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MINUTES
CLARENCE REGIONAL LIBRARY ADVISORY COMMITTEE
26th October 2017
Sir Earle Page Library and Education Centre, 126 Pound Street GRAFTON. 10:30 am

</div>

PRESENT: Bellingen Shire Council
Cllr Toni Wright-Turner
Surinder Kaur Bellingen Shire Librarian
Alison Pattinson Manager Community Wellbeing

Clarence Valley Council
Cllr Karen Toms
Cllr Peter Ellem
Des Schroder (Executive Officer)
Katrina Shillam (Team Leader (Libraries West)
Kathryn Breward Regional Librarian

Meeting opened at 10:30am

1. **Acknowledgement of Traditional Custodians**

2. **APOLOGIES**

   Nil

   Welcome extended to Alison Pattinson as new delegate for Bellingen Shire Council

3. **Disclosure of Conflict of Interest**

   Nil

4. **CONFIRMATION OF MINUTES – Meeting held 18th May 2017**

   No issue with previous minutes.

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

   Adopted

5. **Business arising from the Minutes – Meeting held 18th May 2017**

   5.1   **Regional Library Agreement Presentation**

   Regional Librarian presented on the:
   - current services of the Regional Library
   - the difference between library service models: stand-alone, regional or cooperative
   - new funding formula considerations
     - financial implications of the choice of service model were to be presented at the next meeting in December
     - financial implications of funding formula changes to be presented at the next meeting in December

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

Adopted

6. Correspondence

In-coming: letter re resignation of Mayor Dominic King from CRL Committee – 18 May 2017

Out-going: Nil

Media Releases:

CRL 14/9/2017 new library eResource makes reading fun for kids

CRL – 14/8/2017 who's hiding in your family tree?

CRL – 21/8/2017 Celebrate Children's Book Week in the Clarence Valley

CRL – 31/7/2017 Mood Boosters

CRL - 12/6/2017 Cheque mate – Rotary shares book sales proceeds with Library

CRL – 17/5/2017 Celebrate your Library – DIY Service Campaign

CRL – 16/5/2017 celebrating the role of libraries

CRL - 15/5/2017 libraries increase support for early readers

CVC – 30/6/2017 HSC help in the holidays

CVC – 30/6/2017 School Holiday fun

CVC – 18/8/2017 Romantic comedy author coming to Grafton

CVC – 25/8/2017 lets reclaim the past – NSW History Week

CVC – 28/9/2017 Princess Tales

CVC - 14/10/2017 fascinating local stories

BSC – 28/9/2017 let Bellingen Shire Libraries entertain the kids these holidays

BSC – 17/7/2017 Stickers on books to help parents

BSC – 13/6/2017 – Mixed-Up art Display at Bellingen Library until the end of June

BSC – 17/5/2017 – Self service campaign

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

Correspondence adopted

7. Executive Officer's Reports

8. Regional Library Reports -

8.1 Clarence Regional Library Draft revised Collection Development Policy 2017

Discussion centred on the need for a statement concerning how the needs of the community were determined as part of the Purpose statement in Part 1 of the document. It was determined to include the following: "Measurement of the success of the policy to meet the collection needs of our communities will be measured through the Collection Needs Survey every 2 years."

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

Recommendation

That the Purpose statement be amended to include the: "Measurement of the success of the policy to meet the collection needs of our communities will be measured through the Collection Needs Survey every 2 years.", and that following this addition to the policy the reviewed Collection Development Policy is endorsed by the committee for adoption by the executive council.

Moved: Cllr Peter Ellem
Second: Surinder Kaur

Adopted

8.2 Revised Clarence Regional Library Circulation Policy 2017

Recommendation

That the reviewed CRL Circulation Policy be endorsed by the committee for adoption by the executive council.

Noted

8.3 Contributions for 2017/18 financial year

Recommendation

That member Councils note their per capita contribution for the 2017/18 financial year.

Noted

8.4 DVD Collection

Recommendation

That the Committee continue to acknowledge the ongoing demand for a quality DVD collection in the libraries, and support the continued use of a suitable portion of the book vote for maintaining this collection.

Noted

8.5 Digital Literacy Surveys

It was noted the urgency for training for staff in the areas identified by the Staff Digital Literacy Survey

Recommendation

That the Committee acknowledge the results of the digital literacy surveys that were delivered to staff and Library users, and supports the development of training and awareness programs to fill the knowledge gaps that were identified.

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

Noted

8.6 Regional Staff changes

<u>Recommendation</u>

That the Committee note the changes to staff in the Regional Services of the Clarence Regional Library.

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

Adopted

8.7 Quarterly Income and Expenditure Sheet 4th quarter 2016/17 & 2017/18 Preliminary Budget

<u>Recommendation</u>

To defer the report with updated figures to the December meeting.

Moved: Cllr Karen Toms
Second: Cllr Peter Ellem

Adopted

9.   Items for Information

9.1 State Library NSW Review of the Regional Library Service

Received and noted for further discussion.

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

Adopted

10. Additional Matters

-   Support letter for Urunga Library refurbishment grant application to be provided by the Regional Librarian.

11. Items for next meeting

Cllr Karen Toms left the meeting at 1:05PM

Meeting Closed: 1:37pm
Next meeting: Thursday 14th December, 2017

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

ITEM: 5.1   No. 3/17 – DRAFT REGIONAL LIBRARY AGREEMENT

Meeting: Clarence Regional Library Committee   26 October 2017
Reviewed By:
Attachment: yes

REPORT SUMMARY

This report provides information on the Regional Library Agreement that was due to expire on the 30 June 2018.

OFFICER RECOMMENDATION

The CRL Committee:

- Acknowledges the different library models available
- Agrees to continue with the current Regional Library Model – a Modified Hybrid Model
- Endorses the functions of the CRL

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

The Executive Council has endorsed the extension of the Clarence Regional Library Agreement until 1 July 2018.

KEY ISSUES

A presentation of the Regional Library services and structure, along with funding forecasts is outlined in the attached report. The key issues being:
- Identification of the current model of the Clarence Regional Library
- What other options of service models are there
- What are the different funding outcomes for the different models
- What do different funding formula outcomes provide for the future of the Regional Library

| Prepared by | Kathryn Breward - Regional Librarian |
| Attachment | Clarence Regional Library – Review of service models 2017 |

ITEM: 8.1   No. 3/17 – CLARENCE REGIONAL LIBRARY DRAFT COLLECTION DEVELOPMENT POLICY

Meeting:	Clarence Regional Library Committee	26 October 2017
Reviewed By:		
Attachment:	Yes	

REPORT SUMMARY

This report provides an update on the review of the Collection Development Policy for the Clarence Regional Library.
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LINKAGE TO *CVC COMMUNITY PLAN*

OFFICER RECOMMENDATION

That the reviewed Collection Development Policy be endorsed by the committee for adoption by the executive council.

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 purpose of the Collection Development Policy is to assist in the acquisition and management of library resources and to account to our member councils and the public for the selection of such resources.

The reasons for preparing a Collection Development Policy include:
- To enable the Library to provide a balanced collection of resources that provide for the educational, informational, recreational and cultural needs of the people served by the Library
- To identify the strengths and weaknesses of the collection as a whole, and to redress any weaknesses and to continue to build on strengths
- To act as a guideline for future collection building

The current Collection Development Policy was adopted in February 2008 and was last reviewed in April 2013.

KEY ISSUES

Notable changes to the current Policy include:
- Update to population data from the 2016 Census
- Deletion of references to the now defunct CD-ROM format
- Inclusion of reference to specially grouped and identified collections, ie;
    - HSC collection
    - Issues in Society
    - LIAC
    - DrugInfo
    - Aboriginal collection
    - Parenting collection
    - Readers
    - Digitised Collection
- The change in terminology from On-line to eResource to reflect the everyday use of this term along with eBooks, eMagazines, eAudio.
- Inclusion of RFID tags in the deselection process.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	CRL Draft Revised Collection Development Policy 2017

ITEM: 8.2   No. 3/17 – REVISED CLARENCE REGIONAL LIBRARY CIRCULATION POLICY 2017

Meeting: Clarence Regional Library Committee   26 October 2017
Reviewed By:
Attachment: Yes

REPORT SUMMARY

This report provides an update on the review Clarence Regional Library Circulation Policy

LINKAGE TO *CVC COMMUNITY PLAN*

OFFICER RECOMMENDATION

That the reviewed CRL Circulation Policy be endorsed by the committee for adoption by the executive council.

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 CRL Circulation Policy has a number of aims and objectives:

  ➢ Promote freedom of information
  ➢ Ensure equal access to the Library's materials and information for members for the Clarence Regional Library
  ➢ Ensure the member understands his/her responsibilities when using the Library's resources
  ➢ Safeguard the Library's resources

The current Circulation Policy was last reviewed in July 2014.

KEY ISSUES

  • **The** borrowing limit to the DVD Collection of 5 DVDs per library card has now been removed as the collection is of a size that is able to sustain larger numbers of items to be borrowed at a time.
  • Details on the membership categories their membership privileges has also been included for the first time.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	CRL Draft Revised Collection Development Policy 2017

ITEM: 8.3   No. 3/17 – CONTRIBUTIONS FOR 2017/2018 FINANCIAL YEAR

Meeting: Clarence Regional Library Committee   26 October 2017
Reviewed By:
Attachment:

REPORT SUMMARY

This report provides the per capita contribution for member Councils to the Clarence Regional Library budget for the 2017/18 financial year.

OFFICER'S RECOMMENDATION

That member Councils note their per capita contribution for the 2017/18 financial year.

BACKGROUND

The Library Service Agreement sets the per capita contributions of members as follows.

