amenity of the facility. Generally, the facility presents well, but there are a few areas worth considering for future improvements.

Entrance, Exit, Access, Egress

The front entrance has good access for general public and disabled or limited mobility persons. There is a ramp leading up to the front door with hand rails and an automatic door that is activated by a button mounted near the door. Once inside the library however, there is restricted space for a wheel chair or mobility device to navigate the area due to the limited size of the library and layout and placement of the reception desks, chairs, and shelving. Having a wheel chair or other mobility device in the library may cause additional congestion in the event of an emergency and restrict access to exits.

The library space has four exits providing good escape in the event of an emergency: the front entrance door; the door leading to the stairs to the second floor; the rear door in the main library space; the rear door through the kitchen. The rear exits are fine for able bodied persons, but may present difficulty for wheel chair or limited mobility persons due to the small step-down from the building, and the uneven surface in the back yard. Access to the rear door in the main library space is slightly limited due to placement of chairs and tables.

The back yard provides a good noisy space to hold group events (such as play group, youth sessions or training sessions) and is fully fenced, providing a secure location. The ground surface is a mix of concrete, hard packed dirt, and lawn. It is uneven and presents trip hazards and hard play surfaces for the young children who spend time there. It would be worth considering providing a level surface across the yard that also is suitable for children to play on. Discussion with staff indicated that the surface design provides directional flow for water in times of heavy rain, preventing water entering the library through the back doors. Any changes should take into consideration the effect on stormwater drainage.

There is an external staircase leading to the second floor of the building that is accessible from the back yard. As there are children in the back yard who are at times unsupervised, it would be worth considering putting a gate on the staircase to prevent access to the stairs.

Signage

Entrance to the library was well signed. Fire extinguisher locations were clearly labelled. The toilet facility was labelled, providing a single unisex male/female/ambulatory toilet.

No backlit exit signs were noted. It may be worth reviewing the signage to ensure there is sufficient signage and lighting in the event of an emergency.

No signs for first aid were noted.

Building and Workplace Amenities

The main library space, though limited, is well used. The layout of desks and shelving provides good visibility to all internal use areas. There is some congestion in walkways to the rear door, with limited internal space for wheel chair access. The internal space could be enhanced by putting book shelving on wheels so that during special events the shelves could be pushed back to provide internal space.

The facilities are generally well maintained and furniture and public access amenities are in good condition. Upgrading tables and seating in the back yard would be worth considering.

Public seating is limited to 8 chairs, in addition to the children's furniture. The large black chairs are comfortable, though take up a large amount of space and are difficult for limited mobility persons because they are low and you 'sink into them', making it difficult to get out.

The air conditioning and ventilation in the main library space was good. Comments from patrons interviewed noted that the air conditioning in the warmer months was highly valued, being one of the few places that public were able to get out of the heat.

A dispenser of chilled bottled water was available. This was viewed as very important given the number of youth and visitors using the facility, particularly during the hotter seasons. Promotion of public to bring and use their own water bottles may be considered to reduce the waste generated by single use drinking cups.

Lighting within the main library space was excellent, providing good illumination across all areas.

The old bank vault that is currently used for storage occupies premium space in the main library area. As it does not have ventilation or windows, in the immediate future it is recommended to limit access by always keeping the door locked. In the longer term it would increase the amenity and risk profile of the library to remove the vault, or alternatively cut windows and ventilation ports into the area, remove the door, and turn use into either a quiet study space with desk and computing facilities, or additional collections space.

Storage of records, play group activity consumables and other ad hoc items are located at various locations throughout the library - in the offices, under the internal stairs, in the vault, in the kitchen and in the shed in the back yard. Accessibility and records of the items stored and their storage location were not apparent. Utility could be improved by consolidating storage into a single area with adequate shelving. A single new purpose built shed in the back yard may suit this purpose, and at the same time freeing up the office space.

Further review of the library space layout could enhance useability. Considerations include:

- Gaining use of the second floor, adding an elevator to the external east(?) section of the building
- Removing the vault or altering into a study area and quiet space, removing or changing the door, adding ventilation, and adding internal windows
- Using the vault exclusively for storage and installing compaction shelving to increase its storage capacity
- Removing the office and shifting the public reception desks into the existing office areas
- Adding a multi-use room in the back yard, either fully enclosed or partly enclosed to accommodate child and youth activities, media centre, training centre.

Toilet facilities were available. The public had access to a shared male/female/ambulatory toilet in the main library space, and the facility was clearly signed and easily identifiable. There was an additional toilet and shower accessible from the back yard, though it did not appear to be for public use. The facility should be clearly signed, or public access restricted. The condition of this toilet was ordinary and required thorough cleaning and maintenance. There was also another staff toilet near the kitchen – the condition of this facility was not reviewed.

Security

Good layout and visibility within the main library space, providing line of site from the front desk to all areas of the library. This good layout provides security for monitoring activity and child protection.

The back yard has a glass door that was always open when observed, providing some visibility and good sound observation capabilities. However, the yard is not otherwise visible unless one is also in the yard. The side of the building is accessible without any line of site visibility, presenting areas that cannot be monitored at all times without staff presence. The ability to monitor these areas may be worth considering, including installing closed circuit video monitoring.

Child and vulnerable persons protection was not considered. A review of existing policies and procedures is recommended.

Fire Precautions

Three fire extinguishers were observed in the main library space. These are well signed and had inspection dates stamped on the inspection tags. The two fire extinguishers at the front of the library space were accessible. The third fire extinguisher in the rear of the library had a small study table placed underneath it. It may be worth shifting the table to provide more direct access to the fire extinguisher.

No emergency lighting was noted.

No fire sprinkler or suppression systems were noted.

No other fire precautions were considered (eg. training, emergency response plans, trial evacuations, alarms, alarm testing).





Flinders Shire Library Development Plan

July 2018

