

**Item: 5.4 No. 2 /13 – REPORT ON EXPENDITURE OF BEQUEST TO MACLEAN LIBRARY**REPORT SUMMARY

At the February 2013 Committee meeting a report was requested on the expenditure of a bequest to Maclean Library.

OFFICER'S RECOMMENDATION

That the expenditure of the bequest to Maclean Library on a chess table and other furniture be noted.

BACKGROUND

A bequest of \$5,459.35 was made to Maclean Library in August 2011. Time was taken to consider the most appropriate use of the funds provided. The expenditure was deferred until new staff were engaged under the new organisational structure.

Following appointment of the new Team Leader (Libraries East) in June 2012, the library and community's needs were considered, options investigated and items purchased as detailed in the table below.

The remaining funds should be expended by the time this meeting occurs in May.

A letter has been sent to the solicitor informing the family how the funds have been spent and to invite them to come to the Library to see the items purchased.

**Table 1 expenditure for Maclean Library Bequest**

Item	Order number	Supplier	Cost	Received	
<b>Chess Table</b>		Men's Shed	\$ 885.00	5.12.12	
<b>Chess Pieces</b>		Corindelo Arts & Craf	\$ 30.00	5.12.12	
<b>Plaque</b>		Men's Shed	\$ 40.00	10.12.12	
<b>8 chairs for Chess Table</b>		Staples	\$ 1,364.00	21.3.13	
<b>2 Laptop chairs</b>	153497	Raeco	\$ 777.27	8.4.13	
<b>New book display</b>		Raeco			CANCLLED 28.3.13
<b>Freight</b>	153497	Raeco	\$ 80.00	8.4.13	
<b>2 Deco Chairs</b>	154180	Staples	\$ 1,210.00		
<b>2 Book Pods</b>	154842	Raeco	\$ 594.99		
<b>Freight</b>	154842	Raeco	\$ 192.50		
		<b>Total to date</b>	<b>\$ 5,173.76</b>		
		<b>Balance to be spent</b>	<b>\$ 285.69</b>		
		<b>Total Bequest</b>	<b>\$ 5,459.45</b>		

Anne D'Arcy  
Executive Officer  
Clarence Regional Library

Prepared by: Kathryn Breward  
Section: Regional Librarian  
Clarence Regional Library

## Item: 7.1 No. 2/13 – NSC WITHDRAWAL FINANCIAL BREAKDOWN

## ATTACHMENT

REPORT SUMMARY

The report provides the results of further financial analysis of the assets and liabilities of each of the previous members of the Clarence Regional Library (CRL) at 30<sup>th</sup> June 2012.

OFFICER'S RECOMMENDATION

The Committee notes the analysis of the assets and liabilities of the members of the Clarence Regional Library at 30<sup>th</sup> June 2012 prepared in response to the additional request received from Nambucca Shire Council

BACKGROUND

An analysis of the of the financial situation of the CRL at 30<sup>th</sup> June 2012 was undertaken to determine the amount of money Nambucca Shire Council would be entitled to following their decision not to enter into a new agreement with the CRL following the expiration of the of the Agreement on 1 November 2011.

The amount that NSC was entitled to was paid directly into its account in order to finalise the matter and allow them to continue with the development of their stand alone service.

ISSUES

The General Manager on behalf of the NSC has taken issue with the approach to determining that amount as well as the nature of their departure from the CRL and has requested that an alternative approach be adopted that more closely reflects the relevant clause in the Agreement at that time.

While CVC has referred to NSC as “withdrawing” from the CRL, NSC states that it has not entered into a further Agreement beyond the expiry of the Agreement at that time.

The key concern arising from that is that CVC *“has not applied the provisions of the agreement to the process for termination, whereby upon termination of the Agreement the net assets, after payment of all liabilities, shall be apportioned among Clarence Valley Council and the Delegating Councils in the ratio of the respective contributions paid by them over the immediately preceding three years or the current life of the Agreement (whichever is the longer) to the total of all contributions paid by them over that period (Clause 6.3 and Schedule 3).”* (excerpt from email 28 February 2013)

The original assessment of NSC's entitlement to the Reserve funds was prepared on the basis that the CRL would continue with Clarence Valley Council and Bellingen Shire Council and that NSC would be held liable for unpaid contributions and the impact of their departure from the CRL. At the same time, the assets were largely physically shared by agreement with a small portion be addressed through calculations. The payment determination was itemised and explained (Attachment 1). The net entitlement of \$ 82,095.02 (Exc GST) was paid directly into NSC's bank account on about 26 October 2012.