> *10.3   An agreed formula shall be used to determine the budget Contribution for each Member Council which shall be based on a per capita rate contribution.*
>
> *Contribution = Population x Per Capita Rate*
> *   10.3.1 Prior to Councils' budget preparations an estimated range for the   Contribution will be provided to each Member Council. That estimate   range will be based on the previous year's population, adjusted:*
> *   1) For the previous year's population growth; and*
> *   2) The Average of the growth rate for the previous 5 years.*
> *   Estimated Contribution Range =*
> *   Between: (Previous Year's population +*
> *   Previous Year's Population Growth Rate) x Per*
> *Capita Rate*
> *   and: (Previous Year's population + Average of*
> *   the 5 Previous Year's Population Growth Rate) x   Per*
> *Capita Rate*
> *   10.3.2 A specified amount of Contribution from each Member will be   provided when the actual population figures are released by the   Australian   Bureau   of   Statistics (ABS), generally in March of each year.*
>
> *10.5   The annual level of increase in the Per Capita Rate for member Contributions is set at: Rate peg + 6% with a minimum of 8%*

The agreement also makes provision for the agreed changes to the staffing arrangements which require 20% of the Regional Librarian's time being allocated to CVC library business. Therefore a reduction of 20% of the wage costs of the Regional Librarian are to be subtracted from Bellingen Shire Council's (BSC) contribution and paid for by Clarence Valley Council (CVC).

ISSUES

The rate peg determined for 2017/18 is 1.5% resulting in a per capita contribution rate of 8% for the 2017/18 financial year. Last financial year it was 8%. This takes the amount from $15.25 per resident to $16.47 per resident for 2017/18.

Bellingen Shire Council's (BSC) Estimated Resident Population as at 30 June 2016 (released by the ABS 30 March 2017) is 13,066. This represents a growth rate of 0.2% from the previous year. Clarence Valley Council's (CVC) Estimated Resident Population as at 30 June 2016 (released by the ABS 30 March 2017) is 51211. This represents a growth rate of 0.3% from the previous year.

As indicated in Table 1 below this has resulted in a contribution from:
•   CVC of $840,628.80 and
•   BSC of $214,274.70

Table 1:

	Est Resident Pop'n (ABS 30 June 2015)	Growth Rate 2014/15	Contrib'n @ $15.25 per capita (8% increase)	Est Resident Pop'n (ABS 30 June 2016)	Growth Rate 2015/16	Contrib'n @ $16.47 per capita (8% increase)	Actual Contrib'n 2017/2018
CVC	51,040	-0.10%	$778,360	51,211	0.30%	$ 840,628.80	$848,187.73
BSC	13,010	0.70%	$198,403	13,066	0.20%	$ 214,274.70	$210,454.46
TOTAL	64,050		$976,763	64,277		$ 1,054,903.50	this refers to the amount after adjustment of Regional Librarians Salary contributions

A further reduction in the contribution made by BSC is required to reflect the 20% of the Regional Librarian's time being dedicated to CVC branch library operations. Bellingen's population represents 20% of the total population of the CRL. Therefore if the Regional Librarian's time was totally devoted to CRL business, BSC's contribution would pay for 20% of her time. However, of that amount of time, one fifth is expected to be dedicated to CVC business and therefore BSC's contribution to her wage (and on-costs) will reduce by one fifth. This amounts to a reduction of $4,958.16 for the 2017/18 financial year.

Therefore the total annual per capita contribution for both Councils is:
• CVC: $848,403.33
• BSC: $210,238.86

Prepared by	Kathryn Breward – Regional Librarian
Attachment	NIL

ITEM: 8.4   No. 3/17 – REPORT ON DVD COLLECTION

Meeting: Clarence Regional Library Committee   26 October 2017
Reviewed By:
Attachment:

REPORT SUMMARY

This report provides an update on the purchasing and usage of the collection of DVD's for loan from the Clarence Regional Library.

OFFICER'S RECOMMENDATION

That the Committee continue to acknowledge the ongoing demand for a quality DVD collection in the libraries, and support the continued use of a suitable portion of the book vote for maintaining this collection.

BACKGROUND

Movies are recognised as a convenient, often stimulating means of delivering entertainment, information and cultural perspectives to a wide range of viewers. Public libraries have for some time included videos and more recently DVDs in their collections to supplement the other formats of recreational and informational materials that are offered.

The Clarence Regional Library introduced a DVD collection for loan in 2011/12, committing a portion of the collections budget to starting the collection with 2060 titles.

The demand for this collection continues to increase and in 2015/16 the number of DVD titles held had increased from the 2014/15 figure of 6242 to 7303 with loans increasing from 49,363 (2014/15) to 52,926. The purchase of DVDs is being supplemented with noticeably more DVDs included in donations to the library.

The Standing Order which was first established with a major DVD supplier in 2013 continues to ensure purchase of a balanced collection, with a monthly supply as follows:

Music DVD	3
Movie DVD New	15
Movie DVD Classic	2
World Film DVD	3
Children DVD	15
Lifestyle DVD	5
Documentary DVD	6
TV Series DVD	8
ABC/BBC/SBS	8
Anime	4
Seasonal	12 yearly

The same supplier also visits Regional Services on aa annual basis with additional titles for selection, and has a web presence which will be used for locating titles that are requested by customers.

Combined with continued purchasing and the selection of quality DVD donations, the Clarence Regional Libraries continue to offer a regular supply of quality DVDs to borrowers. The service has established itself as a lender of a wide variety of DVDs including Movies, Childrens and Teens DVDs, Television series,

documentaries, travel, cooking and Music DVDs, and is supplementing the standing order with selections of quality titles from supplier lists and donations.

Prepared by	Marty Williams – Team Leader (Collections & Reference)
Attachment	NIL

ITEM: 8.5   No. 3/17 – DIGITAL LITERACY SURVEYS

Meeting:	Clarence Regional Library Committee	26 October 2017
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides information on the results and recommendations of the Digital Literacy Surveys which were delivered to staff and users of the Clarence Regional Library.

OFFICER'S RECOMMENDATION

That the Committee acknowledge the results of the digital literacy surveys that were delivered to staff and Library users, and supports the development of training and awareness programs to fill the knowledge gaps that were identified..

BACKGROUND

The eSmart initiative, is a collaboration between Telstra and the Alannah and Madeline Foundation, provides a framework of steps that libraries work through in order to obtain accreditation. With this accreditation libraries can badge themselves as safe environments where library members and staff operate within a culture of positive technology usage, supported by skills and appropriate policies and procedures.

Clarence Regional Libraries commenced working through the eSmart framework in mid-2016 with actions including reviews of policies and values, membership agreements and computer, internet and Wi-Fi usage agreements.

In December 2016 a Digital Literacy Survey was offered to both Library staff and community members to assess the knowledge of internet users within the library, as a step towards eSmart accreditation.

The results from these surveys have been analysed and a separate report produced for each users group (staff and community). Gaps in knowledge were identified and the reports provide recommendations for the training needs of both groups, which is the next stage of the eSmart process.
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Prepared by	Marty Williams – Team Leader (Collections & Reference)
Attachment	2016 Digital Literacy Survey report – Library users
	2016 Digital Literacy Survey Report – Library staff

ITEM: 8.6   No. 3/17 – REGIONAL SERVICES STAFF CHANGES

Meeting:	Clarence Regional Library Committee	26 October 2017
Reviewed By:		
Attachment:		

REPORT SUMMARY

This report provides information on the changes to staff in the Regional Services of the Clarence Regional Library.

OFFICER'S RECOMMENDATION

That the Committee note the changes to staff in the Regional Services of the Clarence Regional Library.

BACKGROUND

In order to facilitate a transition to retirement, a reduction in hours has been arranged at the request of the Team Leader (Collection & Reference) Grade 10. The new permanent part time hour's arrangement commenced from the week beginning 11 September 2017. The hours will be 21 in total worked over Wednesday, Thursday and Friday. The focus of the position will continue to be collection management.

The remaining 14 hours of the original position will be filled internally as a trial rearrangement of duties to reflect changing operational needs in both the CRL and CVC library sections. The focus of the 14 hours will be developing and delivering programmes and promotional activities for library clients that increase awareness and usage of the library as an informational portal. This work will be undertaken by the Team Leader (Libraries East) Grade 9.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	NIL

ITEM: 8.7   No. 3/17 – QUARTERLY INCOME AND EXPENDITURE SHEETS

Meeting:	Clarence Regional Library Committee	26 October 2017
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides information on the progress of the Budget for the year to date and 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 Quarterly Income and Expenditure Sheet is noted by the Committee.

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

The 4th Quarter report for FY 2016-17 is an estimate only based on actuals to 30.6.17, this is due to the EOFY processing not yet being completed for CVC, however it does give a picture of the preserved CRL Reserve.

The first report for the 2017-18 FY is also attached and is based on the Original budget for this year.

Points to consider:

- Reducing the promotions budget from CRL Reserve back to $12,000 is recommended in order to continue to assist in preserving a CRL Reserve into the future so that redundancies, RFID maintenance and other items agreed to can continue to be funded from this source. Last Financial year we spent $12,580 on marketing collateral and initiatives, a breakdown of expected promotional needs has been determined to accommodate the $12,000 amount which includes marketing collateral development, merchandise for Book Week, National Simultaneous Storytime and Summer Reading Club, eNewsletter distribution costs, targeted youth events and newspaper advertising.
- Subscriptions/ Databases – for the last 3 years we have paid for CollectionHQ from the CRL Reserve fund ($12,500). This subscription allows staff to measure the use of individual items in the collection,

determine if it needs replacing, weeding or rotation to another location. This has resulted in items in the collection being utilised more effectively over the course of their lifecycle. This subscription would have been renewed in September 2017. The Spydus LMS recently developed a similar module which is now available, along with the introduction of a powerful new reporting module (also recently developed) we are able to sign up for the next 3 years at a cost of approximately $8,100 per year. This is a saving of $4,400 per year with the added advantage of the data being updated daily rather then weekly (as in CollectionHQ). The reports for replacement, weeding and rotation provide the same data as CollectionHQ. The Reporting Module has been developed to include the State Library's reporting requirements, this has previously not been available and the reporting process has been convoluted and unwieldy, this now enables the annual reporting to be streamlined and simplified.

- As a result of the use of CollectionHQ for effective Collection management, we have been able to utilise library shelf stock more effectively and coupled with our purchasing levels over the last 5 years we now have stock levels that have reached our maximum shelf space for the size of our libraries. It is recommended that for the short term we set the book vote budget to $250,000 from our operational income. This will allow the ongoing purchase of items of high value to our communities but will ensure we have adequate shelf space by reducing the number of multiple copies purchased. We will focus on variety of titles and not multiple copies excepting where demand dictates.

