

Somerset Libraries

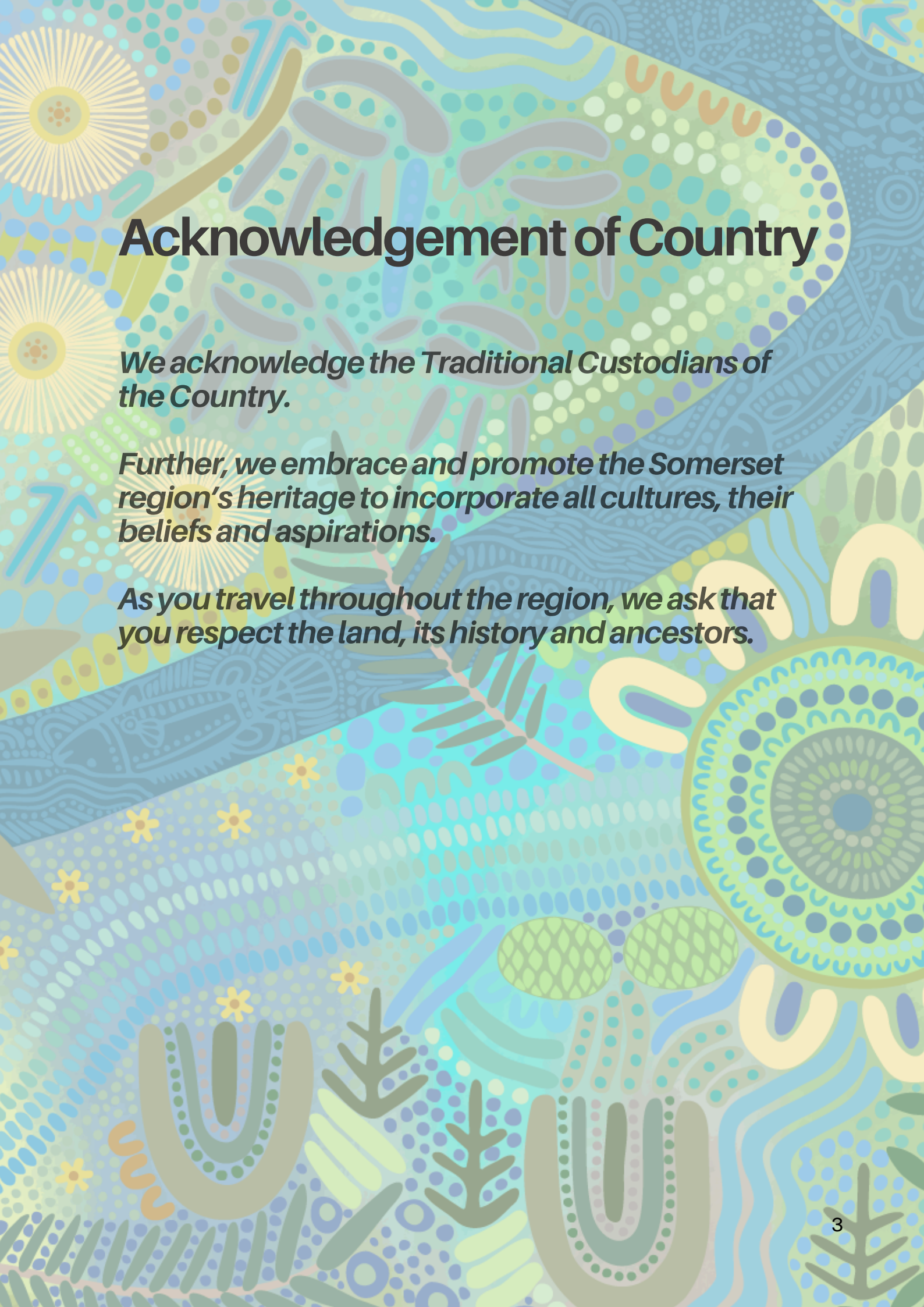
Strategic Plan

2026 - 2032

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This project has received financial assistance from the Queensland Government through State Library of Queensland.



Acknowledgement of Country

We acknowledge the Traditional Custodians of the Country.

Further, we embrace and promote the Somerset region's heritage to incorporate all cultures, their beliefs and aspirations.

As you travel throughout the region, we ask that you respect the land, its history and ancestors.

Somerset Libraries at a Glance

Cross-referenced with SLQ Standards (V2.0). Published 2026 - Reporting period: 2024-2025 Data



Our Collection

87,915 total loans
3.35 loans per capita

Books, digital resources and more moving through the community.



Visitor Hub

83,873 total visits
3.2 visits per capita

A welcoming space for everyone to gather and discover.