Since that time a further financial analysis has been undertaken based on the expiration of the CRL following the end of the Agreement. This assessed the assets and liabilities of the entire CRL and apportions them between the three members.

The key differences between the two analyses are:

- the expiration of the CRL means that all existing staff become redundant and are entitled to redundancy payments, accrued leave payments and job search support;
- those costs are apportioned to all members;
- potential interest from the outstanding contributions from NSC has been included;
- the costs of changes to the Library Management System would not have been accrued – these are currently valued at \$3,000 despite earlier advice of only \$1,000 which was charged to NSC in the previous analysis.

- The overall outcome is that NSC is only entitled to \$68,402.14 and therefore \$13,692.88 is now owing to CVC (Attachment 2).

A letter is being prepared for NSC to advise them of this new outcome.

Anne D'Arcy  
Executive Officer  
Clarence Regional Library

Prepared by: Anne D'Arcy  
Section: Social Planning and Cultural development

**Item: 8.1 No. 2/13 – PROCESS STREAMLINING AND STAFFING**REPORT SUMMARY

This report provides an update on the process streamlining being undertaken at CRL Headquarters and reviews the need for additional hours for completion of work tasks.

OFFICER'S RECOMMENDATION

That the CRL Committee

1. Note the need for and progress of the Outsourcing Review, the results of which will be reported to a future meeting.
2. Endorse the increase in hours for the Grade 3 Library Assistant (Acquisitions & Promotions) from 14 hours per week to 28 hours per week.

BACKGROUND

The recommended number of collection items to be received each year by the CRL was approximated at 12,100 in 2008 based on the ALIA Acquisition rate formula:

**Population divided by 1000 x target = acquisition rate**

**Table 1:** ALIA's target rates for additional stock

Per Year	Short Term Target 1 Year	Medium Term Target 3 Years	Long Term Target 5 Years
Material additions per 1000 population (excluding donation)	150	200	250

Since 2010/11 the Book Vote funds have been fully expended on resources with unspent monies from each year moving to the next financial year's budget for expenditure. This has led to an increasing amount available for expenditure. Previously unspent funds would be transferred to the Reserve at the end of a financial year and any outstanding commitments from the year would either be cancelled or would be paid for from the new financial year's budget.

In 2012/13 the population serviced by the CRL reduced by 23% following the departure of Nambucca Shire Council (NSC) which should also have reduced the number of items expected to be received by the CRL. It was estimated that annual items received would reduce from 12,100 to around 9,900.

As indicated in Table 2, the target has been exceeded each year since 2008. In 2010/11 the target was exceeded by 37%. In 2011/12 the target was exceeded by 55%. Active purchasing for the current financial year was completed at the beginning of April, with only Standing Orders and Back Orders to be received. However, it is still expected that this year's target will also be exceeded.

**Table 2: Items received annually**

Year	Number of items received	% Target Exceed
2008/09	12,774	6%
2009/10	12,755	5%
2010/11	16,609	37%
2011/12	18,761	55%
Year to date 2012/13	9,242	Nearing Target

The cost of both book and non-book items has decreased over the last couple of years which has resulted in the CRL being able to purchase more for the same dollar value.

While this indicates significant productivity gains, it has also been at the expense of other regular tasks and fulfilling the new direction of enhanced service delivery for the community. There is currently a growing back log of items to be processed despite the full complement of staff under the new structure.

## ISSUES

The combined effect of the number of items to be processed and the move to enhance other services delivered by the library necessitating modified roles of positions has identified the need to consider how emerging shortfalls can be addressed. It has now become apparent that the Grade 3 Library Assistant (Acquisitions and Promotions) position needs increased hours and processing of stock needs to be addressed to enable other staff to fulfil their position descriptions. The latter can be addressed through increased levels of outsourcing of the overall stock processing.

