THRIVING THROUGH CHANGE

How the Toowoomba City Library team positively embraced a staffing restructure

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THE CHANGE

- December 2024 Toowoomba Region Libraries underwent a staffing restructure.

- For the team at Toowoomba City Library, this had a significant impact:
  - reduction in staffing levels
  - changes to the roles and responsibilities of staff
  - increase in nature and number of tasks

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EARLY CHALLENGES

Increased Duties:

- Program creation and delivery (F5F, school holiday, digital literacy, youth and adult programs)
- Maintenance of all City Library's collection of around 100 000 items
- Increased visual merchandising & display responsibilities

Planning for programs

- Lack of structured planning
- Stress
- Fatigue

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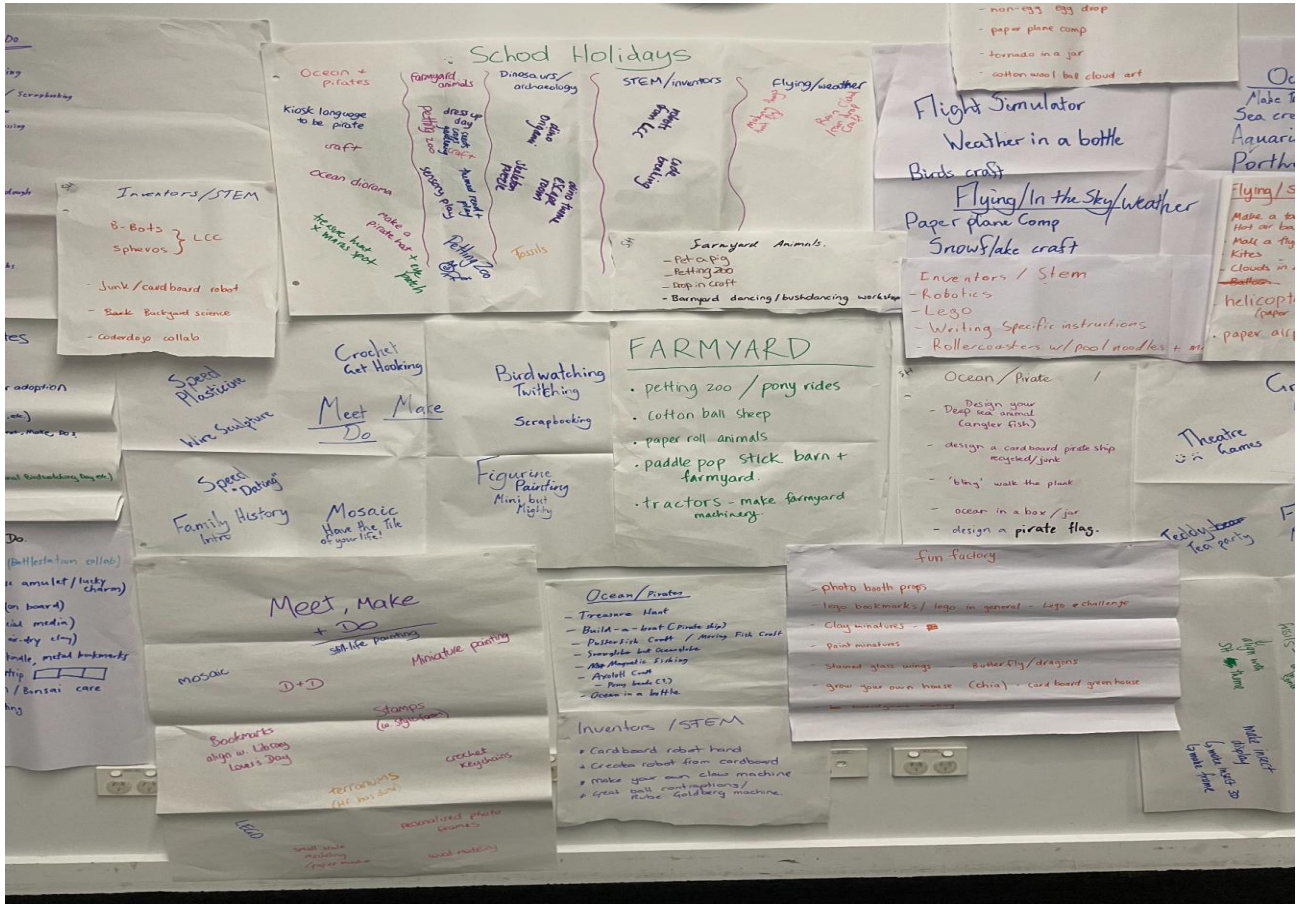
ONE TEAM LEADERSHIP

Goals

- ✓ Foster a strong sense of teamwork
- ✓ Support staff to build confidence
- ✓ Get the team on board