Literacy & Learning

848 events hosted
2342 children engaged in early reading programmes

Fostering a love for reading from the very beginning.



Connected Community

7,121 Public computers hours used

Free digital access bridging the regional divide



Our Dedicated Team

8.39
EFT Library Staff

Providing specialist local advice and services

1. Standards Met & Exceeded

Physical Collection

1.21 items per capita

Meets SLQ standard
Target range 0.85 - 1.50 items

Collection Currency

56% Aged <5 years old

Exceeds SLQ standard
Target range 0.85 - 1.50 items

Opening Hours

160 cumulative hrs/wk

Exceeds catchment standards across all branches

2. Progressing Towards Standards

Physical Visitation

3.2 per capita

Target standard is 4.8. Pillar 5 Connecting Communities is dedicated to driving this

Programme Attendance

0.34 per capita

Exceeds QLD average of 0.31. Actively scaling up towards standard target of 0.40

3. Service Gaps

Active Membership

16.6% active members

State average is 31.1%. Outreach initiatives under Pillar 5 specifically target closing this gap.

Lending Performance

3.35 loans per capita

Below QLD target of 5.0. Pillar 2 Service Innovation aims to modernise and drive engagement

Financial Investment

\$49.37 operating exp/ capita

Trails QLD average of \$56.71

Why Somerset Libraries Matter

Our Value to the Region

In an era of rapid digital change and geographic expansion, Somerset Libraries serve as the social glue that binds our dispersed townships together. They are essential community hubs—welcoming, inclusive, and free environments where residents can connect outside of home and work to access a wide range of collections and technology.

For our community, the library is a critical social lifeline. This is evidenced by our recent satisfaction survey, where more than 55% of residents identified the library as a safe, comfortable space that fosters a sense of belonging. By providing a sanctuary for social interaction, our libraries directly combat isolation and build the community resilience necessary for a prosperous rural lifestyle.

Somerset Libraries are also at the frontline of digital inclusion and lifelong learning in our region. As government services, banking, and education move increasingly online, the library actively helps bridge the digital divide for those without reliable home internet or the skills to navigate complex new technologies.

In the past year alone, our service provided over 7,000 hours of internet usage and critical technical support to students, job seekers, and seniors. By offering free access to high-speed WiFi and emerging technology, alongside a highly skilled staff team that 85% of users describe as exceptionally knowledgeable, our aim is to ensure that no Somerset resident is left behind in the digital world.

Furthermore, our libraries act as vital engines for regional literacy and cultural preservation. Early childhood Storytime programmes that build the foundations for lifelong learning, the preservation of our unique local history, and our diverse collections all enrich the cultural fabric of Somerset.

They represent an equitable investment in our human capital, offering every resident—regardless of age, background, or socioeconomic status—the tools to quench their curiosity and improve their wellbeing.

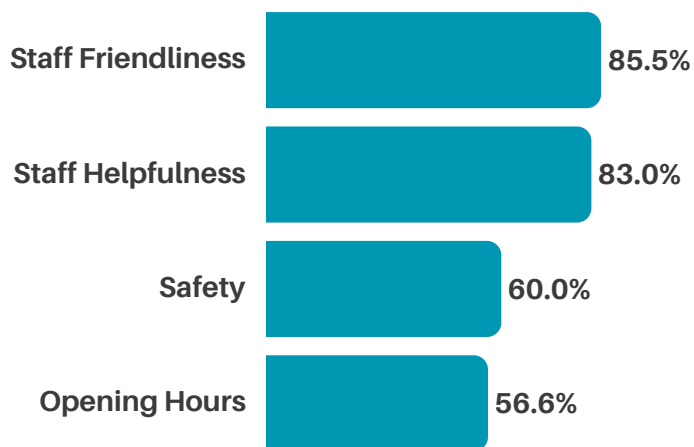
Investing in Somerset Libraries is an investment in a smarter, more connected, and more inclusive future for the entire region.

What Our Community Had to Say About Us

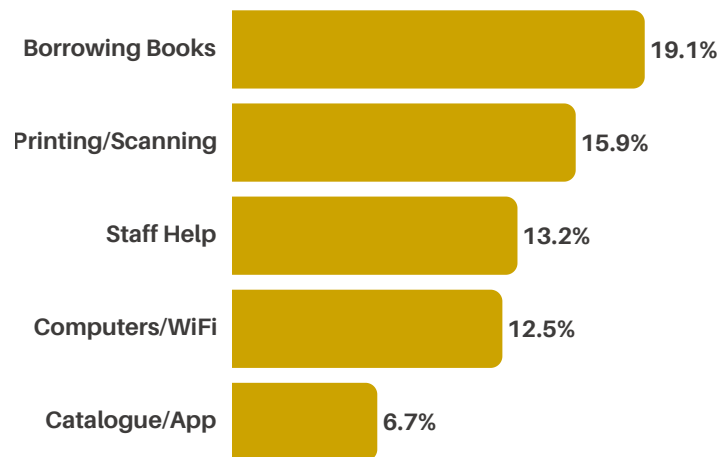
Out of 681 respondents surveyed in 2026, 92.5% were active library users.