- Freight and cartage budget is $19, 500 this is an increase on last year to accommodate the additional movement of stock between libraries as a result of the successful rotation of stock based on the CollectionHQ reports.

- Telephone costs have been negotiated down so a reduction to $6,000 on the budget here has been warranted.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	4th Quarter income and expenditure sheet 2016/17 & initial 2017/18 budget

ITEM: 9.1   No. 3/17 – CRL REVIEW: STATE LIBRARY NSW
Meeting: Clarence Regional Library Committee   26 October 2017
Reviewed By:
Attachment: yes

REPORT SUMMARY

This report provides information on the Review of the Clarence Regional Library undertaken by the State Library of NSW on request.

> **OFFICER RECOMMENDATION**
>
> That the report on the Review of the Clarence Regional Library is noted and the recommendations are progressed by the Regional Library where resources allow.

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

At the Clarence Regional Library's Assessment and Compliance visit from the State Library of NSW in November 2016 it was noted that it was 10 years since the previous State Library Review of the Regional Service and that it would be useful and timely to revisit the process to gauge in detail how the service has progressed and where the library's direction should proceed into the future.

There were originally 46 recommendations in the 2006 Review which helped form the Regional Library's Strategic Plan and Strategic Action Plan. This current Review contains 21 Recommendations as summarised below:

Key Recommendations

Plan for future library buildings
   1. Commence planning for new or extended libraries for Iluka, Maclean, Yamba, Dorrigo and Urunga.

2. Consult Mobile & Outreach Services, NSW public libraries: Practice, standards and guidelines for ideas for services and pop-ups1

Opening hours
3. Plan to extend the opening hours at Grafton Library
4. Open Bellingen Library on Monday and Maclean Library on Wednesday using the existing staffing, or consider providing outreach on these days.

Local factors
5. Consider investigating partnerships with Headspace, local health care providers, agricultural groups, and other potential partners.

Maker spaces, digital skills, economic benefits
6. Investigate maker related partnerships to connect the library and the community.
7. Work at increasing library connections with the local Aboriginal land councils and other relevant groups.
8. Investigate connecting with Indigenous digital excellence.

Staffing levels
9. Clarence Regional Library work towards increasing the FTE, with the median of one staff member per 3000 people as the goal.
10. Clarence Regional Library work towards increasing the number of qualified staff to 6.4 FTE.

Staff roles
11. It is recommended that additional technology training be provided to library staff with the aim of increasing the skills of all library staff, building capacity across the network.
12. It is recommended that regular reference training updates are provided to staff.

Use of volunteers
13. It is recommended that the use of volunteers in the libraries comply with the ALIA Statement on voluntary work in library and information services

Communication
14. Extend the trial of videoconference for some of the meetings of library staff.

Collection management
15. It is recommended that the Find legal answers collection is regularly updated based on the information provided from the State Library of NSW
16. It is recommended that the sign for Aboriginal Studies is changed to Aboriginal collection or Aboriginal resource collection.

Collection performance
17. It is recommended that the purchasing ratios are altered to increase the size of higher performing collections. In particular, there should be slight increases in expenditure for junior (all formats), fiction (all age groups), and periodicals. This increase can be funded by a slight decrease in expenditure on adult non-fiction.
18. It is recommended that the collecting profile for the non-fiction collection is reviewed to better reflect the interests of the community.

Collection management processes
19. It is recommended that where possible non-fiction records are obtained as part of purchasing items.

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[1] *Mobile & Outreach Services, NSW public libraries: Practice, standards and guidelines* State Library of NSW, 2015 http://www.sl.nsw.gov.au/sites/default/files/mobile_outreach_services.pdf [accessed 11 September 2017]

20. It is recommended that scoping is done to plan for collecting digital photographs and ephemera.
21. It is recommended that other aspects of the collection management cycle (cataloguing and processing) are investigated with suppliers to evaluate whether there would be a financial benefit in outsourcing in order to redirect resources to direct client services.

Of these recommendations those highlighted in <mark>yellow</mark> relate specifically to a branch or council library service while the other recommendations are a Regional Services responsibility. In regard to recommendation 13: *Use of Volunteers* it is noted that the detailed commentary of the report is specifically referring to the situation in Urunga Library, this particular situation would be addressed at the local council level.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Clarence Regional Library: Review for future planning

A survey of Clarence Regional Library Users to measure their digital literacy and cybersafety skills

Alannah & Madeline Foundation

eSmart Libraries

Report dated August 2017

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

Background

The Clarence Regional Libraries are a key provider of technology and internet access to the community for many purposes including research, social media and entertainment. As 'safe places' a key role for libraries is to provide guidance and support for library users so that they can use digital technologies confidently and safely while avoiding cyber-risks such as scams and cyberbullying. eSmart helps reduce the digital divide by empowering staff and users to navigate the online world in a safe, smart and responsible way

eSmart, a collaboration between Telstra and the Alannah and Madeline Foundation, provides a framework of steps that libraries work through in order to obtain accreditation. With this accreditation libraries can badge themselves as safe environments where library members and staff operate within a culture of positive technology usage, supported by skills and appropriate policies and procedures.

Clarence Regional Libraries commenced working through the eSmart framework in mid-2016 with actions including reviews of policies and values, membership agreements and computer, internet and wifi usage agreements. In December 2016 a Digital Literacy Survey was offered to both Library staff and community members to assess the knowledge of internet users within the library. The questions differed between the two surveys to reflect the different groups targeted.

As part of the progression towards eSmart accreditation for the Clarence Regional Libraries, a survey was developed using the resources available on the eSmart Libraries portal. Clarence Regional Library community members were invited to complete the survey in October 2016. This will move us further towards accreditation as well as identifying gaps in training needs.

Promotion

The survey was made available online via SurveyMonkey and in print format for completion during October 2016. The survey was promoted through press release, website and social media.

At the end of October all print entries were entered into SurveyMonkey online in order to generate analytical statistics and determine the gaps in community digital literacy knowledge. A total of 135 community members responded.

Findings and comparisons

The following is a summary of the major findings to come out of the survey, with possible interpretations of these, and recommendations based on these.

Gender

1. As evidenced from the response, the majority of Clarence Regional Library community members completing the survey (79%) were female.

Age

2. The majority of community members (45%) at the time of the survey were in the 56-65 year old age group

3. Only 11% were under 36 years old, while 12.7% were over 66 years. ABS figures for 2014-15 suggest that this age group has the lowest take-up of information technology, which may effect the survey results.

This noticeable bias towards more senior community members reflects the ageing population of Australia and the local region. For instance the 2016 census showed that 23% of the Grafton population is over 55.

Recommendations:

1. The high numbers of respondents in the 36+ age bracket suggests that any training should be targeted toward the adult population.

2. However, younger people should be made aware of issues such as cyberbullying etc and should not be excluded.

Technologies used

1. The main use of technology by respondents is via either a PC or laptop at their home, with 80% having this as their regular means of access.

2. Similarly, respondents stated that they access the internet mainly through their home access with 81% regularly using this form of access.

3. The second most prevalent use of technology is via a mobile device (smartphone or tablet). As the emphasis for the library's e-resources is via apps, the familiarity of library users with these devices should assist with their take up and knowledge of these resources.

4. Conversely, relatively few respondents (18%) use dedicated eReaders such as Kindles or Kobos. This technology is decreasing in popularity with the take-up of smartphones.

5. Gaming consoles are generally not used by respondents, with only 4.39% stating that they use these regularly and 43% never using them.

Recommendations:

3. The low usage of gaming consoles implies that the older age groups are not utilising these technologies to a significant degree.

4. The relatively low usage of the internet in libraries or public spaces by respondents implies that training should to at least some degree be accessible to library members from their home computers.

Mobile phone usage

1. Library users primarily use their mobile phones for the more traditional functions of texting and making phone calls.

2. Accessing apps, calendars and GPS are the primary less traditional reasons survey respondents use their mobile phones.

3. Game playing, listening to music and watching movies are a quite low priority for library users, as indicated by the survey results

Recommendations:

1. The relatively low usage of mobile phones and smartphones for functions other than traditional operations of phone calls and texting implies the need for more awareness of using these devices for accessing e-Resources offered by the library.

2. The above may be covered by the 'internet access' and the 'downloading and using apps' response so more specific questions may need to be explored.

Social networking

1. The use of different social networking services is highly variable and these survey results reflect the situation with library users as of October 2016. This may have changed in the months since the survey was delivered.

2. The main social media site used is Facebook, with 54% of respondents stating that they use this regularly and 24% using it sometimes. This corresponds with Social Media usage research, such as Social Media News which lists Facebook as the most prevalent in Australia with 17 million active Australian users in Australia in April 2017.

3. As a similar parallel, both this survey and the Social Media News show YouTube as the second most popular social media platform. 42% of respondents use YouTube regularly and 41% sometimes.

4. Instagram is the third most popular Social Media platform used by Clarence Regional Library users with 25% using this regularly and 23% sometimes. This third rating also corresponds with national statistics as identified by Social Media News.

Recommendations:

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

1. While social media usage is a personal decision, the relatively low usage by respondents (54% Facebook usage being the highest), these results suggest that some awareness training on the different social media platforms may be of benefit. This would increase awareness of these platforms.

Privacy settings

1. Library users completing the survey show an awareness of the importance of utilising privacy settings for social networking sites. 74% of respondents have changed their privacy settings to ensure security. This is encouraging in terms of digital security but doesn't negate the need for more awareness training.

2. However, this still leaves 20% of respondents who have not utilised these settings either by choice or through a lack of awareness.

Recommendations:

1. Despite the 20% figure, training for library users on the implications of not using privacy settings and the process of using these is important to ensure a strong working awareness of this amongst all.

Online Games

1. As indicated above, very few library users in the age groups responding to this survey are users of gaming, including online gaming. 70 borrowers responded to the question on online gaming and 65 skipped the questions.