Team Planning

- Reflection
- Review
- Goals



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FOSTERING TEAMWORK

Rotation 1				
Fiction Supervisor	FT Staff 1	FT Staff 2	PT Staff 1	PT Staff 2
ANF Supervisor	PT Staff 3	PT Staff 8	PT Staff 4	FT Staff 3
Junior Supervisor	PT Staff 5	PT Staff 6	FT Staff 4	PT Staff 7
Rotation 2				
Fiction Supervisor	PT Staff 5	PT Staff 8	PT Staff 4	FT Staff 3
ANF Supervisor	PT Staff 6	PT Staff 7	FT Staff 2	FT Staff 4
Junior Supervisor	FT Staff 1	PT Staff 3	PT Staff 1	PT Staff 2
Rotation 3				
Fiction Supervisor	PT Staff 7	PT Staff 3	FT Staff 4	PT Staff 6
ANF Supervisor	PT Staff 5	FT Staff 1	PT Staff 1	PT Staff 2
Junior Supervisor	PT Staff 8	FT Staff 3	FT Staff 2	PT Staff 4

Rotating Collection Groups

- Each supervisor led a small group of staff for the whole year
- Groups undertook collection tasks and displays for their allocated collection area
- Each group consisted of four library assistants and a trainee
- Staff members rotated every four months to a new group
- Administrative tasks were divided between the groups

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BUILDING STAFF CONFIDENCE

Program Confidence

Name:	Please rate your confidence in delivering the below programs on a scale of 1 - 5. Where possible, we are endeavouring to have staff deliver programs that they are more interested in providing to the community.				
	1	2	3	4	5
Read & Play					
Sing & Play					
School Holiday Programs					
Teen Programs					
Tech Classes (1-1s)					
Tech Classes (Group)					

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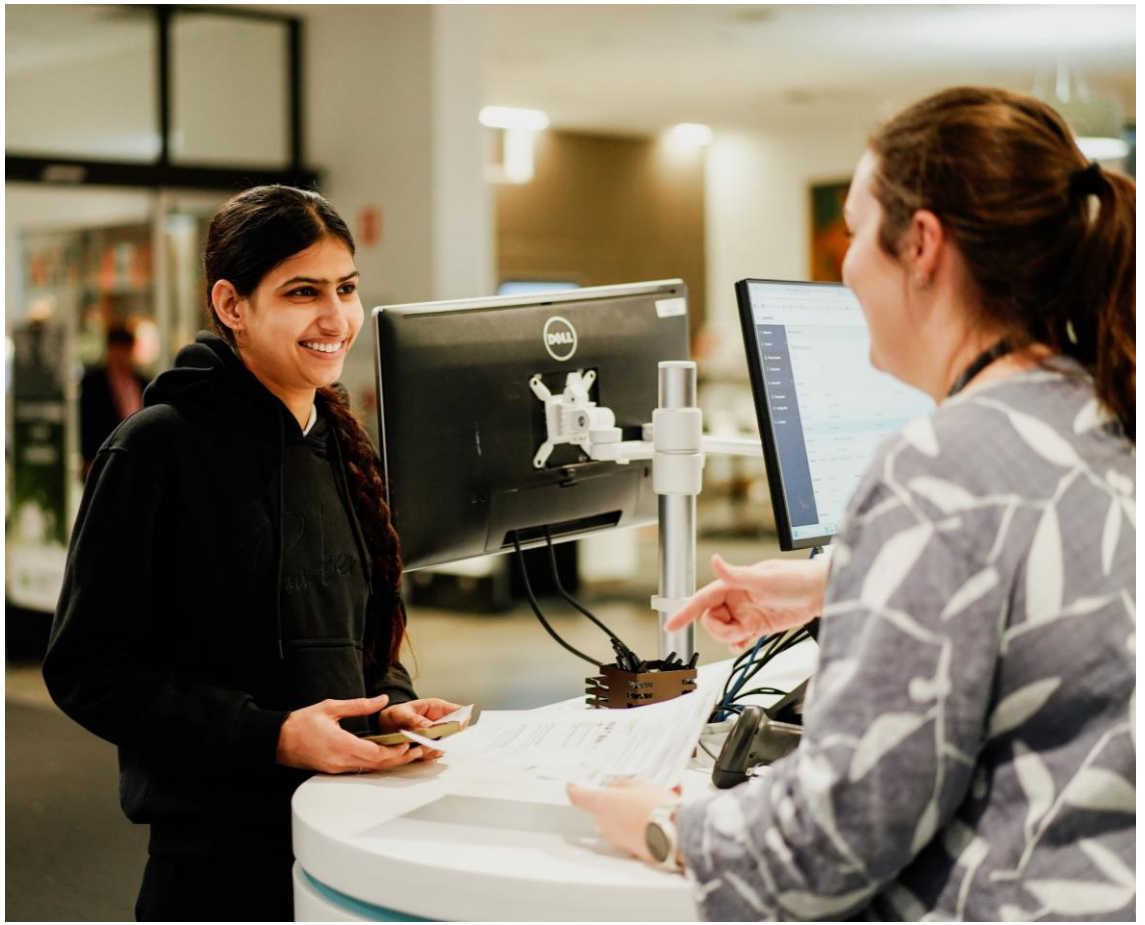
BUILDING STAFF CONFIDENCE

Team Leader training

- Leading an evacuation
- Responding to incidents
- Dealing with difficult customers
- Complex customer enquiries
- Managing front of house workflows



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GETTING THE TEAM ON BOARD

Scaffolding and support

Improved task variety

Greater ability to be creative

Trust

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EARTHLY EXPLORERS – A TRIUMPH!

