MINUTES
CLARENCE REGIONAL LIBRARY COMMITTEE 12 November2020
VIA MICROSOFT TEAMS

PRESENT: Bellingen Shire Council
Jill Haynes Bellingen Shire Librarian
Alison Pattinson – Manager Community Wellbeing
Cllr Toni Wright-Turner

Clarence Valley Council
Cllr Karen Toms
Cllr Peter Ellem (Chair)
Des Schroder (Executive Officer)
Kathryn Breward Regional Librarian
Victoria Keane Team Leader (Regional Resources)
Christi Brown management Accountant Coordinator
Erin Brady Senior Library Officer (Digital Engagement)

Meeting opened at 10:00am

1. **Acknowledgement of Traditional Custodians**

   Cllr Peter Ellem

2. **APOLOGIES**

   Nil

   NOTE: Alison Pattinson & Kathryn Breward will be in and out of meeting due to other meeting commitments

3. **Disclosure of Conflict of Interest**

   Nil

4. **CONFIRMATION OF MINUTES – 13 August 2020**

   Moved: Cllr Karen Toms
   Second: Jill Haynes

   Adopted

5. **Business arising from the Minutes – Meeting held 13 August 2020**

   5.1   CLARENCE REGIONAL LIBRARY MARKETING PLAN UPDATE

   Erin Brady was asked to join the meeting for this discussion.

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

The discussion revolved around whether the number of target groups for the Marketing Plan needed to increase and whether seniors or families was more appropriate to target at this time.

Recommendation

That CRL Committee
- Confirm the progress of the CRL Marketing Plan 2020 and adopt the recommended four target markets to be included in the Marketing Plan 2020.
- Review after 12 months with the possibility of including families

Moved: Cllr Karen Toms
Second: Cllr Toni Wright-Turner

Adopted

ITEM 8.5 was moved up the agenda to accommodate Alison Pattinson's attendance at another meeting.

8.5 QUARTERLY INCOME AND EXPENDITURE SHEETS

Questions on notice from Alison Pattinson were addressed in the discussion of this report.

Christi Brown left the meeting after this item was Adopted.

Recommendation

That:
- The Report on the 1st Quarter Income and Expenditure Sheet for 2020/21 is noted by the Committee.

- The Final 4th quarter 2019/20 Report on the 2019/20 budget noted.

- Undertake a review for the next meeting to consider whether the adopted expenditures for the CRL Reserve remain viable and to consider any changes that need to be made.

Moved: Cllr Karen Toms
Second: Alison Pattinson

Adopted

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

Bellingen Shire COUNCIL

clarence VALLEY COUNCIL

your library–your place CLARENCE VALLEY

5.2 REPLACEMENT OF RFID SECURITY GATES FOR GRAFTON LIBRARY

Recommendation

The Committee note the progress of the replacement of the RFID (Radio Frequency identification) security gates in the Sir Earle Page Library and Education Centre.

Moved: Cllr Karen Toms
Second: Cllr Toni Wright-Turner

Adopted

5.3 POLICY REVIEW UPDATE – CRL COLLECTION DEVELOPMENT POLICY

Recommendation

That the Clarence Regional Library Committee:

- Note the Clarence Regional Library Collection Development Policy, was adopted by Clarence Valley Council.

Moved: Cllr Karen Toms
Second: Cllr Toni Wright-Turner

Adopted

5.4 REGIONAL LIBRARY REVIEW

Recommendation

That the Committee
1. Defer undertaking a review of library services.

Moved: Cllr Peter Ellem
Second: Alison Pattinson

Adopted

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

6. Correspondence

In-coming: Nil

Out-going: Nil

Media Releases:

CRL – 201022 Online author talks live in your living room

CRL – 200911 Let's talk about the library survey

CRL – 200902 Library offline but open

CVC – 201014 Launch of scooter and skateboard racks at Grafton library

CVC – 230920 Iluka Library changes open days

CVC – 200916 Libraries return to normal hours

Alison Pattinson and Kathryn Breward Left the meeting at 11:07

7. Executive Officer's Reports – Nil

8. Regional Library Reports -

8.1   CRL STRATEGIC PLAN REVIEW

Recommendation

That the
1. Report of achievement of the Clarence Regional Library Strategic Plan 2012 – 2022 be endorsed, and reported to the Executive.

2. CRLC congratulates and thanks the librarians and all staff on these achievements.

Moved: Cllr Peter Ellem
Second: Cllr Toni Wright-Turner

Adopted

8.2   DIGITAL ENGAGEMENT POSITION

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

Recommendation

That the Committee:

1. Continue to monitor the role and defer decision until June 2021.

Moved: Cllr Karen Toms
Second: Cllr Toni Wright-Turner

Adopted

8.3 CRL WORKPLAN

Recommendation

That the Draft Clarence Regional Library Committee Work Plan 2021-2024 be adopted by the Clarence Regional Library Committee to guide its operations over the next 12 months until the new Committee is formed after council elections in 2021.

Moved: Cllr Karen Toms
Second: Cllr Toni Wright-Turner

Adopted

8.4 REVIEW OF CRL LOCAL STUDIES COLLECTION DEVELOPMENT POLICY

Recommendation

That the:

- o Committee endorse the draft Local Studies Collection Development Policy and its implementation across the Regional Library Service.

Moved: Cllr Peter Ellem
Second: Cllr Toni Wright-Turner

Adopted

9. Items for Information

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

9.1 NSWPLA SWITCH Public Library Conference 24-27 November 2020 – Albury - Cancelled

- due to Covid situation in Victoria as the Conference was being held in Albury NSW

10. Additional Matters

10.1 Clarence Regional Library scheduled Committee Meetings for 2021:

February -   11/2/2021

May –   13/5/2021

August -   12/8/2021

November -   4/11/2021 (Tentative depending on new committee)

10.2 That a copy of the revised CRL Reserve management figures be made available asap, not wait until the February meeting as there may be budget implications for Council's if the subsidies were not to remain within Council budget for FY 21/22

11. Items for next meeting

11.1 Marketing Plan

11.2 Implementation of Local Studies Strategic Plan

11.3 Aboriginal Resources

11.4 Revised CRL Reserve forecast – to be provided to the Committee prior to February 2021

Meeting Closed: 11:25 am

Next meeting: 11 February 2021

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

MINUTES
CLARENCE REGIONAL LIBRARY COMMITTEE 13 August 2020
VIA MICROSOFT TEAMS

PRESENT: Bellingen Shire Council
                   Jill Haynes Bellingen Shire Librarian
                   Adeline Moir – Bellingen Shire Librarian (job share)
                   Alison Pattinson – Manager Community Wellbeing

                   Clarence Valley Council
                   Cllr Karen Toms
                   Cllr Peter Ellem (Chair)
                   Des Schroder (Executive Officer)
                   Kathryn Breward Regional Librarian
                   Victoria Keane Team Leader (Regional Resources)

Meeting opened at 10:30am

1. **Acknowledgement of Traditional Custodians**

   Cllr Peter Ellem

2. **APOLOGIES**

   Cllr Toni Wright-Turner
   Christie Brown (Management Accountant Coordinator)

   NOTE: Alison Pattinson will be in and out of meeting due to other meeting commitments

3. **Disclosure of Conflict of Interest**

   Nil

4. **CONFIRMATION OF MINUTES – 14 May 2020**

   Moved: Jill Haynes
   Second: Cllr Peter Ellem

   Adopted

5. **Business arising from the Minutes – Meeting held 14 May 2020**

   5.1   ABC COSTINGS FOR CRL

   This discussion was deferred until the end of the meeting when Alison Pattinson was present.

   Bellingen Shire reported that the explanations sent through on 14 May and presented in the current Finance report are acceptable, and no further reporting needed at this stage.

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

Bellingen Shire
COUNCIL

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VALLEY COUNCIL

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CLARENCE VALLEY

5.2 CLARENCE REGIONAL LIBRARY AGREEMENT

Recommendation

That the Committee:

- Acknowledge the Clarence Valley Council adoption on the 23 June of the extension of the Clarence Regional Library Agreement until July 2022.

- And acknowledge the adoption of the extension by Bellingen Shire Council on the 24 June 2020.

Moved: Cllr Karen Toms
Second: Jill Haynes

Adopted

5.3   CLARENCE REGIONAL LIBRARY MARKETING PLAN

As an update to the report the Regional Librarian noted the commitment from week commencing 10 August to commit to 1 day per week (Friday) until the Marketing Plan is completed.

Recommendation

That the Committee note the progress of the development of a marketing plan for the Clarence Regional Library

Moved: Cllr Karen Toms
Second: Jill Haynes

Adopted

5.4   REPLACEMENT OF RFID SECURITY GATES FOR GRAFTON LIBRARY

A further update to the report, the RFID security gates will be configured prior to being sent, with a sent date currently scheduled for 25 September. Council will then arrange to install using the specifications provided.

Recommendation

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

The Committee note the progress of the replacement of the RFID (Radio Frequency identification) security gates in the Sir Earle Page Library and Education Centre.

Moved: Cllr Karen Toms
Second: Jill Haynes

Adopted

5.5 POLICY REVIEW UPDATES

The Regional Librarian indicated that there had been no submissions to date and the exhibition period closes Monday 17 August.

Recommendation

That the Clarence Regional Library Committee:

- Note the adoption of the *Volunteer Policy, Childrens and Young Adult Policy* and the *Internet Policy* by the Clarence Valley Council**.**

- Note the requirement for the *Clarence Regional Library Collection Development Policy,* to be placed on 28 days public display for review and comment.

Moved: Cllr Peter Ellem
Second: Jill Haynes

Adopted

6. Correspondence

In-coming:

Regional Librarian noted a number of positive commendations via letter and email from the public regarding the *click/call & collect* service operating during the Covid-19 shutdown. Bellingen Shire Librarian noted that a report was being prepared for Bellingen Shire Council on the commendations Bellingen Shire Libraries had received during the Covid-19 shutdown.

Out-going: Nil

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

Media Releases:

6/7/20 – CVC – Behind the book cover tour – Jenn J McLeod
25/6/20 – CVC – ending click/call & collect
25/6/20 – CVC – Iluka change of hours survey
15/6/20 - CVC – reopening libraries phase 2
27/5/20 – CVC – libraries begin to reopen
04/6/20 – CRL – Launching Dyslexic Font Collection
21/5/20 – CRL – Library and Information Week
15/5/20 – CRL – Thousands of loans despite the library being closed
28/5/20 – BSC – Council's customer service centre & branch libraries reopen

7. Executive Officer's Reports -

7.1 REGIONAL LIBRARY REVIEW

Discussion revolved around the need for this review at this time and queried the level of funding indicated in the Executive Officers report.

Recommendation

That the Clarence Regional Library Committee:

1. Defer consideration of a review of library services until the Clarence Regional Library Marketing Plan has been completed and presented to the CRL Committee

2. Provide time for Bellingen Shire Council to consider their requirements for the review.

Moved: Cllr Karen Toms
Second: Jill Haynes

Adopted

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8. Regional Library Reports -

8.1 CONTRIBUTIONS FOR 2020/21 FINANCIAL YEAR

Recommendation

That member Councils note their per capita contribution for the 2020/21 financial year.

Moved: Jill Haynes
Second: Cllr Karen Toms

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

Adopted

8.2   DVD COLLECTIONS

Recommendation

That the committee note the DVD collection acquisitions.

Moved: Cllr Karen Toms
Second: Jill Haynes

Adopted

8.3   NSW PUBLIC LIBRARIES STATISTICAL COMPARISON 2018/19

Discussion on the performance occurred with particular reference as to when the Committee would see the next review of the CRL Strategic Plan (November).

Recommendation

That the report of the Clarence Regional Library performance compared to other public libraries in NSW be noted and endorsed.

Moved: Cllr Karen Toms
Second: Jill Haynes

Adopted

NOTE:

Alison Pattinson returned to the meeting at 11:20am

CRLC recommitted items 5.2 – 8.3 to enable a quorum vote
Alison Pattinson voted in the Affirmative

8.4   QUARTERLY INCOME AND EXPENDITURE SHEETS

Details provided 4th quarter expenditure of the CRL and the draft 2020/21 Budget.

Recommendation

That the:
- The answers to the questions on notice are noted by the Committee.

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

Bellingen Shire **COUNCIL**

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- Report on the Quarterly Income and Expenditure Sheet is noted by the Committee.
- Report on the 2020/21 projected budget is endorsed.

Moved: Cllr Karen Toms
Second: Alison Pattinson

Adopted

9. Items for Information

9.1 NSWPLA North East Zone Meeting – 28 May – Armidale

- This meeting was run remotely via *BlueJeans* as a result of the COVID-19 crisis.
- NE Zone Manager meeting held via *BlueJeans* on 23 July – managers were to enquire whether the SWITCH 2020 should be cancelled or postponed due to Covid situation in Victoria as the Conference was being held in Albury NSW

9.2 NSWPLA SWITCH Public Library Conference 24-27 November 2020 - Albury

10. Additional Matters

Clarence Regional Library scheduled Committee Meetings for 2020:

14 November – Urunga

11. Items for next meeting

11.1 CRL Strategic Plan review

11.2 CRL Marketing Plan

11.3 revisit Library Review

NOTE:

Alison Pattinson left the meeting at 11:45 am

Meeting Closed: 11:47 am

Next meeting: Thursday 14 November – Urunga

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

Bellingen Shire **COUNCIL**

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ITEM: 8.4   No. 4/20 – CLARENCE REGIONAL LIBRARY MARKETING PLAN UPDATE

Meeting: Clarence Regional Library Committee   12 November 2020
Reviewed By:
Attachment: yes

REPORT SUMMARY

Report provides an overview of the staff, public and school surveys recently completed for the CRL Marketing Plan 2020.