### **Outsourcing Review**

Headquarters increased the outsourcing of processing with their suppliers in 2008/09 in order to streamline the provision of new items. Further outsourcing was considered two years later but the cost was similar to in-house processing and it was considered desirable to maintain local employment opportunities.

It is now time to reassess the nature and extent of the CRL's outsourcing in light of changes in staffing levels, increased demands for assistance in staff training, the need for a greater focus on event and promotional activities and reducing costs of outsourcing.

The Outsourcing Review will consider: current services from suppliers and costs; the value of those services; and additional services and their costs. Increasing the level of outsourcing of processing items is considered necessary to enable staff to devote more time to developing and delivering programs as outlined in the Strategic Plan 2012-2022. This will also decrease the time taken for delivery of new items to the branches, leading to an anticipated increase in customer satisfaction.

Negotiations have commenced with current and potential suppliers to determine cost effective levels of service for outsourcing the processing of the range of collections.

The processing backlog and new service focus makes this review a timely necessity as increased outsourcing will lead to further efficiencies and improved customer service.

### **Time demands on the Library Assistant (Acquisitions & Promotions) position**

Keeping up with the accessioning, processing and cataloguing of these received items has proved challenging as a result of the departure of NSC and subsequent loss of income. At the same time as CVC developed a new staff structure to enable enhancement of services to be delivered, the reduced level of income from NSC had to be accommodated in the level of staffing.

Increased levels of outsourcing will not reduce the workload for the Grade 3 Library Assistant (Acquisitions & Promotions) position.

This position is primary responsibility for: the bulk of accessioning of new stock; processing suggestions for purchase; payment of most accounts; overseeing the branch boxing; and assisting with the preparation and delivery of promotional activities and materials. This position no longer catalogues items but is required to support promotional activities (identified as a key shortfall in our operations which may have significant impacts on membership and levels of use into the future). Over the last six months these responsibilities have not been fully satisfied despite increased efficiencies and assistance from other staff.

The average number of boxes of new stock received each week at CRL Headquarters is 11. On average only six are being processed (approximately 175 items) taking seven hours per week. Each item is taking 2 minutes and 30 seconds to process which includes unpacking, placing items in the correct order, scanning and checking invoices for the correct cost.

The remaining five boxes (approximately 145 items) received each week require an additional six hours per week to process. Currently there is a back log of 33 boxes of items to be processed, which approximates 957 items not yet available to the public.

Boxing of items to be sent to the branches takes approximately three hours per week depending on the amount of new stock ready for distribution. The number of boxes being received and dispatched to the branches is similar to the levels prior to NSC's departure. Cost savings have accrued from the shorter distances covered.

Processing payments for invoices each week is allocated approximately three hours. However, this is not keeping pace with the number we need to process. Keeping up-to-date with payments has previously taken a full day each week. The number of invoices has not reduced with the departure of NSC.

Table 3 provides a breakdown of the current weekly time allocation for tasks undertaken by this position. Table 4 identifies the additional hours required to complete all tasks in the Position Description.

**Table 3. Current Library Assistant (Acquisitions & Promotions) weekly time allocations for tasks**

HOURS	TASKS
3	Paying invoices
0	Promotional materials and activities
7	Receiving and accessioning new stock
3	Receiving and dispatching branch boxing
0	Vendor claims and reminders
0	Assisting with collection development processes
0	STACK shelving
1	Meetings and training, Internal and external mail processes, Assisting with distribution of new and donated materials, Printing and dispatch of overdues, Petty cash reimbursements, Enquiries, Other duties as directed
14	TOTAL

**Table 4. Identified additional hours required**

HOURS	TASKS
4	Paying invoices
2	Promotional materials and activities
6	Receiving and accessioning new stock
2	Vender/back order checks, assisting with collection development processes including bookseller visits, cancelling stock, assisting with stocktake and weeding
14	TOTAL

The cost of this increase is estimated at close to \$20,000 per annum (including wage, superannuation, workers compensation and other costs). It is proposed that funding this increase would come from the Book Vote. Reducing the book vote by this amount is anticipated to:

- Reduce the total number of items purchased annually by 2.5% (800 items) in ten years time;
- Reduce the total book stock by 3.2% (8,000 items) in ten years time;
- Have no impact on the age of the collection; and
- Have limited impact on the number of item per capita, reducing by 0.1% in ten years time..