2. Of these, 19% only participate in online gaming with people that they know in real life always and 19% sometimes.

3. 19% sometimes play online games with people that they don't know, while 78% never do this.

4. Similarly 77% of respondents never play online gaming with the chat feature turned on.

5. These results suggest a good awareness of the need to maintain privacy when using online gaming amongst library users but again doesn't rule out the need for more awareness training.

Recommendations:

1. As the results indicate a low usage of online gaming amongst library users, it is strongly recommended that awareness training in the risks involved in this practice is delivered to all.

2. Also due to the lack of awareness of online gaming the above mentioned training would include an overview of the different forms of online gaming and the means of

accessing them.

Online posting

1. While 32% of survey respondents stated that they haven't posted online, the remainder have posted using one of the options given.

2. Of these, the majority (50%) of these postings were postings of profiles on Facebook. Again, this corresponds with statistics showing Facebook as the most popular social media platform.

3. 35% of respondents stated that they had posted to an online photo album. While the question didn't clarify which platform was used for this it is assumed that the majority would have been through Facebook or Instagram. This is a process which often receives requests for guidance in the Tech Time sessions delivered at libraries, so it is encouraging that a good percentage of borrowers are familiar with it.

4. Of the other posting options, figures for posting online characters, film or video, curriculum vitae blogs and websites were very similar with around 17-20% of respondents using these.

Recommendations:

1. The relatively high percentage of survey respondents who haven't posted online (32%), suggest that some awareness training for various aspects of this be offered. This will help community members to increase their awareness of the processes.

2. In addition to the above, the training should include awareness of the security and other implications inherent in posting personal information, photos etc to any online platform, for increased digital safety awareness.

Clarence Regional Community Digital Literacy Survey - 2016

Major data responses from the survey
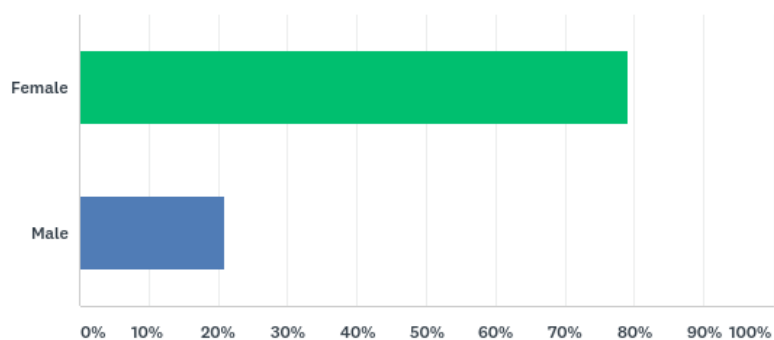
Q1 What age group are you in?
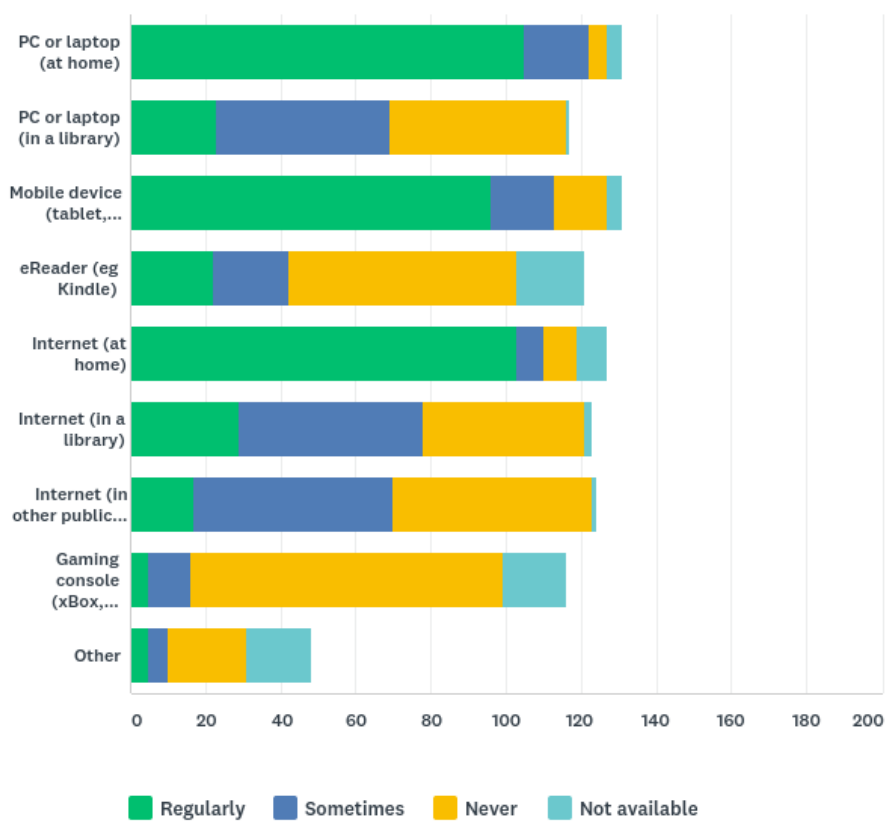
Answered: 134   Skipped: 1
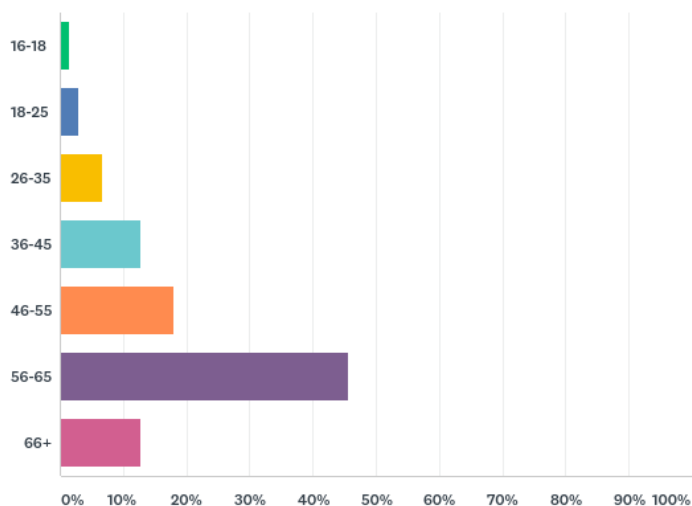
Q2 What is your gender?

Answered: 124   Skipped: 11

Q3 How often do you use these technologies?

Answered: 134   Skipped: 1

Q4 If you have a mobile phone, what do you use it for?

Answered: 131   Skipped: 4
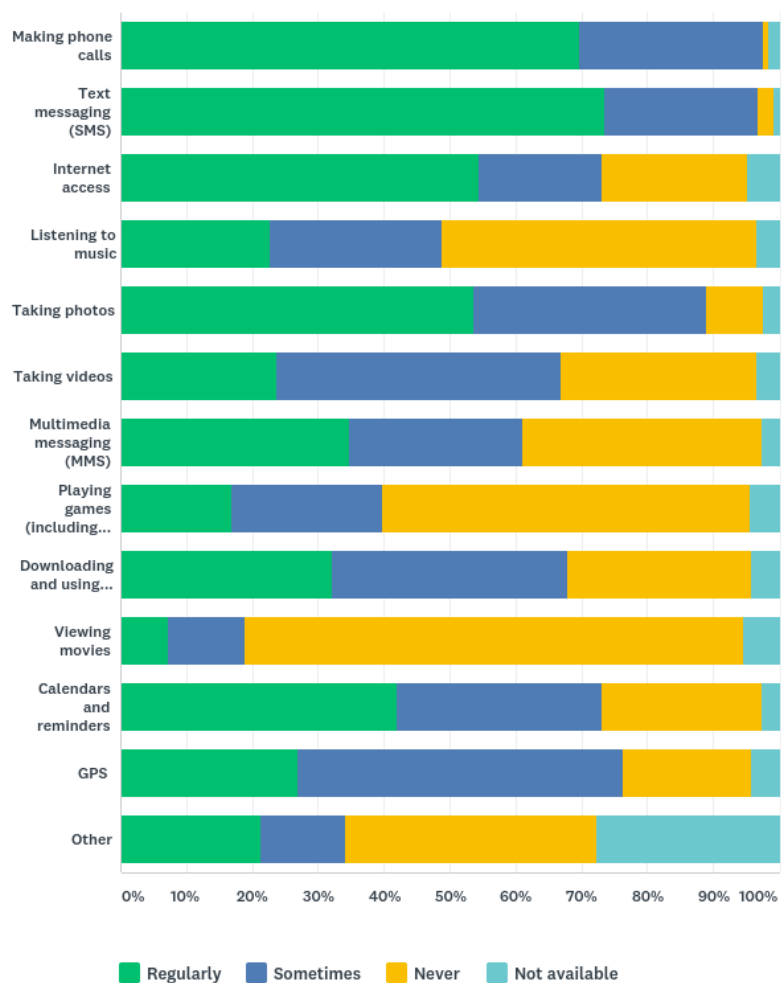
Legend: Regularly, Sometimes, Never, Not available

Q5 How often do you use these social networking sites?