OFFICER RECOMMENDATION

That CRL Committee confirm the progress of the CRL Marketing Plan 2020 and adopt the recommended four target markets to be included in the Marketing Plan 2020.

LINKAGE TO *CVC COMMUNITY PLAN*

Theme   **1 Society**

Objective   **1.3 We will have a diverse and creative culture**

Strategy   **1.3.1 Support arts, learning, cultural services, community events and festivals**

LINKAGE TO *BSC COMMUNITY VISION 2030*

Theme 2:   Community Wellbeing

Objective: 1   Our children, youth and seniors are valued, involved and supported
2   We are a learning and creative community
3   We value, honour and actively acknowledge our Gumbaynggirr culture and heritage
4   we are connected, safe and healthy with a strong sense of community

BACKGROUND

- Four surveys were conducted between August – October 2020 to guide the preparation of the CRL Marketing Plan.

- SWOT analysis - 15 responses from library staff in CV and BS libraries.
- *Let's talk about your library* public survey – 644 digital responses, 26 paper responses. Almost 30% of respondents were BSC library users and 68% were CVC library users.
- High school survey – 211 responses from students at McAuley Catholic College, Grafton.
- Clarence Conversations (CVC engagement) – 44 digital responses.

- We engaged with 940 community members, including library and non-library members.

- The survey results data will be used in the marketing plan:
- To determine the wants and needs of CRL communities and staff
- Define 4 key target markets for the Marketing Plan 2020.
- Define strategic Marketing Plan actions such as the delivery platforms and methods for CRL marketing, delivery of CRL services and event content and delivery.

KEY ISSUES

- Face-to-face focus groups were not possible due to COVID-19 restrictions.

- To maximise reach and engagement the surveys were delivered and promoted via multiple platforms including: CRL newsletter; social media; CVC Clarence Conversations Page; Survey Monkey; media release; local media; paper copies at all libraries; and, the English department at McAuley Catholic College in Grafton.

- A pilot high school survey was conducted at McAuley Catholic College. The English department at the school was very supportive and guided all English classes through the survey. Following feedback from the school, CRL could look at delivering the survey to other schools across the region to continue to understand what young people want from their library, and how best to engage and connect with this target market.

- Key results from CV and BS staff SWOT:
  Strengths included: being open, a large established membership, customer service, passionate staff, safe places for all of community and free internet and WIFI.
  Weaknesses were: limited opening hours, gaps in demographic of users, and some libraries are understaffed and undersized.
  Opportunities included outreach, developing stakeholder relationships, taking advantage of people moving online during COVID, targeting youth, finding different ways for community members to use their library.
  Threats to libraries were potential budget cuts from councils, not being valued by council, COVID-19 and competition from digital streaming, digital reading services and the Internet.

- Key results from the *Let's Talk About Your Library:*
- The overwhelming response to 'What does your library do well?' was friendly, helpful staff and a great collection.
- A common response to the question, 'What could your library do better?' was increased opening hours including weekends.
- The main reason people use their library is: to borrow books.
- 66% of *p*articipants access their library in person.
- 38% of participants have downloaded the CRL library app.
- The most popular method of contact for CRL members is the newsletter.

- Key results from the *High School* survey:
- 8.8% of participants have downloaded the CRL library app.
- High school students want workshops to learn about: cooking; gaming; video editing; and makeup.
- The most common way high school students find out what's happening is: friends; social media; the internet; and radio. Instagram, Snapchat and TikTok are the most popular social media apps.

- Using feedback from surveys and staff SWOT, four target markets are being recommended for CRL Marketing Plan:

  Young Adults
  In our 2020 High School Survey 58% of students said they used their school library but the same number were not CRL members. We see young adults (10-19) as a target market we can grow by listening to feedback we received in our high school survey, and developing actions that deliver some of the needs and wants these students expressed in the survey. We can connect young adults with our physical and online collections and education resources, promote our study spaces, HSC collection and targeted workshops and events that they have asked for. The survey also provided valuable data on how to connect information and marketing with young adults.

Aboriginal people
Our region has a large and growing Aboriginal population. In the Clarence Valley the Aboriginal and Torres Strait Islander population in Clarence Valley grew 13% from 2011-2016, compared to 2% for the general population. In Bellingen Shire the Aboriginal and Torres Strait Islander population grew 18.5% from 2011 – 2016.

The growth in this population segment requires a corresponding increase in additional cultural and social opportunities that provide positive educational, social and mental health benefits.

In 2020 CRL has focused on developing relationships with Aboriginal library members, community members and stakeholders, and to begin to authentically weave Aboriginal culture across the library collection and services. By including Aboriginal people and culture as a target market in the CRL Marketing Plan we will ensure strategic actions targeting this audience will be embedded into CRL promotions and marketing. The explicit goal will be an increase in Aboriginal members of our communities accessing and using library services and embedding Aboriginal culture authentically in the CRL service. This links to both CVC Community Strategic Plan and BSC Community Vision 2030.

Retirees and Seniors
Approx. 33% of the populations of the Bellingen Shire and Clarence Valley regions are aged 60+. This age group makes up over 27% of our membership.

Seniors and retirees are the highest growth segment in the local region's population. This market participates and attends library events on a regular basis and are frequent borrowers of the collection. They are active users and the most engaged aged group of all CRL members. Over 80% of the 700+ library surveys we received were from community members aged 60+.

Connecting seniors with technology was a reoccurring request that came through in the community surveys – delivered both in libraries and as outreach programs partnering with community stakeholders.

Local cultural tourists
With a combined population of over 63,000 people in the Clarence Valley and Bellingen Shire regions, and COVID-19 restrictions limiting travel, local cultural-inspired day trips are increasing (Tourism Research Australia data).

By promoting our 7 unique branches as destinations not only for library members but all residents of the Bellingen Shire and Clarence Valley regions, we could increase library visitation, library membership and also build on the branding and community understanding of Clarence Regional Library. In particular this target market could be interested in our local studies collection, flagship libraries and unlimited access to library services across the region.

- Next steps with the plan:
  - Once target markets have been confirmed the marketing plan can be finalised, and a draft plan delivered to the next committee meeting.
  - Followed by the development of action plans.

Prepared by	Erin Brady
Attachment	Let's Talk About Your Library Survey 2020; SWOT Results 2020; High School Library Survey Results 2020; Survey Responses Report Clarence Conversations.

ITEM: 5.2   No. 4/20 – REPLACEMENT OF RFID SECURITY GATES FOR GRAFTON LIBRARY

Meeting:	Clarence Regional Library Committee	12 November 2020
Reviewed By:		
Attachment:	no	

REPORT SUMMARY

Report provides an update on the progress to replace the Grafton Library RFID (Radio Frequency Identification) security Gates.

OFFICER RECOMMENDATION

The Committee note the progress of the replacement of the RFID (Radio Frequency identification) security gates in the Sir Earle Page Library and Education Centre.

LINKAGE TO *CVC COMMUNITY PLAN*

Theme   **1 Society**

Objective   **1.3 We will have a diverse and creative culture**

Strategy   **1.3.1 Support arts, learning, cultural services, community events and festivals**

LINKAGE TO *BSC COMMUNITY VISION 2030*

Theme 2:   Community Wellbeing

Objective: 1   Our children, youth and seniors are valued, involved and supported
2   We are a learning and creative community
3   We value, honour and actively acknowledge our Gumbaynggirr culture and heritage
4   we are connected, safe and healthy with a strong sense of community

BACKGROUND

The RFID security Gates for Grafton Library were installed during September and are working well.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	NIL

ITEM: 5.3   No. 4/20 – POLICY REVIEW UPDATE – CRL COLLECTION DEVELOPMENT POLICY

Meeting: Clarence Regional Library Committee   12 November 2020
Reviewed By:
Attachment: no

REPORT SUMMARY

This report provides an update on the review of the *Clarence Regional Library Collection Development Policy.*

OFFICER RECOMMENDATION

That the Clarence Regional Library Committee:

• Note the *Clarence Regional Library Collection Development Policy,* was adopted by Clarence Valley Council.

LINKAGE TO *CVC COMMUNITY PLAN*

Theme   **1 Society**

Objective **1.3 We will have a diverse and creative culture**

Strategy   **1.3.1 Support arts, learning, cultural services, community events and festivals**

LINKAGE TO *BSC COMMUNITY VISION 2030*

Theme 2:   Community Wellbeing

Objective: 1 Our children, youth and seniors are valued, involved and supported
            2 We are a learning and creative community
            3 We value, honour and actively acknowledge our Gumbaynggirr culture and heritage
            4 we are connected, safe and healthy with a strong sense of community

BACKGROUND

The public exhibition for the CRL Collection Development Policy was completed, we received one response in the positive for the changes received. An additional 3 responses were for *Suggestion for Purchase* for the library collections; these have been forwarded to the Team Leader (Regional Resources). Contact has been made with these and purchases where appropriate have been made.

As there are no submissions which conflicted with the intent of the policy occurred, the policy was adopted.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	Nil

ITEM: 5.4   No. 4/20– REGIONAL LIBRARY REVIEW

Meeting:	Clarence Regional Library Committee	12 November 2020
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

In formulating this years budget Clarence Valley Council allocated funds to undertake a review of library services leading up to the new 2021/22

OFFICER RECOMMENDATION

That the Committee

1. Endorse undertaking a review of library services and provide $35,000 towards the Review of Regional Library Services from the CRL Reserve
2. Provide a list of issues that should be included in the review

LINKAGE TO *CVC COMMUNITY PLAN*

Theme   **1 Society**

Objective   **1.3 We will have a diverse and creative culture**

Strategy   **1.3.1 Support arts, learning, cultural services, community events and festivals**

LINKAGE TO *BSC COMMUNITY VISION 2030*

Theme 2:   Community Wellbeing

Objective: 1   Our children, youth and seniors are valued, involved and supported
             2   We are a learning and creative community
             3   We value, honour and actively acknowledge our Gumbaynggirr culture and heritage
             4   we are connected, safe and healthy with a strong sense of community

BACKGROUND

It's been 3 years since the last library review was undertaken by the State Library of NSW. It is proposed leading up to the new IP&R plans to be developed by the new Councils in 2021/22 that a review is undertaken again which would include both Clarence valley libraries and the Regional Library. It is proposed that $35,000 comes from the Clarence Valley Council budget and $35,000 from the Regional Library budget.

KEY ISSUES

Preliminary ideas for discussion to include in the review are:-
- Efficiency and effectiveness of the services as benchmarked against NSW figures and other jurisdictions. What is the world trend?.
- The efficiency and effectiveness of the current Regional Library service and staffing ratio's
- Are we supplying the right balance of services – book stock v online and evidence we are purchasing the right stock.
- Are we meeting community needs across the whole spectrum eg youth, adult, Aboriginal and disability

- How will the services need to adapt to COVID world and a post pandemic transformed world- eg more tertiary students studying online already the Country University at Grafton has 150 students; the trend to home offices.
- What is the potential services that can be provided to the Clarence Correctional Centre. Every prisoner has online access via an individual electronic device
- With the new mobile library the report adopted by Clarence Valley Council to fund it called for a progress review within two years of the service
- Hours of operation of branches

Prepared by	Des Schroder
Attachment	nil

ITEM: 8.1   No. 4/20 – CRL STRATEGIC PLAN REVIEW
Meeting: Clarence Regional Library Committee   12 November 2020
Reviewed By:
Attachment: yes

REPORT SUMMARY

This report refers to the draft revised Clarence Regional Library Service Strategic Action Plan 2012 – 2022 that was developed in workshops with Staff and the Clarence Regional Library (CRL) Committee. The Strategic Action Plan is used to guide the Committee.

LINKAGE TO *CVC COMMUNITY PLAN*

OFFICER RECOMMENDATION

That the
1. Report of achievement of the Clarence Regional Library Strategic Plan 2012 – 2022 be endorsed, and reported to the Executive.

Theme   1 Our Society

Objective   1.3 We will have a diverse and creative culture

Strategy   1.3.1 Provide innovative and enhanced library services that support and encourage life long learning

LINKAGE TO *BSC COMMUNITY VISION 2030*

Theme 2:   Community Wellbeing

Objective: 1 Our children, youth and seniors are valued, involved and supported
2 We are a learning and creative community
3 We value, honour and actively acknowledge our Gumbaynggirr culture and heritage
4 we are connected, safe and healthy with a strong sense of community

BACKGROUND

The Clarence Regional Library Strategic Plan 2012 – 2022 was developed in consultation with library staff, the CRL Committee and in consideration of the results of the User and Non-User Surveys 2008 and 2012. The associated Action Plan has been used to guide the agenda for the quarterly meeting of the CRL Committee. Each year, the committee is provided with an update on progress against the Action Plan.

The Strategic Plan and its Action Plan deal with the full range of library services and therefore go beyond the scope of the Committee's responsibilities. The committee is generally limited to the services provided by the Regional Library staff which focus on the collection and associated policies. However, staffing, customer service and facilities are captured in the plans. Some elements of service delivery are influenced by the CRL, by individual LGAs or by individual libraries or some combinations thereof. The Action Plan endeavours to identify the responsible entities to bring come clarity to roles.

A CRL Committee Work Plan is developed in conjunction with the CRL Strategic Plan and Action Plan and is the focus of a further report. The CRLC Work Plan reflects the elements in the CRL Strategic Plan that require the committee's input and recommendations.