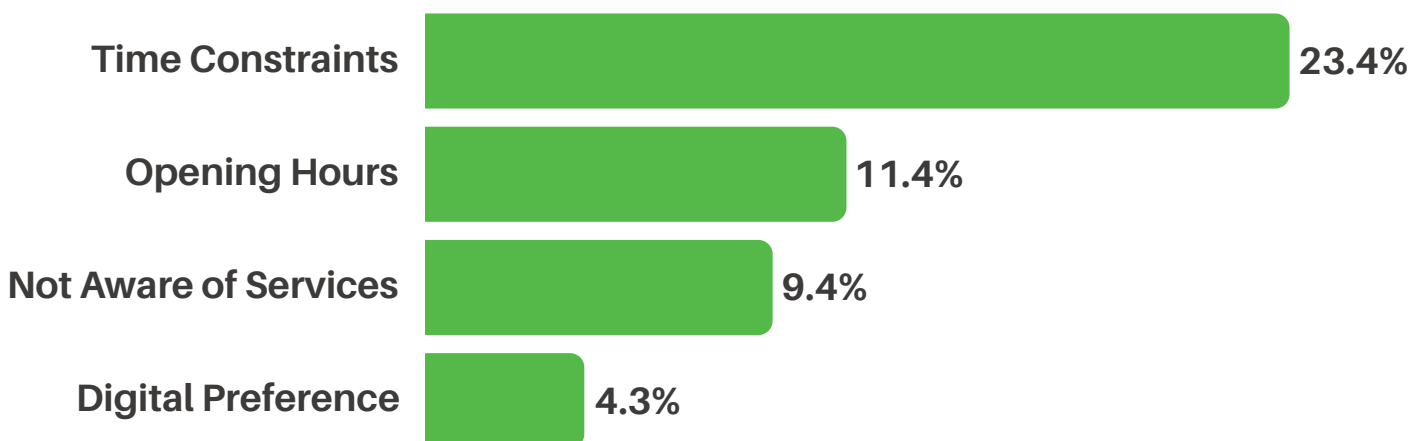
Satisfaction Ratings



Top Five Services



Barriers to the Service



What Our Community Had to Say About Us

Out of 681 respondents surveyed in 2026, 92.5% were active library users.

Core Strengths

Staff helpfulness and specialist expertise are the single highest-rated assets across the network.



Libraries are viewed as 'safe spaces', contributing to community wellbeing.



Future Focus

Opening hours received lower satisfaction scores compared to staff performance.



Physical layout and finding materials has room for improvement in some branches.



Impact on Resident Wellbeing

48.7%

HAPPINESS

Reported increased feelings of happiness and wellbeing

39.2%

CONNECTION

Reported that library use helps them feel part of the community

53.8%

LITERACY

Reported that use has encouraged their love of reading

Aim

Somerset Libraries - Where our community connects, discovers, and grows together.

Purpose

To provide access to information and resources through welcoming, accessible and inclusive library services and spaces.



The Foundations of Connection

Somerset Libraries serve as an essential social glue for our dispersed townships, anchored by a deep commitment to providing high-quality collections and programmes for Somerset residents.

The Strategic Plan 2026–2032 is built upon six core pillars that serve as a structural bridge, transforming the high-level vision of the Somerset Regional Council into tangible community benefits. By aligning our library operations with the broader Council strategic documents, these pillars ensure that every investment directly supports Council’s Mission of “Delivering great outcomes and services for our communities”.

The framework of our strategy is defined by six distinct areas of focus:

- Infrastructure and Digital Equity
- Service Innovation and Collections
- Literacy and Lifelong Learning
- Workforce Development and Wellbeing
- Connecting Communities and Outreach
- Partnerships and Advocacy.

Together, these pillars represent a holistic approach to modern library management. They allow the service to move beyond a historically reactive model toward a proactive, future-ready framework that prioritises regional parity and operational excellence across all our branches.

At the bedrock of this strategy is the understanding that contemporary collections, across all physical and digital formats, remain the fundamental asset upon which all library activities are built. Public libraries today are active and intentional managers of knowledge; we develop our collections specifically to meet the unique and evolving needs of the Somerset community.