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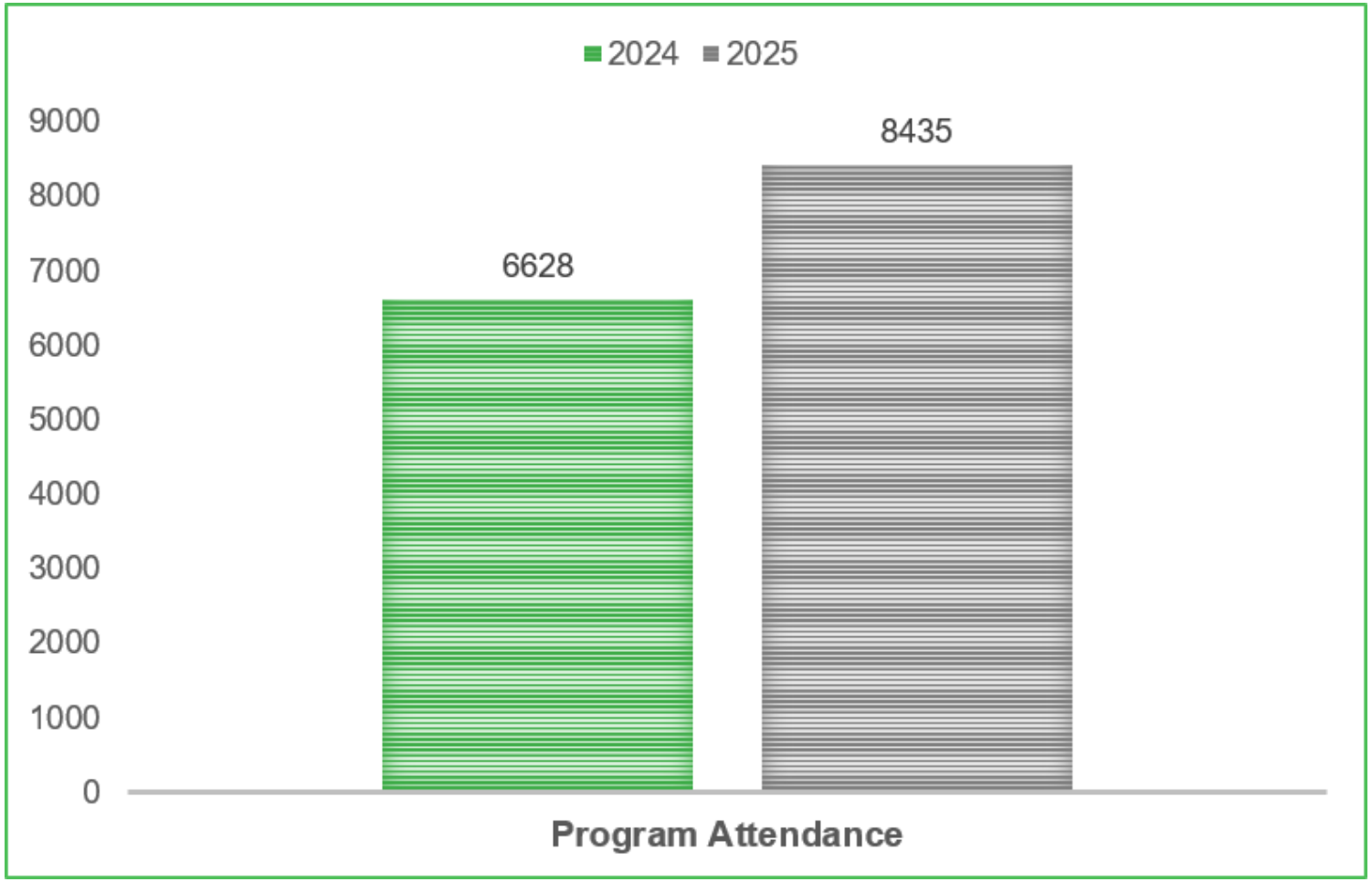
THE RESULTS



2025

- Customer visitations increased by 4.62%
- 27% increase in program attendance

2026

- Customer visitations increased by 5.33%
- Further 29% increase in program attendance
- Increase in number of programs being delivered

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2025 STAFF HIGHLIGHTS

Been really wonderful seeing the creativity of everyone. Get super excited to see others excited about their contributions.

Seeing every single staff member grow and become more confident in their abilities, as well as the creativity and contribution. The team has never felt so unified.

I've loved learning and doing new things, like delivering programs and working on displays. Amazing to work with such great people. It's truly special.

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Thank You!

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