KEY ISSUES

The previous Review of the CRL Strategic Action Plan occurred in September 2018. The review in 2020 tracks the changes since then. Overall, the achievements over the past two years have been substantial (Refer Attachment 1: CRL Strategic Plan 2012 – 2022 Progress report – September 2020). These include:

Key Achievements:
CRL:
- New library App
- Development of digital collections – increased spending on eMagazines, eAudio, eBooks – huge increase in borrowing since Covid
- Improved wireless internet services
- NBN for Dorrigo completed 2020 and Iluka in development currently
- Further databases added – BorrowBox, Storybox, Ziptales, Haynes car manuals, IndyReads, Mango languages and Niche Academy
- Targeted outreach services developed for seniors in their *Get Connected* sessions, Story time, and Live n Loud youth events, school Holiday activities
- Social networking – Instagram, Facebook, YouTube, Pinterest, Flickr developed
    - YouTube - Increase in number of YouTube films and increase in community access since Covid
- Themed and targeted eNewsletters increased to monthly from quarterly previously
- Visible library identity continues to be developed
- Enhanced collection management through introduction of RFID and Spydus Collections Module
- Collection arrangement incorporating best practice, integration of collections, separating Local Studies
- Expansion of Aboriginal resources and targeted marketing
    - Dual signage developed for Bellingen Libraries
    - Development of acknowledgement of country signage for all locations
- Process streamlining
    - Additional grade 2 Library support assistant - CRL
    - Additional grade 8 Senior Library Officer (Digital Engagement) – CRL
- Policy review and development
- Community Book Selection activities continued and expanded to include a volunteer session and a Teachers session
- Educational & recreational programs and activities –Preservation workshops, *Get Connected* program
- eSmart status achieved in 2018
- Surveys:
    - Childrens Survey 2020
    - Marketing Survey 2020
- Improved promotional and DVD displays for each location
- Collection in shelf displays and shelf guides developed
- Newspaper advertising developed to highlight services and collections
- Device charging stations purchased for Bellingen, Grafton, Iluka, Maclean & Yamba
- Child play centres purchased for all locations to enhance toddler experience in the library
- Ipads replaced
- Interactive table purchased for Grafton Library – used as an exhibition space
- Spydus upgrades in 2018 and 2020
    - New Managed Services Agreement signed September 2020 (5 year contract)

Libraries:
- BSC
    - Dorrigo Hours survey 2018 (BSC)
    - hours increased

- o Libraries opened an additional 6.5 hours per week from April 2019.
  - o All libraries are now open from 10am Tuesday to Thursday and do not shut for lunch in Bellingen.
  - o Urunga - open through two lunch hours
  - o Dorrigo - open through one lunch hour
- CVC
  - o CVC restructure in 2019 saw increased grades and qualification level for Yaegl country library team and Mobile Library
  - o Iluka - hours have changed to consecutive days - Wednesday, Thursday, Friday by public demand
  - o Yamba – hours increased – WER – 2 additional hours on Wednesdays since Covid
  - o Maclean – hours increased- WER – extra half hour Saturdays in line with starting time for other CVC libraries since Covid
- CVC - Pop library being developed and rolled out to suitable events
- Mobile library service operations continued to be developed and programming expanded
- Greater range of activities and events
- Partnerships with other services to promote libraries and their role in the community
- Delivery of Home Library Services
- Staff professional development
  - o CRL - Sparkle customer service training
  - o CRL - eSmart online training
  - o CRL – State Library Reference Group
  - o CRL – Spydus upgrade training
  - o CVC - Cultural skills training
  - o CVC – Code of conduct training
- Book Clubs meeting in libraries
- 3D printer programs developed and implemented

Key activities that have progressed to some extent include:
CRL:
- The ongoing implementation of the Local studies Strategy
- Marketing and promotion
- Targeted public consultations
- Volunteering base increased across all services
- Increasing income through grants
- Budget management
- Disaster planning
- Local studies strategic plan continues to progress
  - donations to CRL Local studies collection includes:
    - Mackey Archive Collection – still progressing
    - Duncan Miller photographs for the region

Libraries:
- Library hours review
- CVC – costings for additional staff in Maclean & Yamba libraries
- Improvements to collection arrangements
- Continuation of local community surveys
- Library signage and identity
- Marketing and promotional plan activities
- Book Clubs
- Disaster planning
- Staffing levels
- Future infrastructure plans and development

The attached draft revised CRL Strategic Action Plan 2012-2022 captures input from both staff and the Committee.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	CRL revised Strategic Action Plan 2012-2022 September 2020 review

ITEM: 8.2   No. 2/20 – DIGITAL ENGAGEMENT POSITION

Meeting:	Clarence Regional Library Committee	12 November 2020
Reviewed By:		
Attachment:	no	

REPORT SUMMARY

This report provides information on the ongoing commitment to employ the Grade 8 Senior Library Officer (Digital Engagement).

OFFICER RECOMMENDATION

That the Committee:

1. Note the achievements of the position to date
2. spend a portion of the 4% increase in operations for 2020/21 on:
   - grade 8 Senior Library Officer (Digital Engagement) – 42 hrs per fortnight.
   - Make the position a permanent addition to the CRL staff.

or

3. Continue to monitor the role and defer decision until June 2021

LINKAGE TO *CVC COMMUNITY PLAN*

Theme   **1 Society**

Objective   **1.3 We will have a diverse and creative culture**

Strategy   **1.3.1 Support arts, learning, cultural services, community events and festivals**

LINKAGE TO *BSC COMMUNITY VISION 2030*

Theme 2:   Community Wellbeing

Objective: 1   Our children, youth and seniors are valued, involved and supported
2   We are a learning and creative community
3   We value, honour and actively acknowledge our Gumbaynggirr culture and heritage
4   we are connected, safe and healthy with a strong sense of community

BACKGROUND

On the 16 May 2019 CRL Committee meeting a report was prepared on the expenditure from the CRL Reserve that included:

- The addition to Regional staff of a 42 hour per fortnight position for a Regional grade 8 Senior Library Officer (Digital Engagement). The position would target the regional website and social media programs and services, would coordinate our *Get Connected* programs and provide support to the local staff for scheduling and promotion of the *Get Connected* program. The position would source and apply for relevant grants relating to digital engagement.
- Consideration was given on the length of time the position of a grade 8 Senior Library Officer (Digital Engagement) would be relevant given the ever-changing nature of technology and digital media. A 3 year contracted position was the suggestion put forward by the Committee.
- After discussion within the committee the following Recommendation was endorsed:

        o New Digital Engagement Position created – grade 8 Senior Library Officer (Digital Engagement) – 42 hrs per fortnight as a limited contracted position to be reviewed at the end of the Library Agreement in June 2021.

- Once interviews were conducted the position commenced on 28 January 2020.

KEY ISSUES

Achievements to date

- Regular schedule of social media posts to identified and targeted audiences
- Regular media releases scheduled for highlighting Regional services and collections
- $14,850 gained across three successful grant applications for *Get Connected* programs
- Development and scheduling of new *get connected@home programs - get social with Zoom* and the *MiPad Lending iPad* program
- Identification of new administrative software and Apps to assist with our digital platforms
- Regional news letter has increased frequency from quarterly to every 4-6 weeks
- Support provided to BSC and CVC staff posting to local Facebook pages
- Produced a suite of radio and newspaper advertising campaigns to promote library services and membership.
- Managed two staff members for *Be Connected* program.
- Library survey development and management

The 4% increase in funding for CRL from 2019/20 to 2020/21 is approximately $47,253.62 this increase becomes part of the next year's base budget. The expenditure on the Senior Library Officer (Digital Engagement) position is budgeted at $36,500.00 pa., this position can be funded from the annual operational budget from 2021 onwards.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	*get connected* posters
	Newspaper ads

ITEM: 8.3	No. 4/20– CRL WORKPLAN	
Meeting:	Clarence Regional Library Committee	12 November 2020
Reviewed By:		
Attachment:	No	

REPORT SUMMARY

This report proposes a draft Clarence Regional Library (CRL) Committee 2021-2024 Work Plan developed from the CRL revised Strategic Action Plan 2012-2022.

OFFICER RECOMMENDATION

That the Draft Clarence Regional Library Committee Work Plan 2021-2024 be adopted by the Clarence Regional Library Committee to guide its operations over the next 12 months until the new Committee is formed after council elections in 2021.

LINKAGE TO *CVC COMMUNITY PLAN*

Theme   1 Our Society

Objective   1.3 We will have a diverse and creative culture

Strategy   1.3.1 Provide innovative and enhanced library services that support and encourage life long learning

LINKAGE TO *BSC COMMUNITY VISION 2030*

Theme 2:   Community Wellbeing

Objective: 1 Our children, youth and seniors are valued, involved and supported
2 We are a learning and creative community
3 We value, honour and actively acknowledge our Gumbaynggirr culture and heritage
4 we are connected, safe and healthy with a strong sense of community

BACKGROUND

When the CRL's Strategic Plan was developed an Action Plan was also developed to guide the achievement of the priorities within the Strategic Plan. As the CRL has the responsibility for overseeing the delivery of the Strategic Plan, a Work Plan has also been developed to guide issues to be addressed at each meeting over the life of the Committee.

KEY ISSUES

The Strategic Plan can only be systematically and consistently implemented by all members of the CRL through the delivery of the Action Plan. The Action Plan contains a list of 52 comprehensive strategies to be progressively implemented over the next ten years. However, only a subset (27) of these will be directly pursued by the Committee as identified in the Work Plan. While timeframes and priorities have been identified, the best form of management is considered to be the timely scheduling of those actions within the meeting timeframe of the CRL Committee.

In effect, this will form the Work Plan for the CRL Committee will provide a context for the committee. It will also provide the reference for reviewing achievements of the CRL Committee against its stated goals.

A review is scheduled to monitor progress and make amendments as appropriate.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Clarence Regional Library Committee Work Plan 2012-2022

ITEM: 8.4   No. 4/20– REVIEW OF CRL LOCAL STUDIES COLLECTION DEVELOPMENT POLICY

Meeting:	Clarence Regional Library Committee	12 November 2020
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides information on the review of the draft Local Studies Collection Development Policy that is part of the Local Studies Strategic Plan.

OFFICER RECOMMENDATION

That the:

- Committee endorse the draft Local Studies Collection Development Policy and its implementation across the Regional Library Service.

LINKAGE TO *CVC COMMUNITY PLAN*

Theme   **1 Society**

Objective   **1.3 We will have a diverse and creative culture**

Strategy   **1.3.1 Support arts, learning, cultural services, community events and festivals**

LINKAGE TO *BSC COMMUNITY VISION 2030*

Theme 2:   Community Wellbeing

Objective: 1 Our children, youth and seniors are valued, involved and supported
2 We are a learning and creative community
3 We value, honour and actively acknowledge our Gumbaynggirr culture and heritage
4 we are connected, safe and healthy with a strong sense of community

BACKGROUND

The CRL Local Studies Strategic Plan had the development of a comprehensive Local Studies Collection Development Policy as one of the collection management objectives.

A draft policy was provided by the consultant engaged to draft the CRL Local Studies Strategic Plan in 2011. The draft policy was based on current public library practice as reviewed by the consultant in 2011, and the specific needs of the CRL that were also identified at the time.

A review of what was happening in policies currently was undertaken in the preparation of the final draft policy document in 2014, the policy was adopted in May 2015.

The Local Studies Collection Development policy provides the framework for building the Local studies collection.

KEY ISSUES

A Review the Local Studies Collection Development Policy has been undertaken by the Library Team to ensure it is current and includes any new formats for collection. Items that have been added to the policy because of this review include:

- Born digital items as a collection focus to capture images and documents that are created electronically.
- Allow collection of artefacts on a case by case basis storage space permitting.

Due to the small number of changes made to the policy it is not required to go on public display for comment.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Draft CRL Local Studies Collection Development Policy

ITEM: 8.5   No. 4/20 – 1st QUARTER INCOME AND EXPENDITURE SHEETS

Meeting:	Clarence Regional Library Committee	12 November 2020
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides information on the 1st quarter for 2020/21 and the final result for the 4th Quarter of 2019/20, an indication of unspent monies and the projected amount that will go into Reserve at the end of the Financial Year.

OFFICER RECOMMENDATION

That:

- The Report on the 1st Quarter Income and Expenditure Sheet for 2020/21 is noted by the Committee.
- The Final 4ᵗʰ quarter 2019/20 Report on the 2019/20 budget noted.
- Undertake a review for the next meeting to consider whether the adopted expenditures for the CRL Reserve remain viable and to consider any changes that need to be made.

LINKAGE TO *CVC COMMUNITY PLAN*

Theme   **1 Society**

Objective   **1.3 We will have a diverse and creative culture**

Strategy   **1.3.1 Support arts, learning, cultural services, community events and festivals**

LINKAGE TO *BSC COMMUNITY VISION 2030*

Theme 2:   Community Wellbeing

Objective: 1   Our children, youth and seniors are valued, involved and supported
              2   We are a learning and creative community
              3   We value, honour and actively acknowledge our Gumbaynggirr culture and heritage
              4   we are connected, safe and healthy with a strong sense of community

BACKGROUND

Items of note in the 4th Quarter Revenue and Expenditure include:

- This spreadsheet includes Actuals to 30/6/2020
- The Revenue from CVC and BSC reflect the removal of the State Library Subsidies from each LGA as income for the Regional Library. At the May 2019 Committee meeting it was voted to leave the State Library Subsidies with each Council's public library service until the end of the current Regional Library Agreement due on 30 June 2021. An Extension of the Regional Library Agreement to 30 June 2022 is proposed as a result of changes in the timing of the local government elections, the committee will need to consider whether to continue with this decision. The amount remaining with each council's library service from the State Library will be: $190,965 for CVC and $92,279 for BSC.
- *Revenues from users* reflects the removal of overdue fees
- *Salaries & Employment* includes the casual budget ($27,000), the grade 8 Senior Library Officer (Digital Engagement) contract position as it is a temporary fixed term contract position ($36,500). Over spend is

a result of changes in rates eg. movement from one step to another or grade? Leave accruals and super support this.