Whether it is a diverse eResource library or a carefully maintained local history archive, these resources underpin our ability to foster literacy, support education, and provide reliable information to all.

“The library has evolved into a hub of culture and connection for our town. It’s the most valuable service in town.”

Somerset Resident, Somerset Libraries Community Satisfaction Survey, 2026

“In small communities the library is a vital service that supports everyone’s learning and wellbeing.”

Somerset Resident, Somerset Libraries Community Satisfaction Survey, 2026

A critical driver across the pillars is the formal recognition of the region’s unique demographic profile. With a rapidly growing southern corridor and a stable, mature northern population, our strategic directions need to focus on service delivery that respects local identity while ensuring regional consistency.

Our collections and programmes recognise the diversity of our region while also reflecting the local character of our many towns and villages.

From bridging the digital divide through enhanced high-speed connectivity to expanding our physical footprint into underserved growth areas, the pillars provide a roadmap for a service that is both physically accessible and digitally inclusive.

By modernising our technical infrastructure, we empower our workforce to spend less time on routine administration and more time facilitating the meaningful connection between our people and our resources, ensuring the library remains a vital asset in a changing world.

Ultimately, this pillar-based approach is designed to build a resilient and self-sustaining community network. By fostering a culture of discovery and lifelong learning, we aim to ensure our libraries remain as vital community spaces of the region.

Through the successful implementation of these strategic priorities over the coming years, Somerset Libraries will maintain and secure its role as essential social glue, ensuring every resident remains connected, empowered, and supported as we transition into a more technologically advanced future.

“Storytime helped me and my children make friends... this was a key part of fostering a sense of community.”

Somerset Resident, Somerset Libraries Community Satisfaction Survey, 2026

Somerset Libraries Strategic Pillars



Pillar 1 - Infrastructure and Digital Equity

“Contemporary library facilities must function as modern, flexible workspaces and community hubs.”

Goal 1 - Provision of contemporary and adaptable library spaces.

- Objective 1.1: Keep pace with contemporary library trends and contribute to Council’s future infrastructure plans.
- Objective 1.2: Optimise physical layouts to support diverse uses, including active community spaces and remote work.
- Objective 1.3: Utilise the Toogoolawah Library and Cultural Centre to improve service accessibility and user experience.

Goal 2 - Contribute to improved digital access and inclusion, advancing digital equity.

- Objective 2.1: Optimise existing digital platforms to extend access to online services beyond traditional branch settings.
- Objective 2.2: Provide modern hardware and software that meets the evolving technical needs of the community.

Expected Outcomes

Increased community satisfaction with branch facilities and improved digital inclusion metrics.

Alignment

This pillar directly supports the Corporate Plan’s mandate to ensure our physical and digital infrastructure provides the foundation for improved liveability by creating welcoming and accessible public spaces and community infrastructure.

By prioritising facility parity and high-speed connectivity, the library service acts as a physical realisation of Council’s commitment to integrated and welcoming communities. Furthermore, it addresses the Arts, Culture & Heritage Plan’s priority to enhance connectivity, capacity and accessibility of venues, ensuring that the digital divide is bridged through robust, future-focused infrastructure.

Pillar 2 - Service Innovation and Collections

“To remain relevant in a changing landscape, our service must transition from a reactive model to one driven by strategic innovation. By aligning our collections and services with the Arts, Culture and Heritage Plan, we will ensure that our resources reflect the unique stories and diverse needs of our people.”

Goal 3 - Development of responsive and relevant collections.

- Objective 3.1: Guide collection development at each branch in response to the distinct demographic profiles of each township.
- Objective 3.2: Expand the engagement and diversity of the eLibrary and virtual resources.
- Objective 3.3: Improve the currency and turnover of physical stock through data-driven selection.
- Objective 3.4: Preserve and promote local history and cultural heritage with local organisations and grant-funded digitisation projects.

Goal 4 - Modernisation of service delivery through technology.

- Objective 4.1: Streamline administrative processes to maximise staff capacity for community engagement.
- Objective 4.3: Investigate emerging self-service technologies to facilitate flexible access.

Expected Outcomes

Higher stock turnover and circulation rates; reduced administrative time-burdens for staff; and improved community access to tailored local resources.

Alignment

Aligned with the Arts, Culture & Heritage Plan’s goal to promote and preserve the region’s significant social and architectural heritage, this pillar focuses on place-based strategies that reflect the unique identity of each township.

It supports the Corporate Plan’s strategic direction for Our Economy by positioning the library as a modern service that embraces opportunities and thrives.