Answered: 130   Skipped: 5
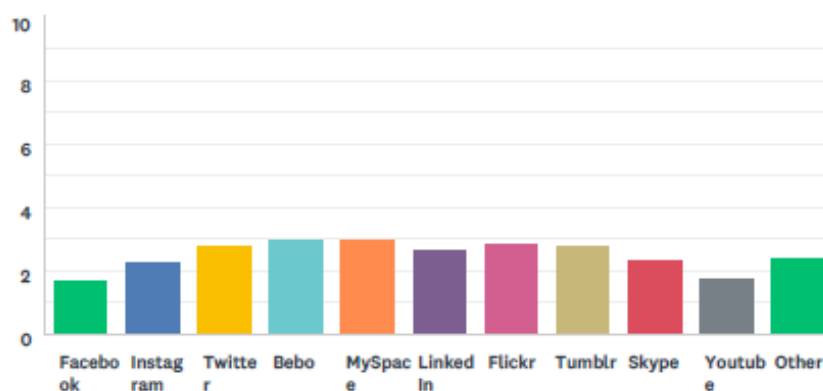
	REGULARLY	SOMETIMES	NEVER	TOTAL	WEIGHTED AVERAGE
Facebook	54.03% 67	24.19% 30	21.77% 27	124	1.68
Instagram	25.00% 20	23.75% 19	51.25% 41	80	2.26
Twitter	5.66% 6	16.04% 17	78.30% 83	106	2.73
Bebo	1.90% 2	1.90% 2	96.19% 101	105	2.94
MySpace	2.86% 3	0.00% 0	97.14% 102	105	2.94
LinkedIn	6.73% 7	20.19% 21	73.08% 76	104	2.66
Flickr	2.91% 3	8.74% 9	88.35% 91	103	2.85
Tumblr	5.88% 6	8.82% 9	85.29% 87	102	2.79
Skype	11.01% 12	43.12% 47	45.87% 50	109	2.35
Youtube	42.35% 36	41.18% 35	16.47% 14	85	1.74
Other	25.71% 18	10.00% 7	64.29% 45	70	2.39

Q6 If you have a social networking (eg Facebook) profile, have you used the privacy settings?

Answered: 108   Skipped: 27
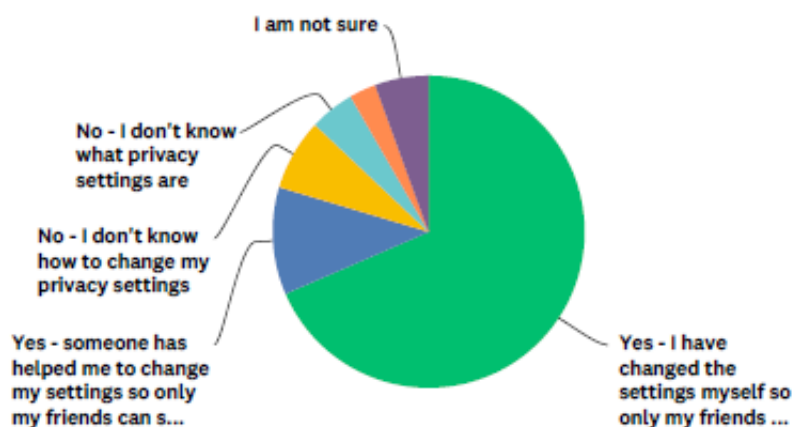
ANSWER CHOICES	RESPONSES	
Yes - I have changed the settings myself so only my friends can see my profile	68.52%	74
Yes - someone has helped me to change my settings so only my friends can see my profile	11.11%	12
No - I don't know how to change my privacy settings	7.41%	8
No - I don't know what privacy settings are	4.63%	5
No - I have decided not to use privacy settings	2.78%	3
I am not sure	5.56%	6
TOTAL		108

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

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A survey of Clarence Regional Library Staff to measure their digital literacy and cybersafety skills

Alannah & Madeline Foundation | eSmart Libraries

Report dated August 2017

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Background

The Clarence Regional Libraries are a key provider of technology and internet access to the community for many purposes including research, social media and entertainment. As 'safe places' a key role for libraries is to provide guidance and support for library users so that they can use digital technologies confidently and safely while avoiding cyber-risks such as scams and cyberbullying. eSmart helps reduce the digital divide by empowering staff and users to navigate the online world in a safe, smart and responsible way

eSmart, a collaboration between Telstra and the Alannah and Madeline Foundation, provides a framework of steps that libraries work through in order to obtain accreditation. With this accreditation libraries can badge themselves as safe environments where library members and staff operate within a culture of positive technology usage, supported by skills and appropriate policies and procedures.

Clarence Regional Libraries commenced working through the eSmart framework in mid-2016 with actions including reviews of policies and values, membership agreements and computer, internet and wifi usage agreements. In December 2016 a Digital Literacy Survey was offered to both Library staff and community members to assess the knowledge of internet users within the library. This will move us further towards accreditation as well as identifying gaps in training needs.

As part of the progression towards eSmart accreditation for the Clarence Regional Libraries, a survey was developed using the resources available on the eSmart Libraries portal. All staff of the Clarence Regional Library completed the survey in 2016.

Promotion

Library staff were made aware of the survey through an all staff email.

The survey was made available online via SurveyMonkey and in print format for completion during November 2016. Following this all print entries were entered into SurveyMonkey online in order to generate analytical statistics and determine the gaps in staff knowledge. A total of 24 staff responded.
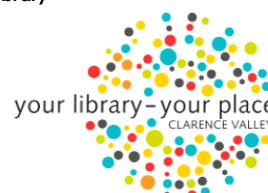
Findings and comparisons

The following is a summary of the major findings to come out of the survey, with possible interpretations of these.

Gender

1. As evidenced from the responses, the majority (96%) of Clarence Regional Library staff are female.

Age

2. The majority of staff (37.5%) at the time of the survey were in the 40-50 year old age group, with the second largest group (33.3%) in the 51-61 age bracket.

3. Only 20% were under 40 years old, while 42% were over 51 years. ABS figures for 2014-15 suggest that this older age group has the lowest take-up of information technology, which may effect the survey results.

This noticeable bias towards more senior library staff members reflects the ageing population of Australia and the local region. For instance the 2016 census showed that 23% of the Grafton population is over 55.

Confidences

1. All staff stated that they were very confident with the general operations of a personal computer (e.g. open, shut down, manage settings, access and use applications).

2. The majority of staff (80%) stated that they were very confident with operating word-processing applications.

3. The level of confidence dropped significantly in the question of operating digital devices such as digital cameras, eReaders etc and their connectivity. 46% of staff were very confident with this while 50% stated they were somewhat confident and 4% not very confident.

4. Again there was a drop in confidence levels in using spreadsheet applications with only 29% of staff being very confident, 42% somewhat confident and 29% not very confident.

5. Half of staff responding were somewhat confident with operating presentation packages such as Powerpoint, with which 37.5% were very confident.

6. The staff confidence in using personal productivity tools such as calendars and contact management was interestingly identical to the usage of spreadsheet applications, implying a group of staff exists that have a stronger affinity for administration-type tasks.

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Recommendations:

1. While all staff would be capable of assisting community members with general PC usage, there is a need for training amongst 50% of staff in the use of digital devices. This is significant with the trend towards more usage of hand-held devices and away from desktop technologies.

2. The 50/50 split in staff confidence in operating digital devices implies an area that needs a good degree of staff training, as use of these is critical for assisting community members with eResource collection access.

3. There is a potential for peer-to-peer in-house training on such technologies as spreadsheet, presentation and productivity tools with the split of staff that have high levels of confidence and those who could use training.

Mobile phone usage

1. As found in the library users digital literacy survey, library staff primarily use their mobile phones regularly for the more traditional functions of texting (91%) and making phone calls (86%).

2. The second most regular usage of mobile phones amongst staff is for taking photos with 78% stating that they do this regularly. This parallels the high demand for instruction on this and managing photos from attendees at the library Tech Time sessions.

3. The very general category of 'internet access' accounts for 66% of regular mobile phone usage amongst library staff. Presumably this includes the use for accessing social media.

4. Game playing, taking videos and listening to music are a reasonably low priority for staff phone usage while very few staff view movies on their mobile phones.

Recommendations:

1. The relatively low usage of mobile phones and smartphones for functions other than traditional operations of phone calls and texting implies the need for more staff awareness of using these devices for accessing eResources offered by the library.

2. The high use of mobile phones for taking photos implies that staff should be capable of assisting the many users who have this as an enquiry at the Tech Time sessions. This knowledge could be formalised through staff training which would include managing photos through organising albums etc.

Social networking

1. The use of different social networking services is highly variable and these survey results reflect the situation with Clarence Regional Library staff in November 2016. This may have changed in the months since.

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2. The main social media site used by staff is Facebook, with 61% of staff stating that they use this regularly and 26% using it sometimes. As with the library user survey, this corresponds with Social Media usage research, such as Social Media News which lists Facebook as the most prevalent in Australia with 17 million active Australian users in Australia in April 2017.

3. Not surprisingly the second most popular social media platform used by staff is Instant Messaging, which is a component of Facebook. 38% of staff use this regularly and 23% sometimes.

4. The other social media platforms offered in this questions are used very infrequently by staff, if at all.

Recommendations:

1. While social media usage is a personal decision, the relatively low usage by staff (61% regular Facebook usage being the highest), suggests that some awareness training on the different social media platforms would be of benefit. This would give staff the knowledge to assist community members with their awareness of these platforms.

Privacy settings

1. Library staff show an awareness of the importance of utilising privacy settings for social networking sites. 68% of are very confident with changing their privacy settings to ensure security, and 28% somewhat confident. This is encouraging in terms of staff giving guidance to library users.

Recommendations:

1. Despite the high level of confidence, training for all library staff on the implications of not using privacy settings and the process of using these is important to ensure all staff can assist community members with awareness of this.

Locating information online

1. As would be hoped, all staff are very confident with the basic process of following hyperlinks when navigating the internet.

2. 68% of Clarence Regional Library staff are very confident with browsing indexes and links to find the correct information, and 32% are somewhat confident. This is encouraging in terms of staff carrying out internet research.

3. 68% are also very confident with speed reading web pages for relevance, but 9% stated that they were not very confident at this. This is a skills that is learnt through experience but some training could assist.

4. 77% of library stated that they are very confident and 23% somewhat confident with effective and efficient use of search engines. Along with the question re browsing indexes this is possibly something that would need to assess in a workshop situation.

5. As a contrast, only 50% of staff were very and 36% somewhat confident with using advanced search engine techniques such as Boolean logic. 13.6% were not very confident with these strategies. The response for newsfeed and podcast usage was similar.

Recommendations:

1. Despite staff stating high levels of confidence with the more detailed skills of online searching, these judgements can be a personal measure. This and the variation in confidences in the higher levels skills such as use of advance search options suggest that staff training in deeper web and search engine research would be valuable.

Using online information

1. While there is some variation amongst staff with the different activities involved in using online information, generally the confidence was seen to be quite high.

2. 83% or staff are were very confident and 17% somewhat confident with printing part of a web page or document.