- *Computer System* costs reflect the one off budget variation of $37,500 as this includes Spydus Management Fees in arears for 2018/19 and also in advance 2020/21. The payments for the new Spydus contract have shifted from quarterly to annually and there was a delay in the first invoice being sent our to us from our supplier.
- *Subscriptions/ Databases* - this includes the additional budgeted amounts to expand the eResource collections through Borrowbox.
- *Telephone* – this budget has been consolidated Organisation-wide - will be included as an allocated cost in future years.
- *Insurance* – this is based on the delivered purchase order only. The premiums went down across the Clarence Valley Council
- *Freight & Cartage* - the Budget Variation of $2,500 has been posted. The budget was over run as a result of the increased bulk stock movement during Covid.
- *Book Maintenance* – budget posted for 2019/20 at $77,000, 76% of this has been spent
- *Admin/Operating.* In 2021 a new centralised system of or ordering and payment will be introduced for Printing and Stationery items which is likely to then be included as an ABC costing. This is being implemented as savings will benefit the whole organisation with centralised ordering. Postage continues to be under spent with contracted savings likely to continue as we move to more library eNotices for correspondence with our members.
- *Book Stock* now includes the additional voted amount for the eResources and dyslexic collection.

KEY ISSUES

Items of note in the 1st Quarter Revenue and Expenditure 2020/21 include:

- *Salaries and employment* is over budget due to paid maternity leave coverage and the new grade 2 position has been covered by casuals during the recruitment process.
- *Subscriptions and databases* this is high as it reflects when the subscriptions are renewed over the course of the year.
- *Telephone-* this has been consolidated organisation wide and will be treated as an ABC in the future.
- *Freight and cartage* continues to be above the expected level, the Covid situation continues to effect this outcome.
- *Book maintenance* continues to track along with new stock purchases.
- *Admin/operating* which includes postage, stationery, and web design is on track.
- *Book stock* is currently on track
- Balance of CRL Reserve estimated as at 30/6/2021 is $406,210.59 this is under the expectation predicted in the CRL Reserve adopted expenditure Spreadsheet. It is recommended that a review be undertaken for the next meeting to consider whether the adopted expenditures for the CRL Reserve remain viable and to consider any changes that need to be made.

Budget 2020/21
Items of note include:

- This budget is based on the average expenditure from the Regional Library over the last 3 years.
- The contributions for CVC and BSC are currently showing the previous Financial Year's contribution, a budget variation will need to be made to adjust to the current years amounts of:
  - CVC - $957,441.51
  - BSC - $240,852.27
    - This has come about as the population figures for this current year come out after the budget process is complete.
- The 4% increase in council contributions this year comes to approximately $47,250.00 this is also not reflected in this budget. The following areas will be targeted for this money:
  - Increasing eAudio
  - Refreshing Large print

- o Enhancing our Library App features
- o Increasing our databases as opportunity arises
- o Local social media harvesting software development

NOTE: The definition of eResources as capitol or operational –

The *Public Libraries in NSW Financial Reporting Manual* says it depends on whether the econtent is owned or leased. If it is owned in perpetuity it is capital. If it is licensed/leased it is operational. Page 12 of the report has the most information and is attached. Currently when completing the annual financial reporting for the State Library our finance section depreciates our eResources along with all other capital. As they are assets that CRL owns and are treated in the same as other book purchases.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	income and expenditure sheet as at 31 October 2020 CRL Adopted Reserve expenditure

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
2019/20 Revenue and Expenditure - OPERATIONAL - QTR 4

	Original Budget 2019/20	Revised Budget as at 30/06/20	Actuals to 30/06/20	% Actual vs Revised Budget
Revenue				
Contributions CVC Pub Library	1,092,500.00	920,102.00	920,102.00	100%
Contributions CVC Pub Lib (Regional Lib Wage)	22,548.00	22,548.00	22,548.00	100%
Contributions BSC Pub Library	280,287.00	230,938.00	230,938.44	100%
Revenues from users	15,528.00	6,828.00	6,812.14	100%
Sundry Revenues	0.00	0.00	3,810.88	0%
Total Revenue	**1,410,863.00**	**1,180,416.00**	**1,184,211.46**	
Expenditure				
Workforce related				
Salaries & Employment	335,863.00	399,363.00	433,013.22	108%
Public Holidays	13,980.00	13,980.00	14,623.23	105%
Superannuation	35,976.00	35,976.00	41,256.89	115%
Leave Accruals	40,863.00	40,863.00	45,185.98	111%
Workers Compensation	10,980.00	8,686.00	8,207.90	94%
Motor vehicle costs	7,500.00	7,500.00	7,500.00	100%
	445,162.00	**506,368.00**	**549,787.22**	
Site & Equipment costs				
Computer system costs	89,736.00	127,236.00	135,506.05	106%
Subscriptions/Databses	69,996.00	82,266.00	52,258.11	64%
Telephone	7,584.00	0.00	0.00	0%
Insurance	5,136.00	5,136.00	1,643.14	32%
	172,452.00	**214,638.00**	**189,407.30**	
Direct Collection costs				
Freight & cartage	17,004.00	19,504.00	23,665.50	139%
Book Maintenance	0.00	77,000.00	58,146.54	0%
	17,004.00	**96,504.00**	**81,812.04**	
Overhead costs				
Admin and Management (ABC Cost Distribution)	79,741.00	79,741.00	79,741.00	100%
Admin/Operating	28,236.00	31,992.00	32,720.45	102%
Promotional expenses	12,144.00	20,000.00	20,094.64	100%
	120,121.00	**131,733.00**	**132,556.09**	
Total Expenditure	**754,739.00**	**949,243.00**	**953,562.65**	
Excess / (Shortfall)	**656,124.00**	**231,173.00**	**230,648.81**	100%

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
2019/20 Revenue and Expenditure - CAPITAL

	Original Budget 2019/20	Revised Budget as at 30/06/20	Actuals to 30/06/20	% Actual vs Revised Budget	
Revenue					
Asset Disposal	0.00	0.00	-5,084.42	0%	
Other Revenues	0.00	0.00	0.00	0%	
Total Revenue	**0.00**	**0.00**	**-5,084.42**		
Expenditure					
Recurrent					
Bookstock	342,962.00	392,960.00	400,218.56	102%	
Furniture & Equipment	0.00	128,150.00	79,016.61	0%	
	342,962.00	**521,110.00**	**479,235.17**		
Non-Recurrent					
Nil at this stage	0.00	0.00	0.00	0%	
Nil at this stage	0.00	0.00	0.00	0%	
	0.00	**0.00**	**0.00**		
Total Expenditure	**342,962.00**	**521,110.00**	**479,235.17**	92%	
Excess / (Shortfall)	**-342,962.00**	**-521,110.00**	**-484,319.59**	93%	The shortfall is the amount to be transferred from the CRL reserve and has a direct corellation with the net operating result

Balance of CRL Reserve	Based on Original budget figures	Based on Revised budget figures	Based on Estimated Actual figures
Opening Balance as at 1/7/19 (Actual)	$1,017,415.41	$1,017,415.41	$1,017,415.41
Less transfers from reserve:			
Capital expenditure incl books	$342,962.00	$521,110.00	$479,235.17
Prior year book vote c/fwd	$0.00	$0.00	$0.00
Add:			
Operating transfer to reserve	$656,124.00	$231,173.00	$230,648.81
Other Capital Revenue	$0.00	$0.00	$5,084.42
Balance of reserve net of interest	$1,330,577.41	$727,478.41	$773,913.47
Interest (Actual)	-$22,428.00	-$22,428.00	-$21,120.12
Estimated balance as at 30/6/20	$1,353,005.41	$749,906.41	$795,033.59

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
2020/21 Revenue and Expenditure - OPERATIONAL - QTR 1

	Original Budget 2020/21	Revised Budget as at 31/10/20	Actuals to 31/10/20	% Actual vs Revised Budget
Revenue				
Contributions CVC Pub Library	920,110.00	920,110.00	306,703.33	33%
Contributions CVC Pub Lib (Regional Lib Wage)	23,000.00	23,000.00	7,666.67	33%
Contributions BSC Pub Library	230,940.00	230,940.00	120,431.13	52%
Revenues from users	0.00	0.00	220.00	0%
Sundry Revenues	0.00	0.00	1,470.76	0%
Total Revenue	**1,174,050.00**	**1,174,050.00**	**436,491.89**	
Expenditure				
Workforce related				
Salaries & Employment	460,585.00	460,219.00	129,205.98	28%
Public Holidays	18,173.00	17,991.00	1,471.37	8%
Superannuation	44,891.00	44,442.00	14,814.00	33%
Leave Accruals	46,948.00	46,478.00	0.00	0%
Workers Compensation	12,287.00	12,165.00	2,690.24	22%
Motor vehicle costs	7,500.00	7,500.00	2,500.00	33%
	590,384.00	**588,795.00**	**150,681.59**	
Site & Equipment costs				
Computer system costs	128,709.00	128,709.00	63,730.22	50%
Subscriptions/Databses	126,666.00	126,666.00	50,073.44	40%
Telephone	0.00	0.00	-1,683.87	0%
Insurance	1,725.00	1,933.00	0.00	0%
	257,100.00	**257,308.00**	**112,119.79**	
Direct Collection costs				
Freight & cartage	19,500.00	19,500.00	6,327.30	32%
Book Maintenance	65,000.00	65,000.00	15,913.69	24%
	84,500.00	**84,500.00**	**22,240.99**	
Overhead costs				
Admin and Management (ABC Cost Distribution)	120,250.00	120,250.00	40,083.36	33%
Admin/Operating	29,200.00	169,450.00	7,321.23	4%
Promotional expenses	20,000.00	20,000.00	5,191.89	26%
	169,450.00	**309,700.00**	**52,596.48**	
Total Expenditure	**1,101,434.00**	**1,240,303.00**	**337,638.85**	
Excess / (Shortfall)	**72,616.00**	**-66,253.00**	**98,853.04**	-149%

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
2019/20 Revenue and Expenditure - CAPITAL

	Original Budget 2020/21	Revised Budget as at 31/10/20	Actuals to 31/10/20	% Actual vs Revised Budget
Revenue				
Asset Disposal	0.00	0.00	-1,202.33	0%
Total Revenue	**0.00**	**0.00**	**-1,202.33**	
Expenditure				
Recurrent				
Bookstock	345,000.00	345,000.00	90,183.93	26%
Furniture & Equipment	0.00	0.00	8,114.58	0%
	345,000.00	345,000.00	98,298.51	
Non-Recurrent				
Nil at this stage	0.00	0.00	0.00	0%
Nil at this stage	0.00	0.00	0.00	0%
	0.00	0.00	0.00	
Total Expenditure	**345,000.00**	**345,000.00**	**98,298.51**	28%
Excess / (Shortfall)	**-345,000.00**	**-345,000.00**	**97,096.18**	-28%

-28% The shortfall is the amount to be transferred from the CRL reserve and has a direct corellation with the net operating result

Balance of CRL Reserve	Based on Original budget figures	Based on Revised budget figures
Opening Balance as at 1/7/20	$795,033.59	$795,033.59
Less transfers from reserve:		
Capital expenditure incl books	$345,000.00	$345,000.00
Prior year book vote c/fwd	$0.00	$0.00
Add:		
Estimated operating transfer to reserve	$72,616.00	-$66,253.00
Other Capital Revenue		$0.00
Balance of reserve net of interest	$522,649.59	$383,780.59
Interest estimate as per Budget	-$22,430.00	-$22,430.00
Estimated balance as at 30/6/21	$545,079.59	$406,210.59