Through data-driven selection and service modernisation, the library achieves the Arts, Culture and Heritage Plan’s objective to care for and enhance the unique historical narrative of the region while ensuring resources are specifically developed to match the interests and requirements of each township.

Pillar 3 - Lifelong Learning and Programmes

“Our programmes are the primary vehicle for achieving the social outcomes outlined in the Somerset Social Plan. We aim to create a learning ecosystem that supports early literacy for our growing southern population and provides essential social and digital safety nets for our more mature northern residents.”

Goal 5 - Modernisation of service delivery through technology.

- Objective 5.1: Deliver high-quality early years literacy programmes to support young families.
- Objective 5.2: Launch drop-in tech help sessions and deliver digital literacy workshops, including foundational AI literacy, for all ages.
- Objective 5.3: Curate cultural and leisure events that foster social cohesion and prevent isolation.
- Objective 5.4: Align library programmes with regional health and community wellbeing initiatives.

Goal 6 - Fostering a culture of discovery and creativity.

- Objective 6.1: Deliver programmes and resources that promote local innovation and creativity, leveraging partnerships with Council and external providers.
- Objective 6.2: Support community-led content and creative expression.
- Objective 6.3: Strengthen engagement with young people.
- Objective 6.4: Increase participation in regional arts and cultural celebrations.

Expected Outcomes

Increased programme attendance per capita; enhanced community literacy and digital skills; and improved social wellbeing indicators across the region.

Alignment

This pillar is the primary vehicle for the Corporate Plan’s objective to encourage and deliver a range of inclusive and accessible libraries, arts, culture and learning opportunities for community creativity, enrichment and wellbeing.

It mirrors the Arts, Culture & Heritage Plan’s commitment to inspire life-long learning, knowledge and connection as a cornerstone of wellbeing and inclusion.

By targeting early years literacy and digital safety nets, the library service facilitates meaningful community participation and social cohesion.

Pillar 4 - Workforce Development and Wellbeing

“Our staff are the library's greatest asset and play an important role as a welcoming and positive point of connection with Council. We are committed to building a resilient and highly skilled workforce that operates with a proactive mindset, ensuring we have the right talent to navigate a complex and evolving service environment.”

Goal 7 - Workplace culture.

- Objective 7.1: Provide safe, welcoming and accessible libraries.
- Objective 7.2: Empower an engaged, knowledgeable and accountable workforce.
- Objective 7.3: Foster a supportive team culture that values wellbeing and mutual respect.

Goal 8 - Build a capable, confident and future-ready workforce.

- Objective 8.1: Support continuous professional development aligned with contemporary library practice.
- Objective 8.2: Strengthen staff capability in delivering high-quality and consistent customer service.

Expected Outcomes

Improved safety and wellbeing metrics; and a workforce capable of delivering high-value community interactions.

Alignment

Reflecting the Corporate Plan's commitment to investing in our people through workforce planning and skills development for a future-ready organisation, this pillar ensures staff are equipped to provide efficient and effective service. It aligns with the organisational goal to invest in and empower our people through workforce planning and skills development for a future-ready organisation.

Pillar 5 - Connecting Communities and Outreach

“Geographic distance and transport barriers present an opportunity to extend library services beyond traditional branch settings. By reviewing and enhancing service gaps we can further support Somerset Regional Council’s vision of an integrated and thriving community.”

Goal 9 - Extend library reach to better serve growth areas and changing communities.

- Objective 9.1 Investigate alternate service delivery models to the southern end of the region and additional flexible access points in high-growth areas.
- Objective 9.2 Assess and investigate after-hours access and optimised opening hours—to align with community needs.

Goal 10 - Extend library reach to better serve growth areas and changing communities.

- Objective 10.1: Investigate mobile outreach models to bring library resources to community hubs and halls.
- Objective 10.2: Strengthen the library's presence at regional community events.

Expected Outcomes

Increased membership and usage from currently underserved areas; measurable reduction in access barriers; and improved regional connectivity.

Alignment

Addressing the geographic challenges of the region, this pillar aligns with the Corporate Plan’s commitment to facilitate and advocate for community access to social services. It specifically targets the Heritage Plan’s priority to build the region's identity and activate cultural tourism by taking the library beyond its walls to where people gather.

By resolving service gaps in growth corridors like Fernvale, the library service supports the Corporate Plan's strategic direction to plan and deliver infrastructure that supports growth for the long-term.

Pillar 6 - Partnerships and Advocacy

“Successful library services thrive on collaboration. By building strong internal and external partnerships, we will leverage our role as the primary community connector to attract investment, share resources, and advocate for the value of libraries in building a cohesive Somerset.”