3. 69.6% were confident with annotating and highlighting a document on screen, while 17.4% stated noted being very confident with this procedure.

4. Of the activities listed, working with podcasts was the lowest in terms of staff confidence with only 27% being very and 27% somewhat confident with this.

5. While nearly 50% of staff stated being very confident with organising and classifying bookmarks and downloaded files, a significant 22% were not very confident with this. As this is a very useful aspect of organising web navigation, this is a relevant result for library staff training needs.

6. The response for sharing weblinks (URL's) by email or social bookmarking were similar to that of organising bookmarks, again highlighting a training need.

7. A significant 43.5% of staff were not very confident with legally sharing files with others, while 52% were very confident.

8. The knowledge of converting documents to pdf was encouraging with 78.26% of staff being very and 17.4% somewhat confident with this task. Most CVC staff received training in this recently as part of their timesheet submission, so it is presumed that this created a high awareness.

Recommendations:

1. Podcasts have been available since 2000, and according to some reports are increasing in popularity, so it would be useful for an increased staff awareness of these considering the lack of knowledge shown in this survey.

2. The significant numbers of staff with low confidence in managing bookmarks, downloaded files and weblinks has highlighted a need for training in all of these tasks. These are the types of tasks that are essential for good internet research and a strong knowledge amongst library staff is important for assisting library users.

3. For reasons of security and legality, it is also important for staff to have a good awareness of file sharing procedures and implications. Again the fact that 43.5% of staff were not very confident with this shows a need for training.

Creating online information

1. According to results, this is the area requiring the most training for staff with most questions giving higher numbers of staff showing little confidence.

2. Only 21.75% of staff were very and 30.43% somewhat confident with writing a web page or blog entry, with 48% not being very confident with this process.

3. 65% of staff were very or somewhat confident with sharing and writing a document as part of a group. This would be more of an administrative task for staff but some knowledge is useful for assisting library users.

4. A higher percentage (39%) of staff were very confident with adding comments to web based documents such as web pages, forums and logs. Interesting the same percentage (34.8%) were not very confident with both this and sharing documents.

5. There was an even split between staff who had some experience with starting and managing an online discussion. 13% were very confident with this and 39% somewhat confident.

6. 43.5% of staff were not very confident with recording audio and video and 65% were not very confident with editing this format.

Recommendations:

1. Many of the questions asked in this section relate to tasks that customer service staff may have little requirement for in the work duties, however they are all skills that library users are likely to look towards staff for assistance.

2. 35% of staff were not confident with participating in document sharing, web pages, forums or blogs and 48% were not confident with managing online discussions. Libraries are a public space providing access to these communications and networking technologies and it is important that all staff can assist library users with confidence.

Digital concepts

1. An encouraging 48% of staff stated that they were very confident with their knowledge of the digital literacy lifecycle, and 35% were somewhat confident. This leaves 17.39% not very confident in their knowledge of this important aspect of digital literacy.

2. An identical 17.39% of Clarence Regional Library staff were not very confident in their knowledge of ownership around online content.

3. Only 8.7% of staff were not very aware of the implications on copyright of copying and sharing online information and files. While a small number, it is still an area that all library staff should be familiar with.

4. Similarly, the knowledge of controlling privacy, security and access permissions of personal online content is critical for library staff when assisting members of the public with their internet navigation. 37% of staff stated that they were very confident with this knowledge but 18% were not very confident.

5. While 52% were very confident in their awareness of the trustworthiness of online sources, it is of concern that 13% were not very confident. This is, again, a critical area of knowledge for library staff.

6. Another area of concern is that 17.4% of library staff were not very confident in their knowledge of using other peoples work without permitting plagiarism.

Recommendations:

1. This section deals with many of the issues around online security and the legal issues involved in accessing online resources. Generally staff confidence was seen to be good but percentages in the high teens for staff who were not very confident indicates the need for training in all areas mentioned.

2. For legal and personal safety reasons is critical that staff are confident in their knowledge of information ownership and copyright, online privacy and security and the actions needed to ensure compliance and safety. The fact that any staff were not very confident with these areas highlights a real training need.

3. Similarly, whether carrying out their own research or assisting library users with online research it is critical that staff are confident in their knowledge of the trustworthiness of online sources and the methods of evaluating online information. It is equally important for staff to be aware of the implications of plagiarism.

Posting online

1. While 32% of Clarence Regional Library staff stated that they haven't posted online, the remainder of respondents have posted one of the options given.

2. Of these, the majority (50%) of these postings were postings of profiles on Facebook. Again, this corresponds with statistics showing Facebook as the most popular social media platform.

3. 35% of staff stated that they had posted to an online photo album. While the question didn't clarify which platform was used for this it is assumed that the majority would have been through Facebook or Instagram. This is a process which often receives requests for guidance in the Tech Time sessions delivered at libraries, so it is encouraging that staff are familiar with it.

4. Of the other posting options, figures for posting online characters, film or video, curriculum vitae blogs and websites were very similar with around 17-20% of respondents using these.
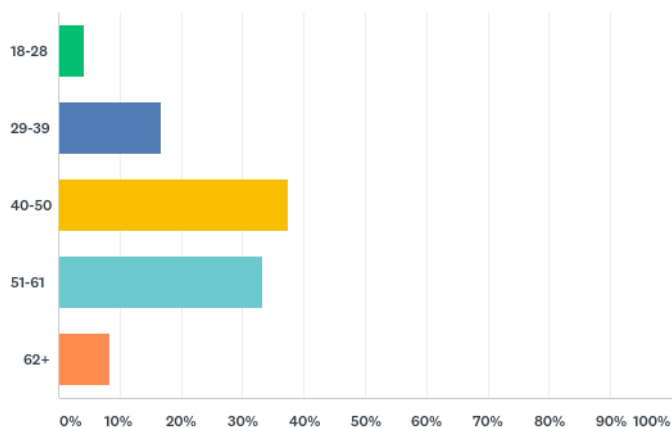
Recommendations:

1. The relatively high percentage of library staff who haven't posted online (32%), suggest that some awareness training for various aspects of this be offered to all staff. This will help staff to increase the awareness of the processes when dealing with borrowers.

2. In addition to the above, the training should include awareness of the security and other implications inherent in posting personal information, photos etc to any online platform, again in order for staff to assist customer awareness.

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Clarence Regional Staff Digital Literacy Survey - 2016

Major data responses from the survey

Q1 Age

Answered: 24   Skipped: 0

Q2 Gender

Answered: 24   Skipped: 0

Q4 How confident are you with:

Answered: 24   Skipped: 0

|	VERY	SOMEWHAT	NOT VERY	TOTAL
Operating a personal computer (e.g. open/shut down, manage settings, access and use applications)	100.00% 24	0.00% 0	0.00% 0	24
Operating word-processing applications (e.g. create documents, customise, format, add tables/images, print)	79.17% 19	20.83% 5	0.00% 0	24
Using digital devices (e.g. digital cameras, eReaders, preparing for use, setting up, access and use basic connectivity devices)	45.83% 11	50.00% 12	4.17% 1	24
Operating spread-sheet applications (e.g. create, customise, embedding formulas, using filters and summaries)	29.17% 7	41.67% 10	29.17% 7	24
Operating presentation packages (e.g. create, customise,format, add/remove slides, print)	37.50% 9	50.00% 12	12.50% 3	24
Using personal productivity tools (e.g. calendar and contact management, meeting requests, distribution lists)	29.17% 7	41.67% 10	29.17% 7	24

Q5 How often do you use your mobile phone?

Answered: 23   Skipped: 1
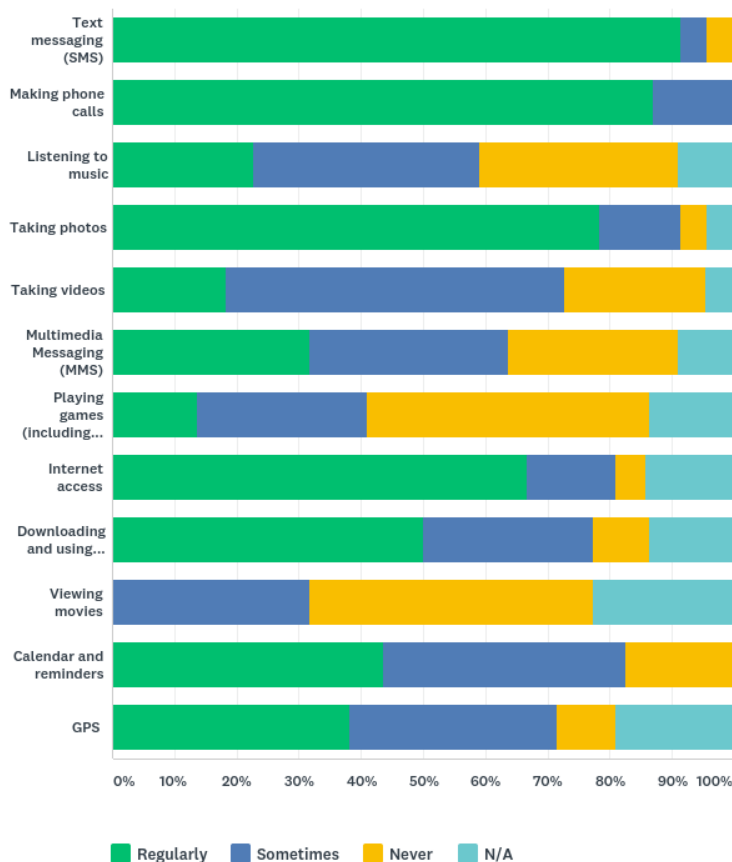
Clarence Regional Library: Bellingen, Dorrigo, Grafton Iluka, Maclean, Urunga, Yamba and Mobile Library
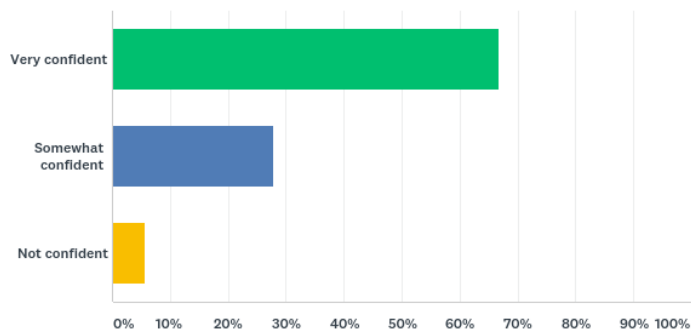
Clarence Regional Staff Digital Literacy Survey - 2016

Q6 How often do you use these social networking technologies?