Opening Balance amended to $1.3M

Adopted March 2020

Interest Calculation based on 2.7% of average of opening and closing balance

CRL Casuals budget, RFID Gate replacement & Marketing Plan included

CRL RESERVE MANAGEMENT -

	20/19/20	2020/21	2021/22	2022/23	2023/24	2024/2025	2025/2026	2026/27	2027/28
Contribution opening balance for financial year	$ 1,242,159	$ 932,654	$ 848,135	$ 798,136	$ 742,297	$ 648,510	$ 592,532	$ 536,766	$ 479,287
Restricted reserve									
Staff redundancies **	$208,204	$223,431	$233,561	$243,668	$253,775	$263,882	$273,989	$284,096	$294,203
LMS - separation of members	$1,569	$1,592	$1,616	$1,640	$1,665	$1,690	$1,715	$1,741	$1,767
Salary - grade 2 Library support assistant (Technical Services)	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000
Total Restricted Amount	$239,773	$255,023	$265,177	$275,308	$285,440	$295,572	$305,704	$315,837	$325,970
Sub total remaining for annual expenditure	**$ 1,002,386**	**$ 677,631**	**$582,958**	**$522,828**	**$456,857**	**$352,939**	**$286,828**	**$220,929**	**$153,317**
Expenditure Items									
RFID - establishment									
RFID - establishment community training catering									
RFID - equipment replacement ****	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,001	$2,002
RFID - recurrent warranty	$12,363	$12,548	$12,736	$12,927	$13,121	$13,318	$13,518	$13,721	$13,926
RFID - recurrent tags	$1,900	$1,900	$1,900	$1,900	$1,900	$1,900			
RFID - recurrent SIP2	$200	$200	$200	$200	$200	$200	$200	$200	$200
SPYDUS Manager & Collections Modules	$8,091	$8,091	$8,091	$8,091	$8,091	$8,091	$8,091	$8,091	$8,091
Laptop replacement ***	$10,000				$10,000.00				
iPad replacement ***					$5,000.00				
mini tablets ****					$4,240				
User and Non-User Survey	$25,000				$25,000				$28,000
Promotion - including paid newspaper and radio ads	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000
salary - grade 8 Senior Library Officer (digital engagement)	$36,500	$36,500							
interactive play centres for each library ie) KeeBee.com.au	$17,500								
eAudio borrowbox boost	$20,000								
ebook borrowbox - backlist	$20,000								
dyslexic font collection	$10,000								
interactive surface tables - Grafton library - 55in	$19,950								
interactive surface tables - Bellingen library - 43in	$16,000								
surface table annual licences - BSC & CVC	$7,980								
microfilm drawers - Bellingen library	$1,700								
st viewscan pro - Bellingen library	$15,000								
shelving - mackey Archive	$3,000								
PCLocs charging lockers - Bellingen and Grafton libraries	$10,000								
PCLocs charging lockers - Maclean, Yamba, Iluka , Dorrigo & Urunga	$10,000								
mango - language learning database	$4,290								
Replacement RFID security Gates Grafton Library	$25,000								
Marketing Plan	$15,000								
CRL Casuals	$27,000	$27,000	$27,000	$27,000	$27,000	$27,000	$27,000	$27,000	$27,000
Sub total expenditure	**$338,474**	**$108,239**	**$71,927**	**$76,358**	**$112,312**	**$72,509**	**$70,809**	**$71,013**	**$99,219**
Total remaining Reserve	**$ 663,912**	**$ 569,392**	**$511,031**	**$446,470**	**$344,545**	**$280,429**	**$216,019**	**$149,916**	**$54,097**
Income Interest 2.7% *****	**$28,969**	**$23,720**	**$21,929**	**$20,519**	**$18,526**	**$16,531**	**$15,042**	**$13,534**	**$11,601**
New Reserve Total	**$ 932,654**	**$ 848,135**	**$798,136**	**$742,297**	**$648,510**	**$592,532**	**$536,766**	**$479,287**	**$391,669**

* Expected reserve balance - Finance estimate

** Staff redundancies - annual adjustment and regular salary progression

*** Equipment replacement estimated @ 4years but no evidence

**** RFID equipment replacement -potential incidental items if necessary

***** Interest advised by Finance Section

current financial year

1.5% CPI increase

1.5% CPI increase

based on no funds going back into Reserve

Clarence Regional Library Strategic Action Plan 2012-2022 revised 27 July 2016: September 2020 Review

Links to CVC Community Strategic Plan 2027
Links to BSC Community Vision 2030

Objective 1.1 Proud and inviting Communities	
1.1.1	encourage vibrant and welcoming town and villages
1.1.2	Respect the heritage of the region by highlighting and enhancing our unique characteristics
1.1.3	Support, encourage and celebrate community participation, community organisations and volunteerism
1.1.4	Encourages greater awareness of our earliest communities and inhabitants, in partnership with local Aboriginal and Torres Strait islander communities.
Objective 1.2 A safe and healthy region	
1.2.1	Provides and maintains accessible quality sport and recreation facilities and encourages participation
1.2.2	Improves outcomes for the Clarence Valley through partnerships with key agencies and community organisations
1.2.4	With our partners , promotes community safety
Objective 1.3 A diverse and creative culture	
1.3.1	Supports arts, learning, cultural services and festivals
1.3.2	Supports a diverse and rich local Aboriginal and Torres Strait Islander culture
Objective 1.4 To have access and equity of services	
1.4.3	Fosters an inclusive and equitable community

Theme 2. Community Wellbeing	
1.	Our children, youth and seniors are valued, involved and supported
2.	We are a learning and creative community
3.	We value, honour and actively acknowledge our Gumbaynggirr culture and heritage
4.	We are connected, safe and healthy with a strong sense of community
Theme 3. Places for people	
1.	We have a diversity of beautiful spaces that foster community happiness and wellbeing

Our Purpose
The Clarence Regional Libraries provide: a contemporary, welcoming, responsive, sustainable and inclusive service for the communities of Clarence Valley and Bellingen Shire.

Our Vision
A recognised and valued provider of services, facilities, collections and programs that help build community cohesion, capacity and connection.

A regional library service that:

- Facilitates and provides targeted and relevant life long learning opportunities

- Connects the community with the past, the present and the future

- Is committed to the free flow of information and ideas to inform and inspire

- Is a trusted and valued source of information

- Is an investment in the well-being of the community

- Focuses on social inclusion of individuals including target groups

- Builds and strengthens partnerships to enhance service delivery and engage the community

- Supports technological trends and makes them available to the community

Strategic Focus

1. <u>Community Service Delivery:</u> collections, programs, facilities and activities, service delivery and charters, marketing, promotion, community information, community identified needs and access

2. <u>Learning and Growth:</u> staff professional development, skill and competency identification, staff recognition and team focus

3. <u>Business Systems, Management and Resourcing:</u> standards, policies, procedures, guidelines, communication and organisational structure, financial management and performance, asset management, staffing (human resources), building partnerships

LEGEND:

BLUE	writing indicates the responsibility lies with the LGA library service
BLACK	writing indicates it is the responsibility of CRL
RED	writing is a review comment/update
GREEN	in filled boxes indicates particular interest to CRL Committee

Traffic light progress code:

	Progressing to time
	COMPLETE
	Overdue but progressing
	Not progressing

Strategic Focus 1:   COMMUNITY SERVICE DELIVERY

Ensuring that we provide a friendly, welcoming, efficient, focused and valued service for our communities

Objective 1.1 Maximise community access to library services

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.1 Conduct a user/non-user survey	• Engage a consultant • Review and amend 2016 survey • Conduct random interviews • Analyse data • Prepare report	Statistically valid feedback about library performance and usage	CRLC & CRL	Every 4 years	Approx. $20,000 per survey CRL Reserve	Aligns with each new committee and acts as a review for the strategic plan and work plans. Commence review of questions and process for survey in October 2019 in preparation for 2020 survey implementation - postponed to 2021	Undertake in 2020	
1.1.2 Review the spread of library opening hours to address community and professional development needs	• Refer to survey feedback • Staff feedback • Seek council approval	• Public access maintained or enhanced. • All library staff to undertake a range of professional development.	Each LGA	Not less then every 2 years	WER	Each Council undertakes in respect of local community needs. Yamba Hours changed to line up more closely with those in the other libraries WER. 10.00am opening with 1 hr for lunch closure not 1.30 hrs. CVC: • Iluka hours changed from Monday Wednesday & Friday to Wednesday, Thursday & Friday with lunch hours now the same as Maclean & Yamba: 12:30 – 1:30. These changes were based on community and operational needs.(survey undertaken – 117 responses only 3 against changes) • Yamba open Wednesday afternoons (additional 2 hrs) WER since Covid reopening • Maclean open ½ hr earlier on Saturday morning - WER tto line up with hours in Yamba and Grafton since Covid reopening No further extension of CVC hrs possible with current budget levels BSC: • Libraries opened an additional 6.5 hours per week from April 2019. • All libraries are now open from 10am Tuesday to Thursday and do not shut for lunch in Bellingen. • Urunga is open through two lunch hours • Dorrigo open through one. These changes have been well received by the community.	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.3 Online access to services is reviewed for relevance in meeting the needs of current and future users	• Review online service usage • web enhancements • Participate in NSW.net • LMS Spydus initiatives • Skill staff to increase and improve community access to the library's website and catalogue • staff to Promote/advertise online services	Increased use of online services	CRL – Initial training & future upgrades	Annual ongoing	WER	Occur annually All staff need to be trained. Some training can be delivered by CRL staff. • New Library App developed to enhance access to library services. • eLibrary borrowing continues to grow, Covid-19 has boosted usage and community awareness through marketing campaigns on radio, papers and social media.	High	
1.1.4 Mobile library services : CVC	• Monitor usage of routes and stops • Amend as appropriate • provide complementary service delivery from the mobile library • Implementation of State Library Grant Project: GO Mobile! Digital Library on Wheels	• Increased access • Additional outreach services	CVC	2016/17	WER State Library Grant - $132,000	Expansion of activities and events from the mobile over the last 12months to include *Get Connected* training and Q&A. School holiday activities and PLUNGE events.	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress

1.1.5 Develop relevant and targeted outreach services	• Investigate partnerships & funding for HLS eg: Home Care Services
	• Outreach to Seniors through expos, seniors week etc
	• Outreach to youth through expos, school visits, liaising with individual class groups, HSC support programs, Live n Loud events
	• Investigate outreach to businesses in shopping precincts
	  • Implement a service where practical
	  • Evaluate outcomes
	• Outreach to children through expos, preschools, playgroups, vacation care, holiday activities, home work clubs
	• Outreach to Aboriginal communities through workshops, preschools and interagency meetings
	• Explore general outreach services ie) books in flight, books at the beach, pop up library services, workplace book clubs at lunchtime – council/other?
		• Funding opportunities identified
		• Deliver feasible outreach services
		• Partners for delivery identified
		• Increase in usage of services by targeted groups
			Each LGA investigate local opportunities for outreach	Ongoing	WER	Local initiatives may proceed, but common services across the region are preferred.
						
						CVC
						Get Connected classes and *Q&A* sessions developed at all locations with the support of grant funding.
						Live n Loud – music event for youth week
						Popup libraries at MyFutureFest, Career expos: equipment purchased from CVC Program Budget in 2019/20 to improve the *Popup library – Clarence Valley* experience.
						Preschool visits for storytime activities
						Popup @ Seniors Expo @ GDSC – cancelled due to Covid-19
						Popup at NAIDOC week events – cancelled due to Covid-19
						
						Presentation @ IWD breakfasts
						
						BSC
						Be Connected sessions were run in 2019 for seniors, Since June 2020 *Connect and Go Go Go* project has provided training and free loan of ipads to seniors.
						Drug Info program ran outreach to the Dorrigo community markets
						Outreach to primary schools through the Stig Wemys show and State Library visits and visits to BSC libraries when possible through COVID.		

1.1.6 Increase community awareness of Library services	• CRL website well positioned in member councils' websites • Review website for improved accessibility • Expand YouTube Channel to include mini info clips for community awareness of services • maintain relationships with educators / Teacher Librarians Eg: CRL website linked to school website, attend TL meetings • maintain and review a community library newsletter (online) • investigate use of MailChimp for more frequent newsletter mailouts • develop a print version of newsletter to keep the community informed of activities • Open days at libraries • Library tours • Information package developed for community groups, service clubs, school groups etc. • Annual membership drive promotion to be developed • Explore radio and newspaper advertising • Guest speaking to service clubs and community groups and	• Increased use of library website • Regular contact with educators • Quarterly newsletter template developed with content provided from across the CRL network • Regular community tours of libraries	Each LGA CRL & LGAs CRL: develop collate info distribute libraries: input	ongoing	WER - Internal process WER - staff time	CRL continuing with website enhancement. • YouTube channel developed with video from Author visits, *Live n Loud,* online storytime, *Library Minutes* and other events being loaded for community to access. • Instagram and Facebook posts highlighting and promoting events, collections and services. • Quarterly newsletter produced – since January 2020 this has gone out monthly with the new Digital Engagement position in place. • Annual membership drive collateral being developed August 2020 • CVC – TL meetings attended regularly by library team • CVC - School tours have occurred annually. • CVC and CRL radio ads developed in 2020 • Also radio interviews with Regional Librarian and senior library officer (programs)	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.7 Support access to collection by improved inventory management	• Investigate emerging trends in inventory management • Implement if recommended	• Efficient, cost effective inventory management	CRLC: support CRL:	Ongoing	WER	Spydus manager/collections implemented November 2017 Ongoing regular use of Spydus Manager to provide reports and lists of items for collection rotation and deselection.	High – medium	
1.1.8 Collection arrangement	• Monitor & implement best practice collection presentation (layout; stock arrangement; and furniture/fittings • Review integration of YA into Adult Fiction pilot project - Urunga Library • where feasible in local branches implement • monitor how technological trends impact on arrangement • review spine label conventions • investigate consultant for displays and shelving arrangements	• Collection Arrangement design guidelines adopted in local branches • Enhanced Collection access though effective arrangement	CRL: guide libraries: adopt	ongoing	WER Potential costs local libraries	DVD marketing displays provided to BSC & CVC libraries (2019/20) Promotional cubes set provided to all libraries for use in marketing new books and curated collections. (2018) Urunga YA to be separated to provide a visual location for Young Adult reading material. Will be undertaken during the refurbishment. New shelf guides purchased for all libraries – slimline taking up less shelf space then previous guides. Identification of JNF with fluoro labels enhance access. New location of J NF Picture books developed and this collection is expanding. Display shelving provided in Grafton library with the biggest collection so far.	High - Medium	
1.1.9 wireless internet access	• Provide ongoing wireless internet access	• Effective and efficient community access to wireless internet services	CRL/LGA	Ongoing	WER	Consultation with State Library to determine future of Wi-Fi service. Constant slow speed issues to be addressed. Solution is additional internet access for all locations ordered in September 2019. NBN where available being rolled out - complete	High	

Objective 1.2 Well managed, relevant and timely and up-to-date collections that meet community needs and demands