Goal 11 - Build strong and purposeful partnerships that enhance library impact.

- Objective 11.1: Leverage local community groups and volunteers to diversify library programming.
- Objective 11.2: Collaborate with neighbouring library services to share professional skills and resources.
- Objective 11.3: Partner with health and education providers to deliver integrated community services.

Goal 12 - Advocacy for the library's role in regional prosperity.

- Objective 12.1: Implement reporting frameworks that showcase the qualitative impact of library services on community life.
- Objective 12.2: Build strong relationships with key stakeholders and decision-makers.
- Objective 12.3: Advocate for the library as an essential community service.

Expected Outcomes

Increased external funding and resourcing; more collaborative cross-departmental projects; and higher community awareness of the library's value proposition.

Alignment

This pillar reinforces the Corporate Plan's strategy to actively develop strategic partnerships with industry, communities and governments to secure key social and economic needs. It embodies the Arts, Culture & Heritage Plan's principle of cultural leadership that builds the reputation and profile of our region.

By positioning the library as a key player in achieving Council's corporate and strategic visions, this pillar ensures the service remains a vital asset in a changing world, leveraging collaborative impact to secure investment, policy alignment and improved outcomes for the region.

Appendix 1: Somerset Libraries Strategic Action Plan

Pillar 1 - Infrastructure and Digital Equity

Goal 1: Provision of contemporary and adaptable library spaces

Objective	Strategic Actions	KPIs	Expected Outcomes
Objective 1.1: Keep pace with contemporary library trends and contribute to Council's future infrastructure plans.	Monitor library trends and integrate findings into Council's infrastructure planning to guide library facilities (including grant-funded opportunities).	Inclusion of library priorities in Council infrastructure plans and number of projects progressed or delivered.	Future-ready, equitable and accessible library infrastructure aligned with community needs.
Objective 1.2: Optimise physical layouts to support diverse uses, including active community spaces and remote work.	Review and reconfigure library layouts — leveraging grant-funded opportunities where available.	Branch layout reviews are completed, and improvement actions are identified, scheduled and tracked over the life of the plan.	Libraries that better support diverse user needs, increasing comfort, use, and dwell time.
Objective 1.3: Utilise the Toogoolawah Library and Cultural Centre to improve service accessibility and user experience.	Optimise the Toogoolawah Library and Cultural Centre through integrated service delivery to enhance user experience.	A documented improvement plan for the Toogoolawah Library and Cultural Centre is maintained, and actions tracked and reported over the life of the plan.	The Toogoolawah Library and Cultural Centre provides a stronger and more consistent customer experience.

Goal 2: Contribute to improved digital access and inclusion, advancing digital equity

Objective	Strategic Actions	KPIs	Expected Outcomes
Objective 2.1: Optimise existing digital platforms to extend access to online services beyond traditional branch settings.	Review and improve existing digital platforms, including the Somerset on the Go app and promote them more consistently to the community.	Usage of key digital platforms and online library services are monitored annually, with trends in uptake and engagement reported over the life of the plan.	Expanded access to library services anytime, anywhere, with increased digital engagement.
Objective 2.2: Provide modern hardware and software that meets the evolving technological needs of the community.	Align public PC and device upgrades with Council's rolling replacement schedule.	Hardware replacement schedule reviewed and maintained annually.	Residents have access to the latest tools required for work, study, and essential life tasks.

Pillar 2 - Service Innovation and Collections

Goal 3: Development of responsive and relevant collections

Objective	Strategic Actions	KPIs	Expected Outcomes
Objective 3.1: Guide collection development at each branch in response to the distinct demographic profiles of each township.	Use local demographic data and community feedback to inform tailored collection development plans for each branch.	Annual collection development reviews are completed for all branches and community feedback incorporated into collection planning.	Collections that reflect local needs and drive increased usage and satisfaction.
Objective 3.2: Expand the reach and diversity of the eLibrary and virtual resources.	Review digital collections and promote them consistently so more people are aware of and are able to use available resources.	Digital collection usage statistics and eResource promotion activities are monitored and reviewed annually.	24/7 access to high-quality resources for all residents, regardless of their proximity to a physical branch.
Objective 3.3: Improve the currency and turnover of physical stock through data-driven selection.	Implement automated weeding and selection tools; maintain frequency of new stock rotations.	Collection currency meets State Library of Queensland standards.	Patrons consistently find fresh, relevant, and appealing items on library shelves.
Objective 3.4: Preserve and promote local history and cultural heritage with local organisations and grant-funded digitisation projects.	Partner with local organisations for digitisation projects; promote community uploads to Somerset Stories.	Somerset Stories digital content expanded annually.	The region's unique identity and proud heritage is preserved and accessible for future generations.