**OPTIONS**

That the CRL Committee

1. Note the need for and progress of the Outsourcing Review, the results of which will be reported to a future meeting.
2. Endorse the increase in hours for the Grade 3 Library Assistant (Acquisitions & Promotions) from 14 hours per week to 28 hours per week.
3. Not endorse the increase in hours for the Grade 3 Library Assistant (Acquisitions & Promotions) from 14 hours per week to 28 hours per week.

Options 1 and 2 are the preferred options.

Anne D'Arcy  
Executive Officer  
Clarence Regional Library

Prepared by: Kathryn Breward  
Section: Regional Librarian  
Clarence Regional Library

**REPORT SUMMARY**

This report provides an update on the adoption of the CRL Volunteer and Collection Development Policies by the Executive Council.

**OFFICER'S RECOMMENDATION**

The Committee notes that the draft Volunteer Policy and the draft Collection Development was presented to Clarence Valley Council for adoption at the April 2013 meeting following its public exhibition during which no comments were received.

**BACKGROUND**

The draft Volunteer Policy went on 28 days public exhibition between 5 November 2012 - 3 December 2012 and the draft Collection Development Policy went on public exhibition between 5 December 2012 -12 January 2013 at all CRL libraries, the library and CVC websites. The Policies were scheduled to go before the full Council meeting in February, however due to flooding it was delayed and they were presented at the April meeting where they were adopted by the Clarence Valley Council.

Anne D'Arcy  
Executive Officer  
Clarence Regional Library

Prepared by: Kathryn Breward  
Section: Regional Librarian  
Clarence Regional Library



**REPORT SUMMARY**

This report provides an update on the adoption of the Draft CRL Strategic Plan 2012-2022 by the Executive Council.

**OFFICER'S RECOMMENDATION**

The Committee notes that the draft CRL Strategic Plan 2012-2022 was adopted by the Clarence Valley Council at its April 2013 meeting.

**BACKGROUND**

The Draft CRL Strategic Plan 2012-2022 went on 28 days public exhibition between 28 January – 25 February 2013 at all CRL libraries, the library and CVC websites. No comments have been received. The Policy was scheduled to go before the full Council meeting in April, where it was adopted by the Clarence Valley Council.

Anne D'Arcy  
Executive Officer  
Clarence Regional Library

Prepared by: Kathryn Breward  
Section:       Regional Librarian  
                  Clarence Regional Library

**REPORT SUMMARY**

This report provides an update on the RFID Grant Application submitted to the State Library Country Library Grant Funds in November 2012.

**OFFICER'S RECOMMENDATION**

That the Committee note the Grant Application for \$97,550.00 for RFID was approved by the Executive Council for submission to the State Library under their Country Libraries Development Fund.

**BACKGROUND**

The State Library 2013 round of grant funding has not yet been announced by the Minister. Significant changes to how public libraries are funded by the State have been submitted to the Minister and the State Library is now awaiting a decision on this new funding model. This is likely to impact on when the grant results are made public as well.

The implementation of RFID equipment is progressing at the new Grafton Library as part of the construction progress.

Anne D'Arcy  
Executive Officer  
Clarence Regional Library

Prepared by: Kathryn Breward  
Section: Regional Librarian  
Clarence Regional Library

**Item: 8.5      No.2/13 – NEW TECHNOLOGIES**REPORT SUMMARY

This report provides information relating to new technologies being implemented across the Clarence Regional Library Service.

OFFICER'S RECOMMENDATION

That the new technologies implemented across the Clarence Regional Library Service be noted.

BACKGROUND

The CRL Strategic Plan Key Action Item 1.2.9 New Technologies Introduced includes:

- Investigation of the purchase of eReaders with loaded titles for a lending trial;
- Ipad use at branch and regional level;
- Other technologies; and
- Electronic gaming technologies.