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.1 Regional Collection Management Plan	• Collection Development Policy regularly reviewed • Procedures and guidelines developed and adopted • Regular collection 'audits' to determine gaps, weeding and optimum levels of duplication • Implement equitable and effective stock rotation program for all • Develop standards for cataloguing (Collection Management Plan.) • Investigate ways to promote new stock arrivals	• User-driven collection • Collection meets Living Learning Library baseline Standards • Common procedures and guidelines • Branch collections profile meet needs of local community • Stock rotation program is implemented	CRLC: support CRL: lead libraries: input	ongoing	Library Service Agreement to address member contributions WER	Need to target expenditure to local needs. CRLC consider proportional expenditure of book vote on specific target groups. Stock Rotation has been implemented Shelf talkers have been developed to link our eResource products to our books. Community Selection days continue to be popular with community - (cancelled in 2020 due to Covid-19)	High	
1.2.2 Community collection needs survey	• Review previous survey and amend • Distribute through local libraries • Analysis to inform collection development and purchasing • Report survey results to community in an easily accessible format ie) infographics	• User-driven collection	CRLC CRL to develop and analyse Libraries to distribute	2017	WER	Internally developed, delivered and analysed with existing software. 2014/15 Collection Needs survey 2016 User/Nonuser Survey) 2018 Collection needs survey completed 2020 User/non user survey delayed until 2021	High – Medium	
1.2.3 Process streamlining and restructure	• Continue to streamline processing of stock. • Continue to identify and implement potential operational and service delivery improvements • Review staff structures to achieve improvements • Develop costings • Implement agreed actions	• Decreased processing time • Decreased waiting time for stock delivery to branches • Increase in client satisfaction	Executive Council: lead	Ongoing	WER	Costs of outsourcing continuing to decline. • Introduced outsourced cataloguing for fiction books – 2017 • 2018 - Restructure in CRL saw the addition of 21 hrs at grade 2 to provide staff assistance for processing as relying on volunteers was not adequate to keep up with service level needs. • 2018 – CVC Restructure saw increased grade/qualification levels for Yaegl Libraries Officers and Mobile Officer • 2020 – CRL Digital Engagement position filled • CVC – costing and options for additional staff in Maclean and Yamba have been developed (2019/20)	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.4 Implement a Local Studies & Family History Strategy (print and non-print resources)	• Continue to develop Local Studies Strategic Action Plan • Continue to liaise with local museums and galleries to develop and maintain partnerships • Explore cross promotional opportunities with museums and historical societies • Continue to develop Local Studies website content for each LGA	• Refer to Local Studies Strategic Action Plan: http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-March-2016.pdf	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan. http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-March-2016.pdf ..\..\Projects\CRL - YOUR HERITAGE in pixels\YHIP - Meetings\YHIP - meeting 2.docx Your Heritage in Pixels project promotes Museum and Gallery partnership with the Library. ..\..\Projects\CRL - MACKEY Archive\MACKEY Archive project.docx • Major donation of a local and family history collection from Nola and Vernon Mackey – progressive handover of collection commenced February 2019. A major injection into CVC local History and Family Collection. • 2020 – purchase of Duncan Miller Fairfax photos from US	Refer to Local Studies Strategic Action Plan	
1.2.5 Develop and promote comprehensive digital collection resources	• Allocate a portion of book vote to continuous development • Review impact on state wide statistical data • Continue to monitor satisfaction • Promote digital collections • Continue to monitor industry developments	• Enhanced and relevant collection • Greater awareness and use of digital resources	CRLC CRL	Ongoing		Usage monitored through existing systems: Spydus Library Management System Reports and Enquiry Modules and individual eResource administrative statistics function. New databases added include: • BorrowBox introduced for access to eBook and eAudio reads • IndyReads 2019/20 • Development of the use of *Campaign titles* as promotion leaders for eBooks and eAudio • Digital Engagement officer schedule social media posts weekly for eLibrary	Medium	
1.2.6 Develop a DVD Collection and review for relevance in meeting the needs of current and future users	• Allocate a portion of book vote to continuous development • Monitor usage figures • Monitor emerging technologies - streaming video (beamer films, Netflix etc) • Investigate opportunities for showing films in libraries – movie nights	• Enhanced and relevant collection • Purchasing reflects current needs and perceived future needs • User-driven collection • Increased client satisfaction	CRL	2018 Ongoing	$10,000	DVD collection enhanced by donations from community members. 2019/20 - Additional DVD display stands have been sourced for all libraries to assist with the expanding collection.	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.7 Review eResources for relevance to meet the needs of current and future users	• Review existing usage of eResources • Determine growth areas and unmet need • Cost the preferred eResources access • Review Lynda.com for public use • Obtain costings with a view to subscribe • Review distribution of collection funds	• Purchasing reflects current needs and perceived future needs • User-driven collection • Increased client satisfaction with online services	CRL	Ongoing 2017	WER	Without additional funds need to reallocate book vote LYNDA reviewed and considered too costly for implementation at this stage. Current list of eResources (*denotes free access via State Library Consortia): *Academic Search Elite Ancestry.com Aussie drivers- driver knowledge test *Australia/NZ points of view reference centre *Australia/NZ reference centre BorrowBox – 1 July2018 *Consumer health complete *eBook Public Library Collection Encyclopaedia Britannica online Find my past *Greenfile Haynes all access car manuals - 2018 *History reference centre *Hobbies and craft reference centre IndyReads – March 2020 *Literary reference centre Mango languages – July 2019 *Masterfile Internet history resources Niche Academy – enhances the computer school technology training – February 2019 *Novel list plus *Science reference centre Standards Australia *State library of NSW databases *State library NSW ebooks Storybox library – February 2019 Trove Tumblebooks library The Computer School World Book online Ziptales – 2018 - literature and language for young children	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress

1.2.8 New technologies	• Proceed with a 2yr trial of lending mini tablets
	• Monitor and evaluate
	• Implementation of iPad use at Library and Regional Level
	• Provide a range of new technologies for clients to experience
	   o 3D printer
	   o Wireless printing
	   o Remote printing
	   o 3D virtual goggles
	   o 360 degree camera
	   o 3D doodler Pens
		• Provision of contemporary library services for public
		http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios.pdf
		
		http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios_review.pdf
			CRL	2016/19	WER
					
					?
						Focus on individual library capability and budgetary requirements
						
						2017 - Mini tablet lending, purchased 10 Samsung Galaxy Tab 3 Lites. Workload has been manageable. Borrower feed back has been good. 2020 – 8 tablets – 4 Reserves (Sept 2020) – a total of 221 Reservations to date.
						
						2017/18 – CVC - New technology purchased for Mobile Van:
						• 3D printer (2019 relocated to Grafton library and implementation has been developed during 2019/20).
						• 3D doodler pens – 5x cordless versions have been purchased for trial on Mobile and will consider further purchases for library programing.
						CRL:
						• 3x sets of Ozobots are being utilised in library programs.
						• 2019 - Charging stations for mobile devices in libraries
						• 2019 - iPad replacement for Team Leaders
						• iPad stands, light boxes and editing equipment for filming
						CVC:
						• Interactive table – Grafton Library
						• iPads for seniors
						• Grafton Print Management and air printing
						BSC:
						• CD Cleaner
						• iPads for seniors
						• 6 ipads purchased through grant for supporting seniors
							High
							
							Medium	

1.2.9 Investigate Lending Objects	• Investigate lending objects eg:
	   o Seeds?
	   o Recipes
	   o Ukuleles
	   o Cake tins?
	   o Tools?
	• Review current library practice and trends
		• Provision of contemporary library services for public	CRL	2024	WER	Lending objects is an emerging international trend for libraries in conjunction with providing "maker Spaces" – space for making objects, anything you can think of, handcrafts, wood, metal, computer generated 3D designs, recording music, video etc. Locally Tamworth library is currently loaning cake tins to their community, Port Macquarie, Tamworth and Dorrigo libraries are offering seed libraries, and Port Macquarie is lending Ukuleles for example.
						
						Need to research potential partners.
							Low	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.10 Develop a Corporate Library Collection/Service	• Determine the level of interest in establishing a corporate library service. • Scope the range of materials that might be provided • Determine the gaps between what does and doesn't exist • Identify suitable locations • Catalogue materials • Develop a corporate catalogue • Develop procedures for purchase, borrowing etc • Allocate funding • Implement • Monitor and review	• Interest will be identified • Existing resources may be identified for broader use • Materials for professional development will be more economically and equitably available	CRL	2020	WER	There are numerous council owned resources held by individuals, work units and section within council which are unknown by other council staff and yet may be quite valuable to them. This may be a way of maximising use of existing resources and rationalizing future demand.	Medium	
1.2.11 Develop an literacy focus	• Investigate best practice in libraries for literacy • Identify resources • Promote literacy	• Enhanced and relevant collection • Purchasing reflects current needs and perceived future needs • Provision of contemporary library services • Building community capacity	CRL	2018	WER	Develop and facilitate a literacy program • Need to Identify grants and partnerships Identifying and badging programs, we already do as literacy.	High - Medium	

Objective 1.3 Relevant and contemporary targeted services, programs and activities

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.3.1 Comprehensive marketing / promotional plan.	• Set context within member councils' strategic directions eg: management, social, cultural plans • Identify priority target groups (now & future) • Produce comprehensive marketing strategy • Produce associated Action Plan • Determine opportunities WER in CRL and LGAs	• Marketing plan and associated action plan • A recognised local library identity • Increased awareness and recognition of the range of library services	CRL: Lead & manage LGA: input delivery	Draft plan - 2019	WER	Members will utilise common templates and share materials. • 2020 - Draft plan is in development • September 2020 marketing survey undertaken	Medium	
1.3.2 Develop a visible Library identity	• Develop visual tools to improve Library visibility and status (logo, branding, style, signage) • Develop common templates for shared use • Develop Point of Service promotions for targeted collections and services • BSC to investigate consistent signage for all libraries	• Increased awareness and recognition of all Libraries and their services • Consistent and professional identity	CRL / LGAs	Ongoing	WER	Collateral needs identified and designed. 2018 Branding refresher training completed for CVC staff. BSC now using all CRL branding	Medium	
1.3.3 Educational and recreational programs and activities.	• Review user/non-user survey results. • Review current Best practice in libraries • Facilitate programs and activities. • Seek partners to fund • Promote to target groups • Structure programs to enhance their outcomes • Feedback forms developed and completed for events/programs o Feedback developed on marketing – "where did you hear about this?" • Feedback on all surveys to be more comprehensive – what did people actually say or want? • Develop Conversation Volunteers for people learning ESL • Investigate viability of travel talk/information sessions/group	• Relevant educational and recreational programs and activities are delivered for the local community. • CRL provides contemporary library services • Programs have specified outcomes	CRL: develop promote CRL & Libraries: seek funds deliver	2017/18	WER	CVC/CRL • Author talks • Game nights & D and D days • *Live n Loud* performance in partnership with Clarence Youth Action group (CYA group) • Performing arts nights - Conservatorium partnership • Aboriginal Cultural workshops • Bush tucker talks and tastings • Book binding workshops • Preservation workshops • Travel tips for seniors workshop • *Library Lego Legends* being developed across all locations • *Knit Wits* knitting groups • Library hosted book clubs • Writers groups *Get Connected:* • *Q&A* sessions scheduled regularly – funding from TSS and Be Connected grants 2018/19 • *Be Connected* travel talks undertaken for get online week event 2019 • *Zoom training* 2020 • *MiPad lending program* 2020 BSC • After school lego and ozobots • Author talks	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.3.4 Develop community information	• Investigate results of user/non user survey relating to community information • Assess current provision of community information services • Develop guidelines for community information access	• User-driven service • Increased client satisfaction	CRL / LGA	2017	WER	Community information was one of the highest priority areas in the user/non-user survey 2016. BSC - community notice boards are available for posting community information. Local papers sourced	High	
1.3.5 Develop Aboriginal resources and services	• Identify aboriginal resources in varying formats • Allocate a portion of the book vote to purchase • Promote the sub collection • Investigate "Dawn" Newspaper online subscription • Investigate purchase of "Tracker" Newspaper • Link to State Library Aboriginal resources • Include resource page on library website • Consult with AECG re resource sharing • Support development of resources/oral histories from local community • Source local Aboriginal Story Tellers • Investigate partnerships with local Aboriginal Land Councils	• Increase aboriginal access to the library • Promote social inclusion • Raise awareness and understanding of aboriginal culture and heritage • Increased client satisfaction	CRL	Ongoing	$3,000	CRL has twice the average Aboriginal representation in our population. • Aboriginal resource page developed for the website • Resources identified and sought out for collection • CVC - Bush tucker talk and tasting sessions • CVC - Aboriginal cultural workshops • 2018/19 – BSC - Dual Language signage – English and Gambayngirr developed • 2020 - Acknowledgement of country signage being developed • 2020 - Aboriginal Art competition run to obtain local Aboriginal artwork for use in promotions • 2020 – Aboriginal consultative group from CVC staff being developed	High	

1.3.6 Develop a business outreach service	• Promote:
	 • Australian Standards database
	 • Each LGAs Profile ID database
	• Investigate co-working groups (see Bellingen model)
	• Develop partnerships with council Economic Development Unit Officers
	• Webpage developed highlighting services for business
	• Talks/info session with chambers of commerce
	• Investigate workshops with businesses on:
	  ○ Databases
	  ○ Resources
	  ○ Statistics available
		• Provision of contemporary library services for local business	CRL/Libraries	2021	WER	Existing resources to be promoted to local business ie) books, journals, Australian Standards, Community statistics etc
						
						Due to low usage stats over an extended period the Australian Standards database subscription was not renewed in 2017
						