Answered: 23   Skipped: 1

Legend: ■ Often   ■ Sometimes   ■ Never
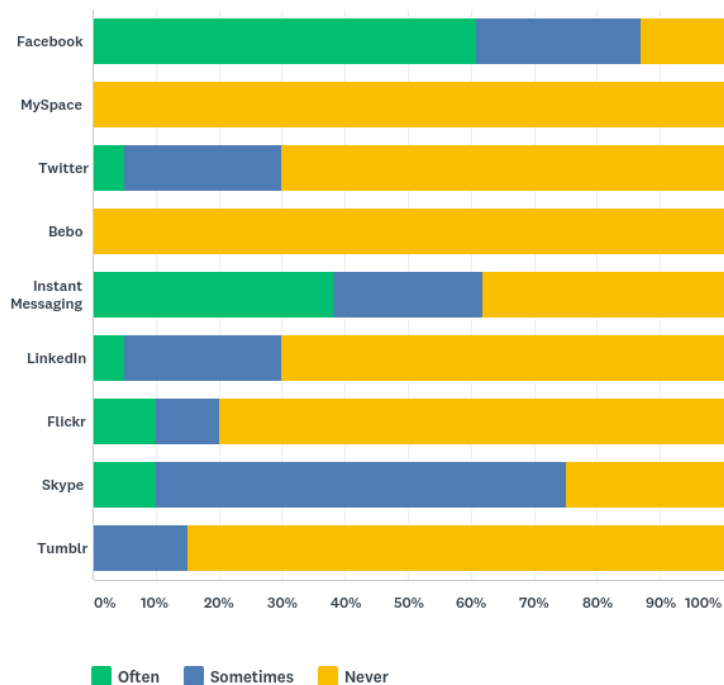
Q7 If you have a social networking profile, are you confident in using the privacy settings?

Answered: 18   Skipped: 6

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

Q8 In regard to finding information online, how confident are you with:

Answered: 22   Skipped: 2

	VERY	SOMEWHAT	NOT VERY	TOTAL
Following Hyperlinks	100.00% 22	0.00% 0	0.00% 0	22
Browsing through indexes and links to search for specific information	68.18% 15	31.82% 7	0.00% 0	22
Speed-reading a web page to quickly access its relevance to you search	68.18% 15	22.73% 5	9.09% 2	22
Using search engines efficiently and effectively	77.27% 17	22.73% 5	0.00% 0	22
Using advances search options (AND, OR, quotation marks etc.)	50.00% 11	36.36% 8	13.64% 3	22
Subscribing to a news feed or podcast feed to get updates	54.55% 12	18.18% 4	27.27% 6	22

Q9 Using online information. How confident are you with:

Answered: 23   Skipped: 1

	VERY	SOMEWHAT	NOT VERY	TOTAL
Printing part of a web page or document	82.61% 19	17.39% 4	0.00% 0	23
Annotating and highlighting a document on screen	69.57% 16	13.04% 3	17.39% 4	23
Recording a text from the web in notes and identifying the source	52.17% 12	8.70% 2	39.13% 9	23
Downloading podcasts and podcasts to a portable player	27.27% 6	27.27% 6	45.45% 10	22
Organising and classifying bookmarks and downloaded files	47.83% 11	30.43% 7	21.74% 5	23
Sharing a URL by email or social bookmarking	56.52% 13	21.74% 5	21.74% 5	23
Sharing files (legally) with others	52.17% 12	4.35% 1	43.48% 10	23
Converting a document to PDF format	78.26% 18	17.39% 4	4.35% 1	23

Bellingen Shire COUNCIL

clarence VALLEY COUNCIL

your library–your place CLARENCE VALLEY

Clarence Regional Staff Digital Literacy Survey - 2016

Q10 Creating online information.How confident are you with:

Answered: 23   Skipped: 1

	VERY	SOMEWHAT	NOT VERY	TOTAL
Writing a web page (or blog entry)	21.74% 5	30.43% 7	47.83% 11	23
Writing a document as port of a group, tracking changes, adding comments, etc.	30.43% 7	34.78% 8	34.78% 8	23
Adding comments to web pages, forums and blog entries	39.13% 9	26.09% 6	34.78% 8	23
Starting and managing an online discussion	13.04% 3	39.13% 9	47.83% 11	23
Recording audio and video	26.09% 6	30.43% 7	43.48% 10	23
Editing and sharing audio and video	13.04% 3	21.74% 5	65.22% 15	23

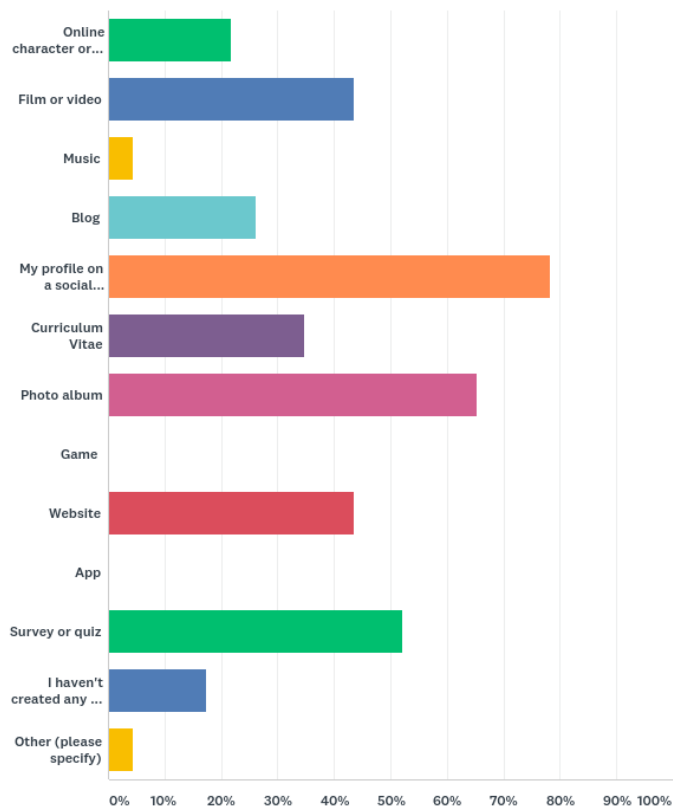## Q11 Digital concepts.How confident are you with:

Answered: 23   Skipped: 1

	VERY	SOMEWHAT	NOT VERY	TOTAL
The digital information life cycle = what happens to the things you put online	47.83% 11	34.78% 8	17.39% 4	23
Who own information and ideas that you find online	43.48% 10	39.13% 9	17.39% 4	23
How copyright restricts the copying and sharing of information and files online	39.13% 9	52.17% 12	8.70% 2	23
Controlling privacy, security and access permissions of your online content	36.36% 8	45.45% 10	18.18% 4	22
The trustworthiness of online sources	52.17% 12	34.78% 8	13.04% 3	23
Using other people's work without committing plagiarism	60.87% 14	21.74% 5	17.39% 4	23

Bellingen Shire COUNCIL

clarence VALLEY COUNCIL

your library–your place CLARENCE VALLEY

Q12 Have you created or posted online? (Tick all that apply)

Answered: 23   Skipped: 1

Circulation & Membership Policy

Policy, procedure, protocol	Policy
Adoption date	July 2014
Review due date	October 2019
Responsible officer	Regional Librarian

CRL Circulation & Membership Policy

Aims and Objective of the Policy

The policy has a number of aims and objectives:

- ➢ Promote freedom of information
- ➢ Ensure equal access to the Library's materials and information for members for the Clarence Regional Library
- ➢ Ensure the member understands his/her responsibilities when using the Library's resources
- ➢ Safeguard the Library's resources

1.   Registration of Borrowers

- All permanent residents and ratepayers of the Clarence Valley Council and Bellingen Shire Council are eligible to register for membership to the Clarence Regional Library service (Proof of residency or rate payment is required).

- Individuals who are not permanent residents but are current members of another public library service may also join as a reciprocal member (Proof of reciprocal membership is required).

- Non-permanent residents who are not registered with another library service may also join as a temporary member, provided suitable identification is provided and the payment of a partly refundable deposit is made (See Clarence Regional Library Schedule of Library Fees & Charges). A driver's licence or other photo identification along with proof of current address is required for verification of residency.

An individual who applies for a library card is required to sign the application (in blue or black pen) and accept responsibility for all items borrowed. If a person is unable to sign his/her name then another person may sign on their behalf. Individuals under the age of 15 require a parent or guardians signature and proof of the guardians address must also be provided. Cardholders and parent/guardians of junior and young adult members are responsible for all the items borrowed by that member.

Members are required to present their library cards at the service counter for the most efficient service. If an individual has forgotten his/her library card Library staff may ask to see some identification before issuing items if that person is not personally known to them.

Members details will be checked at regular intervals to ensure records are accurate. Inactive cards are deleted every 2 years from the Library's records.

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

CRL Circulation & Membership Policy

A library card will be issued upon membership; individuals that have lost or damaged their cards are responsible for paying for a replacement card (See Clarence Regional Library Schedule of Library Fees & Charges).

1.1   Loan Periods and Renewals

All material available for borrowing has a loan period of 28 days. Items with 5 or more reservations are classified as high demand and will have the loan period adjusted to 14 days in order to provide fair access. Additional copies of these items are usually purchased.

Renewals may be made by phone, through the online catalogue or in person.

The loan limit is 30 items per card.

In addition to catalogued/barcoded stock the library also holds a selection of uncatalogued donated material that is also available for loan.

Borrowing rights may be adjusted to meet individual needs on a case by case basis at the discretion of the Library Staff or the Regional Librarian.