Goal 4: Modernisation of service delivery through technology

Objective	Strategic Actions	KPIs	Expected Outcomes
Objective 4.1: Streamline administrative processes to maximise staff capacity for community engagement.	Review and optimise administrative workflows through process redesign and targeted automation to reduce manual workload.	Reduction in staff time spent on administrative tasks (measured annually).	Increased staff capacity for community-facing activities and engagement.
Objective 4.2: Investigate emerging self-service technologies to facilitate flexible access.	Investigate practical options such as after-hours access models, smart lockers and other self-service approaches that may improve convenience for the community.	Assess at least three flexible access service models, including feasibility, resource implications, risks, and community benefit, by the end of the plan period.	Council has clear, practical options for improving access in ways that suit local needs and resources.

Pillar 3 - Lifelong Learning and Programmes

Goal 5: Empowerment through diverse and inclusive programming

Objective	Strategic Actions	KPIs	Expected Outcomes
Objective 5.1: Deliver high-quality early years literacy programmes to support young families.	Expand Storytime and First 5 Forever sessions in the southern corridor; partner with local playgroups.	Early years programming schedule delivered and attendance maintained annually.	Foundation for lifelong learning is established for the region's youngest residents.
Objective 5.2: Launch drop-in tech help sessions and deliver digital literacy workshops, including foundational AI literacy, for all ages.	Launch drop-in tech help sessions and deliver digital literacy workshops for seniors.	Digital support sessions delivered consistently throughout the year.	Reduction in the digital divide, empowering residents in an increasingly complex online world.
Objective 5.3: Curate cultural and leisure events that foster social cohesion and prevent isolation.	Host Author Talks and community interest groups for residents.	Adult programme attendance tracked and maintained annually.	The library serves as the social glue, directly combating isolation and building community resilience.
Objective 5.4: Align library programmes with regional health and community wellbeing initiatives.	Partner with health providers for wellness and resilience activities.	Partnership programmes and activities are delivered annually in collaboration with local organisations, with partnerships reviewed to identify opportunities and community needs.	The library is recognised as a vital contributor to the wellbeing and inclusion of the Somerset community.

Goal 6: Fostering a culture of discovery and creativity

Objective	Strategic Actions	KPIs	Expected Outcomes
Objective 6.1: Deliver programmes and resources that promote local innovation and creativity, leveraging partnerships with Council and external providers.	Develop and deliver a coordinated programme of innovation and creative initiatives in partnership with Council teams and external providers.	Creative and cultural programmes are delivered annually across the region, with participation levels and programme diversity monitored over the life of the plan.	Increased community participation in creative and innovative library programmes.
Objective 6.2: Support community-led content and creative expression.	Work with community groups, schools and individuals to co-design and deliver programmes and initiatives.	Community-led or co-designed initiatives are delivered annually in partnership with local groups, schools, or community members.	Local residents are empowered to share their own voices and stories.
Objective 6.3: Strengthen engagement with young people.	Develop targeted initiatives that encourage youth participation and input into library services.	Youth-focused programmes and engagement activities are delivered during the plan period, with participation and feedback used to inform future initiatives.	Stronger connections with the region's youth, fostering a sense of ownership of the library.
Objective 6.4: Increase participation in regional arts and cultural celebrations.	Co-host or participate in events for NAIDOC Week, Seniors Month, Harmony Day, and community events.	The library participates in or supports regional cultural and community events annually through partnerships, programming, outreach, or promotional activities.	A vibrant, culturally engaged community that celebrates its diverse heritage and aspirations.

Pillar 4 - Workforce Development and Wellbeing

Goal 7: Workplace culture

Objective	Strategic Actions	KPIs	Expected Outcomes
Objective 7.1: Provide safe, welcoming and accessible libraries.	Maintain consistent safety, accessibility and workplace standards across all branches.	All branches comply with workplace health and safety and accessibility requirements, with regular inspections undertaken and recorded.	Safe, inclusive, and welcoming library environments for all users.
Objective 7.2: Empower and engaged, knowledgeable and accountable workforce.	Embed a performance and engagement framework that supports clear accountability, continuous learning, and regular staff feedback.	Staff engagement is measured through regular feedback mechanisms (e.g. surveys, check-ins) and used to inform workplace planning and improvement actions.	An engaged, accountable workforce with a strong sense of ownership and performance.
Objective 7.3: Foster a supportive team culture that values wellbeing and mutual respect.	Strengthen workplace practices that promote staff wellbeing and a respectful, inclusive culture; implement regular wellbeing checks.	Workplace wellbeing and culture initiatives are implemented across library teams, with participation and uptake of wellbeing activities monitored over the plan period.	A positive and respectful workplace culture supports staff retention and performance.