						Mobile Library van is being shared with the Economic Development Unit in CVC – was being used by Tourism staff as a pop-up tourist info van on days the library isn't utilising the van 2018. – this has ceased since 2019.
							Medium - Low	

Objective 1.4 Optimum, recognised and transparent customer service standards and practice

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.4.1 CRL library customer service charter	• Monitor and review charter and procedures	• Common standards of service across all branches • Common approach to customer feedback, suggestions and responses to requests	CRL	2017	WER	Review for ongoing relevancy Amendment to R.E.S.P.E.C.T. sign developed after incidents with public order between library patrons May 2018	Medium	
• 1.4.2 • Obtain eSmart library status	• Work through e-Smart checklist for eSmart accreditation, addressing: • Leadership, strategies and policy • Agreements and procedures • Staff training and knowledge • Library user guidance and training • Community connections • Promote and badge our service as eSmart accredited and the 'user-safe' cyber-environment this implies	• Common standards of cyber security across service • Provision of contemporary library services • Safe environment for internet users	CRL / LGAs	2016-2018	WER	Provides community with known standards of cyber safety and anti-bullying online strategies, training and information. eSmart status July 2018 Signage developed and ongoing training for library teams.	High	

Objective 1.5 Engaged and supportive community

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.5.1 Targeted public consultations re: services, collection and programs e.g. Youth, Children's, Adults, Older People etc	• Develop consultation plan • Target particular groups on an annual basis • Build results into future budget allocations • Train staff or engage consultant • Analyse results • SurveyMonkey used for online survey development • Survey development to include LGA and individual library breakdown of results	• Results inform future collection development and purchasing	CRL Libraries to assist	2018 Ongoing	WER	Utilising CVC subscription to Survey Monkey 2012/13 Youth survey 2015 Marketing evaluation survey (CVC) 2016 digital literacy survey customer and staff surveys completed 2017 Book Club survey completed 2018 Dorrigo Hours survey (BSC) 2020 Children's survey - January – February 2020 marketing survey – September 2020 - Clarence Conversations usef for Iluka Hrs survey and also for the marketing survey Direct mail outs to library members of the Survey Monkey version of the Marketing survey has yielded excellent results with over 400 participants	High – Medium	
1.5.2 Establish 'Friends of Library' for each library location	• Monitor community interest • Establish FOL. • Investigate a "Facebook friends" group for CVC Mobile library	• Improved community relations. • Potential funding partner • Regular consultation reference	CRL: Investigate Libraries: adopt establish	2019	WER	Many friends groups operate in different circumstances. Management of them is critical to their success. Friends of Grafton Library (FoGL) have been slow growing in number and had been identifying how they can support the services of the library. They organised and promoted Heritage walks, provided supper for a gold coin at the Performing Arts Nights with the Conservatorium of Music 2019 – due to lack of numbers willing to serve on the committee for FoGL the group has disbanded as an association, they will gather as a social group around library events only.	High – Medium	
1.5.3 Greater customer interaction, social networking and information access	• Develop social media tools ie) Facebook, Pinterest, YouTube, flickr etc • Promote tools • Explore targeted communication to various groups ie) bookclubs • Provide targeted information sessions – short, specific, relating to 1 service or technology ie) "get Appy" new mobile app info session	• Increase the Library's opportunities and capacity to delivery of improved Reader Advisory services • Improved feedback on all aspects of the library service • Improved response times	CRL	2017/19	WER	Technology training and skills identification and training Author Talks and other events are being videoed for those unable to attend and being loaded to our YouTube channel. Staff skills developed in videoing, editing, and YouTubing. Use of Zoom sessions increasing engagement for online activities.	High	
1.5.4 Annual target group 'book selection' activities	• develop partnership with current suppliers • Arrange days for community to select items • Evaluate demand for additional sessions • Consider future opportunity for future FOL to manage selection days	• Client –driven collection • Enhanced supplier appreciation of local interests.	CRL	2017/26 Ongoing	WER	Different libraries hosting the event each year. Selection events have continued to occur for CVC and BSC communities each year. Have also added a CVC Volunteer selection event as part of the Volunteer Christmas Celebrations for 2018 & 2019 2018 also saw a teacher's selection event in CVC and will consider doing it again in 2020.- UPDATE no selection scheduled in 2020 due to Covid-19 limitations	Medium	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.5.5 MOU with community groups to enhance access to information e.g. visitor information in libraries; U3A activities; help from the historical groups; drug information, story time to playgroups	• Identify appropriate ranges of information that may be welcomed at each branch • Identify potential partners and determine their interest • Determine how partners will participate • Prepare MOU's • Deliver • Evaluate • Link community information from CRL website	• Easier access to a range of resources for the community and visitors	CRL: Lead Libraries: Input & delivery	2017 Ongoing	WER	March 2018 – Tourism Hub in Grafton Library implemented 2019 – Nola Mackey donation – *Mackey Archive* March 2020 – MOU with Cast Net Production company Jack Griffin Digitisation Project BSC - Dorrigo Library hosts U3A activities and is partnering with the Museum on an oral history project	High	
1.5.6 Library supported Book Clubs (including online Book Clubs)	• Promote existing Book Clubs • Investigate supporting a virtual Book Club • Investigate eBook sets for book clubs • Evaluate • Develop procedures to guide expansion	• Book clubs established in areas of interest where capacity exists.	CRL: investigate Libraries : adopt	2019	WER	Book club kit swaps between library services used to increase collection Marketing collateral updated May 2018 Library sponsored Books Clubs running in each Library.	High - Medium	
1.5.7 Support volunteering	• Identify appropriate tasks for volunteers • Development statement of duties for various volunteering opportunities • Promote volunteering opportunities • Support and recognise volunteers • Create a webpage for volunteering information	• More engaged community • Enhanced services	CRL & Libraries	2017 Ongoing	WER	May need small budget allocations for reimbursement and or recognition Volunteer of the year application completed for Regional Services volunteer. Regular promotion through networks Webpage complete 2016. DL designed promoting library volunteering. Volunteer Christmas Celebration and Selection event December 2018, 2019.	High	

Strategic Focus 2:   LEARNING AND GROWTH

Ensuring we have the right mix of skills and expertise to deliver contemporary, sustainable and targeted services to be responsive to community needs now and into the future

Objective 2.1   Professional, experienced and skilled library staff that meet the ongoing needs of CRL and each member Council service

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
2.1.1 Staff professional development plans.	• Identify skill requirements for RS and library staff, now and into the future. • Review skills gap analysis • Development individual and team training plans • Members agree specific programs and make staff available • Training delivered. • CRL to seek to host State Library training locally	• Comprehensive individual and team skills more efficiently deliver current and future library services. • Greater professional opportunities for staff • Increased job satisfaction. • 4 days per year agreed for training purposes • Provision of study leave, flexible rostering, recognition of staff participation etc • Develop a positive learning environment	CRL: Lead Coordinate opportunities where appropriate Develop tools LGAs: participate	Ongoing	SLNSW – free training and reimburses travel costs for Sydney based training. Backfill per officer per day – approx $200 per day	Preference for a Regional Level approach and assistance in developing tools for identification of skills and training. *Know your catalogue* training refresher for staff. *Novelist* Readers Advisory training completed by staff. *SPARKLE customer service* training march 2019 State Library Webinars covering different genres, copyright, Reference …. Spydus upgrade training for all staff CVC • Cultural skills training • Code of conduct training BSC • 4 staff attended SLNSW training in 2019, 2 x oral history and 2 x readers advisory. • Readers advisory training rolled out to all staff through staff meetings. All staff have identified training needs for 2020/21	High and ongoing	
2.1.2 Staff are well informed and engaged in emerging public library trends	• CRL membership of ALIA and PLC • Professional journal articles discussed at team meetings. • Active membership to working groups is encouraged where viable • Lobby State Library to have more regional meetings and training opportunities • Review Lynda.com for staff internet, social media, device online training • Participate in Spydus training through webex and webinars	• Contribution to staff professional development • Future library directions informed by current and emerging trends.	CRL LGAs	Ongoing	WER	Lynda reviewed – very good but out of budget range at this time. Reference Group meeting and Readers Advisory Staff given the opportunity to attend a day of the 2018 SWITCH library conference in Coffs Harbour.	High Ongoing	
2.1.3 Staff sharing of knowledge, expertise and experience	• Regular team meetings formalised with agenda topics and minutes • Provide opportunities for working groups to undertake projects • Promote the use of the staff wiki amongst staff • Where appropriate staff training days incorporate staff sharing and networking	• Greater sense of involvement in the decision making and planning process by team members from across the library network	CRL & Libraries	Ongoing	WER	Wiki has been introduced and variously used. Regular team meetings and individual staff catch-ups undertaken. Staff wiki regularly updated for relevance.	High Ongoing .	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
2.1.4 Work experience opportunities	• Identify opportunities for staff to fill other library roles apart from their own • Develop plans to realise those opportunities • Monitor and evaluate	• Increased skills and knowledge • Staff can rotate positions and locations • Means of addressing shortages at critical times	CRL & Libraries	Ongoing	WER excepting any travel reimbursements	Rotated positions in CVC necessitated by staff shortages have improved to deliver valued outcomes Regional Services staff working service points 1hr week for Professional Development Limited opportunities to work across different locations due to travel time incured	High	

Objective 2.2 Regional communications and networking

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
2.2.1 Participative team based planning process	• Hold six (6) monthly regional staff meetings (face-to-face or video link or teleconference) • Enable maximum numbers of staff to participate 2x per year • Participate in monthly Regional Team Leader meetings • Utilise web 2.0 technologies • Measure and report effectiveness and efficiency	• Collaborative decision making and development	CRL & LGA	Ongoing	WER	Scheduled annually	High Ongoing	

Strategic Focus 3:   BUSINESS SYSTEMS, MANAGEMENT and RESOURCING

Ensuring that we have well informed, efficient and effective policies, procedures and guidelines; that we have the right communication protocols and organisational structure in place to work well individually and as a team; and that we represent best value to the community. Ensuring that the library's services, programs, activities and staff are well resourced, sustainable and meet community expectations; and are seen to provide excellent return on investment by all stakeholders

Objective 3.1 a library service that meets contemporary operational standards

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.1.1 Review and develop all library policy, procedures with reference to NSW library and ALIA standards	• Nominate review teams • Agreed timeframe and outcomes • Comment on drafts • Finalise and adopt reviewed policies • Review Children's & Youth Policy • Investigate need for a Homeless/ No Fixed Address Policy	• Contemporary standards adopted • Greater implementation with increase levels of ownership	CRLC: Lead Branches: input	Ongoing as required	WER	Per executive council schedule. Each policy reviewed every 3 years. 2020 Collection Development Policy 2020 Volunteer Policy 2020 Internet Policy 2020 Children's Policy 2020 Fines & Fee Waiving Policy	High	
3.1.2 Assess current infrastructure standards against contemporary New South Wales library standards	Refer 4.3		LGAs	As required		State Library Review completed September 2017 CVC preparing joint facility concept designs for Yamba and Maclean Libraries December 2017 – Consider revisiting the CVC infrastructure review undertaken in 2006 with an updated report from a consultant.	Medium - Low	
3.1.3 Review of Library Management System	• Evaluate current LMS system • Identify alternative systems and their adoption • Assess alternative systems suited to our library service • Evaluate and cost options • Recommend option • Implement	• User friendly comprehensive LMS that will address future growth and changing needs	CRL	2022	WER	Completed review in 2016 Upgrade to Spydus 10 in 2018 inclusion of Events Module in 2018 LMS agreement renewal in October 2020 – 5 yr contract signed	Low	
3.1.5 Maintain effective work practices between Regional Services staff and libraries	• Monitor and review • Identify opportunities to share skills and work cooperatively	• Service outcomes maximised through service integration and collaboration	CRL & CVC libraries	Ongoing	WER	ongoing	Medium	

Objective 3.2 Responsible and accountable financial/resource management

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.2.1 Budget preparation is informed by the strategic plan	• Review state-wide data Determine agreed standards of delivery • Prioritising strategic planning objectives • Develop 10 year budget plan	• Strategically driven budget bids • Long term planning	CRLC	Yearly	WER	Business cases developed.	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.2.2 Annual Regional Library Budgeting Workshop to scope needs and set priorities to better inform each member Council's budgeting process	• Meeting/workshop scheduled prior to member councils budget deliberations • Set priorities in line with strategic plan • Agree standards of delivery	• Common and robust approach	CRLC	Annually no later then April	WER	Part of staff 6 monthly meeting cycle	High	
3.2.3 Increase the library's income	• Exploit DGR status opportunities • Develop a list of priority projects • Apply for grants as appropriate to the needs of the service	• Increased awareness of donation opportunities • Increased donations	CRL & LGAs	Ongoing	WER	All staff need to promote DGR Status and list of local priority projects Donated Autism books Tech Savvy Seniors and Be Connected grants to run our *Get Connected* programs across libraries. 2020 – Seniors technology grant unsuccessful CVC – State Library infrastructure Grant application for Yaegl Libraries refurbishment 2020 BSC • 2 Grants for Urunga Library to refurbish and extend library • *Be Connected* grants and grant to purchase ipads	High	
3.2.4 Library stock is appropriately insured	• Value of collection is monitored annually and adjusted accordingly		CRL	Ongoing		This is done each year.	High	
3.2.5 Evaluate staffing levels to ensure appropriate levels of service	• Review industry benchmarks • Increase/maintain funding to meet the minimum standard – (living learning libraries) • Prepare project plans/business cases • Review existing operational activities [and organisational structure] to maximise benefits	• Service outcomes maximised through appropriate staffing levels	CRL , LGAs	Ongoing	Additional staff will incur additional budget	Any increased staff levels will require a business case CVC/Regional Services restructure completed May 2019 CRL business cases made for grade 2 Library Support Assistant (Technical Services) 21 hrs per week to manage operational workloads. grade 8 21 hrs per week contractor for digital engagement position in CRL	Medium	