**eReaders**

The purchase of eReaders has not progressed as a result of information from the State Library concerning possible Copyright issues relating to loading eReaders with ebooks that are purchased without a lending right attached to them. State Library has no problem with lending loaded eReaders if loaded with titles with a lending right from a supplier. However, purchasing titles as an individual could be fraught with difficulty and State Library urges caution. As the CRL does not currently have a supplier for eBooks, this initiative will halted until that has been addressed.

**eBooks**

The ebook market for libraries is in a volatile state with new providers entering the market and existing providers changing the publishers they have available. The CRL is monitoring the situation and anticipates that a suitable provider will be found in the next 12 months. A key issue is that the CRL's eAudio provider has yet to enter the ebook market and they provide good products at very competitive prices.

**eMagazines**

eMagazines have made an impressive debut in the Regional Library Service. They are provided by the company that provides our eAudio. Multiple downloads are available of the latest issue of a selection of magazines. Borrowers also receive advice about new issues. These titles are an addition to the paper subscriptions, not a replacement to them. The eMagazine subscription is cheaper than the printed copy. A total of 154 library members access the eMagazines and a total of 1,414 issues have been accessed since 2 January 2013.

**IPads**

The CRL has purchased nine I pads. These are loaded with Apps for: interactive Storytime for preschoolers and their parents; and eGames for kids 5-14yrs. Programs are currently in development to be rolled out to the libraries. The focus on children results from their purchase as part of the Junior Resources Grant.

Anne D'Arcy

Executive Officer

Clarence Regional Library

Prepared by: Kathryn Breward

Section: Regional Librarian

Clarence Regional Library

REPORT SUMMARY

This report provides an overview of the development of a five point marketing strategy for Clarence valley Libraries which then may be adaptable for the Clarence Regional Library (CRL) service.

OFFICER'S RECOMMENDATION

That the Committee note the development of a five point marketing strategy for Clarence valley Libraries which then may be adaptable for the Clarence Regional Library service.

BACKGROUND

The development of a Marketing / Promotional Plan for the Regional Library Service is part of the CRL Strategic Plan, item 1.3.1. Key Actions identified within the Action Plan 2012-2022. The outcomes sought from the proposed outcomes include:

- Marketing Plan and associated Action Plan
- A recognised regional library identity
- Increased awareness and recognition of the range of library services

There has been no funding allocated to development of a specific Plan. Staff have taken whatever opportunities they have to promote new services. A calendar has been developed that identifies what special days / weeks the CRL will focus on, responsibilities and activities.

ISSUES

Clarence Valley Council (CVC) has been approached by ninecreative9 to participate in a pilot project in which they will develop a framework for a marketing strategy focused on libraries and educational institutions. For a small cost CVC Libraries will receive a 5 point strategy and a branding story to springboard promotional activities for their library services. Key library staff and the community (both users and non-users) have been involved in the development of the strategy. Interviews and surveys will now be followed by focus groups early in May.

The results will be presented to the Committee for its consideration in adaptation the CRL.

Anne D'Arcy  
Executive Officer  
Clarence Regional Library

Prepared by: Kathryn Breward  
Section: Regional Librarian  
Clarence Regional Library

**Item: 8.7 No.2/13– CRL IDENTITY AND SIGNAGE**REPORT SUMMARY

The report updates progress of a CRL Identity and signage for the Clarence Regional Library service.

OFFICER'S RECOMMENDATION

That the progress in developing a CRL identity be acknowledged and the issues identified as barriers in the development of signage for the Regional Library be noted.

BACKGROUND

The development of a visible Regional Library identity including signage for the Regional Library Service is part of the CRL Strategic Plan. Key Actions identified within the Action Plan 2012-2022 include:

- Develop visual tools to improve Library visibility and status (logo, branding and style)
- Members agree to use naming format in future signage
- Develop common templates for shared use
- Produce stick on logos

Templates have been developed for brochures, posters and flyers for the CRL. The logo used in the website (Image 1) has been used in all documentation for the last couple of years to build visual recognition of the service. It has also been accompanied with the logos of member Councils. The website in many instances is also featured to raise the profile of the website with our communities (Image 2).