Goal 8: Build a capable, confident and future-ready workforce

Objective	Strategic Actions	KPIs	Expected Outcomes
Objective 8.1: Support continuous professional development aligned with contemporary library practice.	Provide structured opportunities for staff learning across key areas including digital capability, information literacy and emerging trends.	An annual staff professional development programme is implemented, with participation in training and learning activities monitored and reviewed each year.	Staff maintain relevant skills and knowledge to support evolving library services
Objective 8.2: Strengthen staff capability in delivering high-quality and consistent customer service.	Provide training and support that builds skills in service delivery, communication and problem-solving.	Customer service practices and support resources are implemented across all branches, with staff provided ongoing training and guidance in customer service delivery.	Patrons experience consistent, high-quality service regardless of location.

Pillar 5 - Connecting Communities and Outreach

Goal 9: Extend library reach to better serve growth areas and changing communities

Objective	Strategic Actions	KPIs	Expected Outcomes
Objective 9.1: Investigate alternate service delivery models to the southern end of the region and additional flexible access points in high-growth areas.	Investigate alternative service delivery models, including pop-up, mobile, and partner-based services, to expand access in Fernvale and other high-growth areas.	Completion of feasibility assessment and dependent on grant funding, implementation of at least one pilot service model in a priority location.	Improved access to library services in growth areas, supporting increased reach and community engagement.
Objective 9.2: Assess and investigate after-hours access and optimised opening hours — to align with community needs.	Undertake a pilot to trial extended and after-hours access, alongside a review and adjustment of opening hours based on community usage data and feedback.	Completion and evaluation of pilot programme demonstrating a measurable increase in visitation during extended hours.	Library hours better aligned with community needs, resulting in improved access and increased utilisation.

Goal 10: Extend library reach to better serve growth areas and changing communities

Objective	Strategic Actions	KPIs	Expected Outcomes
Objective 10.1: Investigate mobile outreach models to bring library resources to community hubs and halls.	Trial small-scale mobile or pop-up outreach services at community hubs and halls.	Outreach service pilots are implemented in identified rural and remote locations, with delivery and outcomes documented and evaluated over the plan period.	The library moves beyond its walls to foster a truly connected community.
Objective 10.2: Strengthen the library's presence at regional community events.	Participate in regional events such as local shows and deliver outreach activities that promote library services.	Library presence established at regional events and core community events i.e. Seniors Week activities.	Higher community awareness of the library as an active, mobile, and visible asset.

Pillar 6 - Partnerships and Advocacy

Goal 11: Build strong and purposeful partnerships that enhance library impact

Objective	Strategic Actions	KPIs	Expected Outcomes
Objective 11.1: Leverage local community groups and volunteers to diversify library programming.	Strengthen partnerships with community groups and volunteers to co-design and deliver a broader range of library programmes.	Partnership-based initiatives increase over the life of the plan.	The library reflects the unique local identity of Somerset through community-led content.
Objective 11.2: Collaborate with neighbouring library services to share professional skills and resources.	Build relationships with neighbouring library services and regional networks to support shared learning and joint initiatives.	Participation in regional collaborations and shared initiatives is maintained annually.	Increased operational efficiency and access to a wider pool of professional expertise.
Objective 11.3: Partner with health and education providers to deliver integrated community services.	Host visiting services (e.g. Early Childhood Health Nurses, JP services) within library spaces.	Visiting professional services hosted regularly throughout the year.	The library is established as a central Visitor Hub for essential community services.

Goal 12: Advocacy for the library's role in regional prosperity.

Objective	Strategic Actions	KPIs	Expected Outcomes
Objective 12.1: Implement reporting frameworks that showcase the qualitative impact of library services on community life.	Collect and communicate evidence of library outcomes, including community impact stories and service data.	Regular reporting on library impact is produced and shared with stakeholders.	Stakeholders have a clear understanding of the library's social and economic value.
Objective 12.2: Build strong relationships with key stakeholders and decision-makers.	Engage Councillors, community leaders and partners through regular communication and involvement in library initiatives.	Stakeholder engagement activities are delivered consistently each year.	Strong support for library priorities across Council and the broader community.
Objective 12.3: Advocate for the library as an essential community service.	Deliver a coordinated marketing programme across the Somerset region.	Increase library membership registrations annually.	The library is recognised as an essential, high-performing department contributing to regional prosperity.