Objective 3.3 A safe and accessible workplace

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.3.1 Review staff work practices in line with relevant OH& S and risk management standards	• Compare current strategies • Develop risk management plans • Determine necessary actions • Prepare budget bid	• Enhanced safety for staff and community • Reduced risk for Council	LGAs	2017	WER	Significant work undertaken to change services due to COVID restrictions.	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
3.3.2 Monitor and update emergency and disaster preparedness and management plans	• Identify the risks at each library • Assess the risks • Develop mitigating strategies • Prepare budget bids where appropriate • Incorporate business continuity plans • Train staff	• Enhance safety for staff, equipment and collection. • Savings to Councils and CRL • Continuity of service	CRL / LGAs	2016/17	WER	Adapt and adopt disaster management plan in association with Local Studies Strategic Plan Kits for disaster management are currently developed for each library.	High	

Objective 3.4 Safe, attractive and useful library facilities

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.4.1 Identify and prioritise library infrastructure needs for each library now and into the future	• Assess current standard of infrastructure against contemporary standards • Determine level of provision • Develop building design briefs • Prepare costings • Prepare business case • Identify potential sources of funding	• Infrastructure that addresses local needs now and into the future which allows for contemporary library services operations.	LGAs	As required		State Library Review September 2017 EOI for Yamba library relocation with Community centre and meals on wheels in Treelands drive. EOI for Maclean Library to be relocated with council offices and performing arts facility in River street. 2018/19 BSC Successful with State Library grant to refurbish Urunga and Regional Cultural Fund grant to add a meeting room space to the front of the building. Proposal being developed for Public Library Infrastructure Grant to expand Dorrigo Library	Medium	

Local Studies Collection Development policy

Responsible Manager (Title)	Regional Librarian		
Adopted by Council	Date:		Minute Number:
File Reference Number	DWS	Version:	Review Due:
Community Plan Linkage	1 Society		
Community Plan Linkage	1.3 We will have a diverse and creative culture		
Community Plan Linkage	1.3.1 Supports arts, learning, cultural services and festivals		

1. Purpose

The purpose of the Local Studies Collection is to provide materials relating to the local and family history of the area covered by the member councils of the Clarence Regional Library. Such materials will be relevant to the social, physical, economical and political heritage of the region.

2. Definitions

Collection Development   Collection Development is based on ongoing assessments of the information needs of library clientele, usage statistic analysis, and demographic projections.

Selection criteria   Criteria used in the selection of items for the library collection.

3. Background/legislative requirements

The Clarence Regional Library (CRL) Local Studies collections are part of the heritage of the CRL Service area. The materials themselves and/or the subject areas they represent have permanent value to the community and are made available to the public on a limited basis for research on local, genealogical and/or historical issues.

The historical and informational value of the items in the Local Studies collections is more important than visual appeal. The materials in these collections are intended for research and therefore are not usually lent. A lending copy of selected items may be provided. Preservation efforts, while attempting to conform to accepted conservation practice, will be undertaken so as not to restrict public access to the informational value of the item.

3.1 Scope

- To provide a collection of current and retrospective material in various formats relating to the member councils of the Clarence Regional Library.

- To promote the study and promotion of local history and family history within the areas covered by the member councils of the Clarence Regional Library.

- To actively engage in the systematic selection of materials.

- To preserve historical items for posterity

- To record the ongoing developments and activities within the areas covered by the member councils of the Clarence Regional Library.

4. Policy statement

To objectively select, acquire and purchase materials relevant to the local history (past, present and future) of the CRL Service area for inclusion in the library's local studies collections.

Collection materials may include:
- Published books (local and family history)
- Newspapers (selected hard copy and in microform) and digital where available
- Published and unpublished reports
- Photographs
- Maps
- Pamphlets / ephemera
- Donations of materials from CRL residents and others; and
- Other items relating to the CRL Service area

1. CRL will ensure due diligence in regard to copyright and intellectual property rights
2. CRL will ensure optimum access to materials wherever possible or practicable
3. The selection, acquisition and cataloguing of material for the Local Studies Collection will be made by the designated library staff

4.1 Published Works

The Collection Development Policy provides for at least one (1) not-for-loan copy of published works and if available a lending copy.

This component of the collection may include:

- Published material regarding any aspect of the CRL Service area
- Published material related to adjacent areas and their historical connection to the region
- Material written by authors living or who have lived (where appropriate) in the region.

- State or Federal Government reports concerning the region
- Material published by local business
- Local directories
- Local biographies / autobiographies
- Local bibliographies
- Local family histories
- Council publications (regional Council members)
- Material produced by regional Council bodies or bodies wholly or partly financed by a regional Council.

4.2   Newspapers and Periodicals

- Any newspaper, periodical / magazines containing local content in hard copy bound issues, on microfilm/fiche, or in digitised form where available.
- Community groups and school newsletters
  - Any known titles are included in Appendix 3
- Selected newsletters from local businesses, organisations or groups
  - Any known titles are included in Appendix 3

4.3   Pictorial Materials

Pictorial material includes:

- Photographs (paper based and digital)
- Video
- Films
- Slides
- Artworks (as deemed appropriate, and affordable. Includes photographic copies)

1. Wherever possible original material will be acquired / collected or a legal copy if originals are not available
2. All items must depict people, places, culture and events relating to the region

3. Wherever possible, culturally appropriate, and depending on copyright permission pictorial materials will be digitised for access via the library's catalogue and /or webpage.
4. Procedures for digitisation utilising the Library Management System are included in the Appendices to this document.
5. Storage medium for digital copies may vary with changes to technologies.
6. Original materials are to be appropriately archived.

4.4 Unpublished Material

Material includes (but is not limited to):

- Collections of unpublished letters
- Diaries (or extracts)
- Oral histories (transcripts and recordings) – see also Oral History section below

- Personal research notes
- Manuscripts relating to the region or a resident / family / business etc
- Theses

4.5 Documents / Ephemera

A representative collection of local / regional material including:

- Pamphlets
- Leaflets (including as appropriate a representative selection of local 'junk mail')
- Postcards
- Election materials (local and regional)
- Minutes
- Any other item deemed of importance

4.6 Maps / Plans

- Published and unpublished maps
- Survey plans
- Land subdivision maps / plans
- Aerial photographs

4.7 Oral History

Oral histories (recordings and / or transcripts) relating to:

- A specific local area or areas within the region
- Persons and identities (of local and /or regional interest or significance)
- Genealogy (family history interviews, recordings etc)
- Indigenous histories, stories etc

Note: Oral histories may also be collected on video or from video recordings

4.8 Artefacts

Artefacts may be collected if assessed to have an intrinsic relationship to other items held in the collection and if storage space is available

4.9 Born Digital Material

Born digital items can include

- Instagram photos
- Twitter posts

- Facebook posts
- Emails
- Text messages
- Other social media posts
- Digital images

5. Implementation

5.1 Materials not Collected

Includes:

1. Council records – these records at present are the responsibility of the Clarence Regional Library member Councils, and as such are not the responsibility of the library

2. Photocopies – photocopies are not included, except where the library has photocopied original copyright material too fragile to be handled, or where the library is given the right to photocopy original material owned by a resident etc

3. Material deemed outside the collections scope

4. Deteriorated material or material lacking in physical integrity

5. Material unable to be preserved

6. Non – authentic

7. Duplicate material (unless duplication enhances access demands)

5.2 Methods of Collecting Material

- Purchase – dependent on budget available and the items collection priority.
- Donation / Gift – donors are required to read and sign an agreement form, which addresses copyright, access and reproduction of material issues (see section on Donations/Gifts below for more detail)
- Creation – publications, e.g. booklets

5.3 Access to the Collection

1. Most of the Local Studies Collection material is not for loan but may be used in the library.

2. Irreplaceable or rare materials are not for general access, however, where possible copies of these materials will be created for public use.

3. Duplicate copies of popular material will also be held in the general library collection where

possible and available for borrowing.

4. Where possible materials will be duplicated in digital format and this will be made available in preference to original print materials.

5.4 Method of Disposal of Material

The CRL Service reserves the right to dispose of materials as seen fit adhering to the following procedures:

5.4.1 Deselecting the Collections

In keeping with the purpose, nature and scope of the CRL Local Studies Collection, deselection of collections does not follow the same guidelines as those set out for the circulating and general reference collections. The materials housed in CRL Local Studies collections are part of the heritage of the CRL Service area, and as such, have permanent historic and cultural value.

However, considerations of physical space limitations combined with the need to add new materials to the collections, make it imperative that the composition of the collection is re-evaluated periodically. At the same time, advances in technology, in archival preservation practices and the availability of previously scarce materials in reprint, micro format or online are changing the range of options available to the library to manage its collections.

5.4.2 Deselection criteria

The first consideration in applying a deselection policy to these collections is the recognition of three distinct categories of materials and the nature of each category.

These categories can be defined as follows:

Permanent Intrinsic Value:

Items and collections that have permanent intrinsic value, including such individual items as:
- First editions of local histories, biographies and fictional works by local authors;
- Items signed by, or from the collections of, prominent local residents; original documents, pamphlets, maps and manuscripts;
- Original photographs, portraits and other images; other materials deemed to be of a similar nature.

All items of permanent intrinsic value are valuable to the cultural heritage of the CRL region and should be preserved and permanently retained.

To avoid deselection these materials will be managed through a status placed on the library management system.

Permanent Informational Value:

Other materials in the collections are of permanent value for their informational content, but are not intrinsically valuable. Items that fall into this category are candidates for replacement and/or reformatting should the condition of the material or space considerations make it desirable to do so. Replacing items in poor condition with reprints, micro formats or digital copies can preserve informational value. Space consuming series and finding aids can be replaced with digital or micro formats as they become available. Items include, for example:

- Council plans of management (an historical record of Councils various plans)
- Reports and Studies
- Any other items as required

To avoid deselection these materials will be managed through a status placed on the library management system.

Temporary Informational Value:

Time sensitive materials, current informational reference sources and some periodicals have a finite period of usefulness. Items that fall into this category should be routinely evaluated and removed or replaced as appropriate.

Frequency of Deselection

The collection as a whole should be reviewed annually, keeping in mind the purpose, nature and scope of the collections as outlined. Based on the deselection criteria outlined, some areas of the collection will require more frequent review than others depending upon the category into which they fall.

Category	Weeding Criteria
Permanent Intrinsic Value	Little or no deselection of materials that fall into this category is to be expected.
Permanent Informational Value	Management of materials in this category is an ongoing process within the section, driven primarily by condition of the material, availability of replacements (in some format) and space availability
Temporary Informational Value	Systematic review of materials in this category should be conducted on an ongoing and rotating

Disposal

Most materials withdrawn from the Local Studies collection may be disposed of via:

- Library book sale
- Offered to other libraries
- Passed onto interested individuals, groups, organisations or institutions
- Sent to waste disposal

5.6 Donations / Gifts

Condition often forms an important criterion in determining whether or not to accept a donation/gift for the Local Studies Collection. If material is in such poor condition that its shelving and use would be difficult, and if the cost of restoration by a qualified restorer is beyond the Library's budget, the potential donor should be encouraged to include as part of the gift the sum necessary to restore it to usable condition.

The limited shelving space in any of the regional Local Studies sections is a consideration in adding volumes to the collection. CRL may find it necessary to decline a large donation/gift of material of a kind actively included in the collection should there be insufficient shelving or space to accommodate it. If the decision is made to accept a donation/gift that cannot be housed in the Local Studies collection under existing conditions, funding to purchase shelving could either be solicited from the donor of the materials or appropriated from the library's budget.

The long-term storage of unique local history or genealogical material outside of the Local Studies section is to be avoided. Similarly, the lack of staffing to process a sizeable addition to the sections collections may also determine whether or not a donation/gift is accepted. If it is desirable to accept a substantial donation/gift that cannot be promptly catalogued by the library, the library may seek funding from the donor to assist with the hire of additional cataloguing staff.

Donors should be informed that library staff cannot be expected to provide an appraisal of donated material; and that the usual procedure is for the donor to pay for any appraisal desired.

Donors of material to the Local Studies Collection will be routinely asked to provide written documentation acknowledging the donation/gift to the library and giving the CRL the right to dispose of the gift as they see fit. Gifts of collections accepted by CRL may not be retained as a whole, but may be divided, with some items put into the Local Studies collections, and remaining items disposed of or sold.

Major donations/gifts with restrictions attached may be accepted, but the provisions of the donation/gift must be stated in writing by the donor, and signed by the donor, the local librarian and the Regional Librarian. In such cases, the library may remove these restrictions only by taking the appropriate legal steps recommended by legal advice i.e. via Council's Solicitor.

6 Appeal/objections process

N/A

7   Related Documents

1.   CRL Collection Development Policy
2.   ALIA Statement on free access to information - http://www.alia.org.au/about-alia/policies-standards-and-guidelines/statement-free-access-information
3.   ALIA Statement on public library services - http://www.alia.org.au/about-alia/policies-standards-and-guidelines/statement-public-library-services
4.   Library Council of New South Wales, Access to Information in New South Wales Public Libraries - https://www.sl.nsw.gov.au/sites/default/files/accesstoinformation2007.pdf

7 Attachments

5.   CRL local studies collection donation form
6.   CRL local studies collection disaster management and recovery plan
7.   Digitisation utilising the Library Management System