**Image 1.****Image 2.**

[www.crl.nsw.gov.au](http://www.crl.nsw.gov.au)

ISSUES

More concrete expressions of this logo into signage have been stalled by the changes to the makeup of the region in the last 12 months with Nambucca Shire Council's departure, staff vacancies and a focus on processing and supply of resources to branches. The consideration of further amalgamations in the near future has also affected the progress of signage in any concrete form. Consideration of a change in the Logo or name of the service will also affect the progress of implementation of signage across the region, and will need to be rolled out on all the templates and website. These changes need to be considered in conjunction with a potential Marketing Plan.

Anne D'Arcy  
Executive Officer  
Clarence Regional Library

Prepared by: Kathryn Breward  
Section: Regional Librarian  
Clarence Regional Library

**Item: 8.7 No.2/13– TARGETED PUBLIC CONSULTATIONS**REPORT SUMMARY

This report updates progress in targeted public consultations for the Clarence Regional Library.

OFFICER'S RECOMMENDATION

That the delay in progressing targeted public consultations be noted.

BACKGROUND

The Regional Library Strategic Action Plan 2012-2022 Targeted Public consultations include:

- Developing a consultation plan
- Target particular groups on an annual basis
- Build results into future budget allocations
- Train staff or engage in a consultant
- Analyse results

The aim is to inform future collection development.

At the August 2012 CRLC meeting it was agreed that a survey of our youth be conducted relating to the collections and services provided to them. The Key Actions identified include:

- Targeting years 7-12
- A preferred timeframe of March 2013
- Up to 50 young adults per school
- Dissemination through library, school classes and Survey Monkey Online

To date a review of other public library youth surveys has been undertaken to inform the development of the survey questions. While links with the local high schools in Grafton and Bellingen have been operational for a while now, new links needed to be developed with the High School in Maclean.

The actual implementation of the youth survey has been delayed due to staffing vacancies, recruitment, collection priorities and consideration of the outcomes of the CVC libraries marketing strategy. It is expected that the survey will be rolled out in the next quarter.

Anne D'Arcy  
Executive Officer  
Clarence Regional Library

Prepared by: Kathryn Breward  
Section: Regional Librarian  
Clarence Regional Library

**Item: 8.9 No.2/13 – QUARTERLY INCOME AND EXPENDITURE SHEET****ATTACHMENT**REPORT SUMMARY

This item reports on the third quarter income and expenditure for the 2012/13 financial year.

OFFICER'S RECOMMENDATION

That the report on the Quarterly Income and Expenditure Sheets for the 3<sup>rd</sup> quarter 2012/13 is noted.

BACKGROUND

The salaries and employment figure is high as it continues to incorporate redundancies as a result of Nambucca Shire's withdrawal from the region, this will eventually come from the Reserve (see in the next table "Balance of CRL Reserve").

Computer costs continue to be are high as some of the subscriptions are paid for the entire year in advance.

The "database" line item is now separated from the total "computer system costs" so it is possible to see what the library spends on databases for the public. It has no separate budget individually allocated to it as it is part of the "computer system costs" budget.

ISSUES

The Book Stock figure at 91% also includes what has been committed and is awaiting to be received / processed.

The Book maintenance budget was increased in the 2<sup>nd</sup> quarter of the year to bring it into line with expected levels of expenditure. The expenditure appears to be proportionally under what it should be for this time of year. However a further amount is committed (approximately \$15,000.00) which brings the level of expenditure in line with what it should be at this stage of the year.

Freight and cartage was reduced from previous year's budget (\$28,770.00) and may further reduce next year considering the relatively small expenditure to date (\$10,065.60). While the number of boxes moving between the branches has remained at a similar level to previous years, the distance has decreased significantly.

The shortfall in the Actual Expenses column will be rectified when Reserve Budget transfers that have been indicated in the budget are completed in the 4<sup>th</sup> Quarter of the year.

Anne D'Arcy  
Executive Officer  
Clarence Regional Library

Prepared by: Kathryn Breward  
Section: Regional Librarian  
Clarence Regional Library