1.2   Overdue Material/Fines

It is the responsibility of members to be aware of the due date for items borrowed. The late return of library material prevents other users from accessing the material. Fines are charged to encourage the timely return of material.

Fines are charged after the due date at the rate outlined in the Clarence Regional Library Schedule of Fees and Charges. Items not returned after 28 days past the due date will be considered lost and a letter of demand may be sent as a result. In cases where there may be grounds for waiving fines, the matter should be referred to the Supervisor or the Regional Librarian. Borrowing privileges will be temporarily suspended when fines owed reach the threshold outlined in the Schedule of Fees and Charges, or when notice of "Lost Book/Account" (28 days overdue) is registered in the borrowers account.

1.3   Lost or Damaged Material

Materials that are lost or damaged beyond repair must be paid for by the borrower. Payment for lost books includes the replacement cost (incl. GST) and processing fee per item.

1.4   Reservations

Individuals may reserve 20 items that are currently on loan, held at the various library service locations or on order. Reserves may be placed in person, over the phone or via the online catalogue.   Notification of availability of reserved material will be made either by written

correspondence, email, or by sms. Material awaiting collection will be held for 10 days at the circulation counter. Uncollected material will be made available to the next reserve request or placed back on the shelves.

A reservation request may be cancelled by a client at any time by contacting the Library or through the clients account on the online catalogue. Clients that no longer require a reservation for a particular item are requested to contact the Library as soon as possible. This will enable the Library to forward the item on to the next client on the reservation list or return it to the shelves and made available for general lending.

A non-collection fee may be applied to clients that do not collect their reservations.

1.5 Inter-Library Loans

Material not available within the Regional Library Service may be requested through interlibrary loan (ILL). Members receiving ILL must abide by the due dates and any other restrictions that are set by the lending library. An administration fee is applied to each request. Any additional charge applied by the lending library will be passed on to the borrower. An outline of the inter-library loan fees can be found in the Clarence Regional Library Schedule of Library Fees and Charges.

Should an inter-library loan request be no longer required by a client it may be cancelled by the client at any time prior to that request being processed by the Reader Services Officer without a charge. However, once the request is processed the standard administration fee does apply to each request.

Cancellations of an inter-library loan request can be made by contacting the library by phone, email, in person or through the clients account on the online catalogue.

The loan conditions for inter-library loans are largely determined by the lending library. Extensions to the loan period must be approved by the Reader Services Officer before the due date.

1.5.1 Return of Library Materials

The return of library materials can be made at any of the Clarence Regional Libraries: Bellingen, Dorrigo, Grafton Iluka, Maclean, Urunga and Yamba including the mobile library either in person or via the post.

2. Membership categories

Within our membership a number of different categories exist, these include the following

CRL Circulation & Membership Policy

- Adult
- Junior
- School
- Book Club
- Institutional
- Home Library Service
- No fixed address

Adult and Junior and Reciprocal memberships are the most common form of membership for the library service. The other categories differ in the following ways:

- Reciprocal
    - Maximum of 6 items to borrow
    - Proof of reciprocal membership required
- School membership:
    - This is a membership organised by a school or preschool for a whole class group of children on the Mobile Library service stops. We do not charge overdue fees for this category.
- Book Club membership:
    - This membership is set up for the facilitators of Book Clubs and is used for borrowing and reserving Book Club Kits for the Book Club members only. This membership is in addition to their own individual membership.
- Institutional membership:
    - Institutional membership is for the use of schools, preschools, nursing homes etc where the institution is prepared to cover the costs of membership ie) lost and damaged items. Institutional membership can provide an extended borrowing period with a maximum of 100 items.
- Home Library Service membership:
    - Overdues are not charged for this category but lost and damaged items are charged.
    - A letter from a health professional recommending the service is required.
- No fixed address membership:
    - Maximum 6 items to borrow
    - Must provide a phone and/or email contact point

Original Policy August 2007 adopted by the Executive Council - Clarence Valley Council

Revised Policy February 2011 adopted by the Executive Council – Clarence Valley Council

Revised Policy October 2017

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

Collection Development Policy

Policy, procedure, protocol	Policy
Adoption date	
Review due date	April 2019

Responsible officer	Collections and Reference Librarian
	Regional Librarian

Part 1 Background

Our Vision

To be 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

Purpose

The purpose of this Collection Development Policy is to assist in the acquisition and management of library resources and to account to our member councils and the public for the selection of such resources. Measurement of the success of the policy to meet the collection needs of our communities will be measured through the Collection Needs Survey every 2 years.

The reasons for preparing a Collection Development Policy include:

- Enabling the Library to provide a balanced collection of resources that provide for the educational, informational, recreational and cultural needs of the people served by the Library

- To identify the strengths and weaknesses of the collection as a whole, and to redress any weaknesses and to continue to build on strengths

- To act as a guideline for future collection building

Background

The Clarence Regional Library provides library services for the people of Clarence Valley Council and Bellingen Shire Council. Seven branch libraries and a mobile library serve these communities. The branch libraries are situated at Grafton, Maclean, Yamba, Iluka, Bellingen Urunga, and Dorrigo. The mobile library operates within Clarence Valley Council area.

Regional Services are located within the Sir Earle Page Library and Education Centre at Grafton and is headed by the Regional Librarian. All centralised tasks such as acquisitions, accessions, cataloguing, ILLs, reference and rotation of stock are carried out at Regional Services and then are delivered to other libraries via couriers. Rotated stock includes adult and junior fiction, talking books, large print books and junior easies. This rotation allows our branches to have an injection of new books at regular intervals, additional to newly acquired stock.

All lending stock is available to every library member in the region through our reservation system and may be returned to any library in the system. Items may be reserved via our online catalogue or from within our libraries.

Community profile

The total population of the Clarence Valley Council and Bellingen Shire areas that fund Clarence Regional Library is 63339. The population of each is shown below:

Bellingen   12668
Clarence Valley   50671

Table 1. Age distribution in each Local Government Area

Local Government Area	Total Pop.	0-4	Under 15	Over 55
Bellingen	12 668	605 (5%)	2 199 (17.5%)	5 257 (41.5%)
Clarence Valley	50671	2470 (5%)	8311 (16.5%)	21 349 (42.2%)
NSW	7 480 228	465 135 (6%)	1 386 328 (19%)	2 207 416 (28%)

Table 2. Age distribution in each major centre served by Clarence Regional Library

Town	Total Pop	0-4	Under 15	Over 55
Grafton	18 668	1 117 (6%)	3 487 (18.5%)	6 746 (36%)
Yamba	6 076	257 (4%)	771 (13%)	3 215 (53%)
Maclean	2 628	92 (3.5%)	320 (12%)	1 374 (52.5%)
Bellingen	3 779	220 (6%)	846 (22%)	1 284 (34%)
Urunga	3 000	107 (3.5%)	392 (13%)	1482 (49%)
Iluka	1718	51 (3%)	184 (11%)	1087 (64%)
Dorrigo	1191	50 (4%)	156 (13%)	603 (51%)

Source: Australian Bureau of Statistics, 2016 Census.

The above figures indicate that the percentage of the population served by the Clarence Regional Library in each LGA for individuals aged 0-4 and Under 15 is comparable with NSW state figures. However the percentage of the population for over 55 within each of the LGA's is noticeably higher that the state figure.

Table 2 figures also highlights the difference between the state's population for those individuals that are over 55 and the figures for each major service centre within the Clarence Regional Library service area. It can be clearly seen that the percentage of the population at each of these centres is much higher than the state average.

Ethnic Characteristics

The 2016 Census provides the following information about the birthplace of our residents.

Table 3.

	Bellingen	**Clarence Valley**
Australia	10 173	42 432
England	568	1 283
New Zealand	169	560
Germany	91	157
Netherlands	67	162

Source: Australian Bureau of Statistics, 2016 Census. Note: These figures indicate the main responses, not all responses.

It can be seen from the above table that the majority of residents come from English speaking backgrounds.

Part 2 Selection criteria

Selection is undertaken using a range of resources

- Catalogues/reviews
- Bibliographic tools
- Library supplier visits and promotional material
- Standing orders
- Supplier profiling and selection lists
- Bookshop and warehouse visits
- Suggestions for purchase from the community and staff

General selection criteria

As one of the main duties of the Library is to provide free and equitable access to information for all sections of the community:

- The Library must accept responsibility for providing free access to materials, presenting, as far as possible, all points of view on current issues
- The librarian must not select materials based on personal, moral, political, social or ideological views, except where subject to State or Federal prohibition
- Each type of material should be evaluated on its own merits and its suitability for its intended audience.

- Regular weeding of the collection is needed to keep it useful and up-to-date.
- School, TAFE and university text-books will not be collected unless no other suitable material is available. Where these items are requested the borrower is advised of the Inter-library Loan option.
- Multiple copies of materials are only bought for high demand fiction, and to a lesser extent, non-fiction. In many subject areas, where the interest is in the subject, rather than particular titles, the Library will purchase several different titles on the same subject. In this way, the library can add variety and depth to the collection. Duplicate copies of the following materials will be purchased:
  - Best selling fiction authors
  - Literary award winners (Booker Prize, Miles Franklin Award, Children's Book of the Year, etc.)
  - Reference books needed on a regular basis at each branch (e.g. Law Handbook, World Book Encyclopaedia, Legal Tool Kit titles).
  - HSC materials
  - Popular DVD titles
  - Local history titles (loan and reference copies).

Materials being considered for purchase by the Library, should meet the following criteria:

Community Demand
- Popular authors
- New reading trends
- Media influence e.g. Television programs and movie tie-ins

Content
- Subject matter should be current or present current views on historical matters
- Care should be taken that collection in any subject area is balanced and presents all viewpoints
- Representation of significant genre or national culture
- Priority should be given to Australian views of subjects.

Arrangement & Style
- Indexing and bibliographies should be included where appropriate
- Arrangement, language and style should be suitable for the intended user.

Format
- The format should be suitable for the material presented, and convey the information to the user in the most appropriate way
- Trade paperbacks will be purchased in preference to hardback editions in most instances
- Hardbacks with library binding will be purchased when no paperback edition is available

Other

- Cost, value for money
- The availability of information via the Internet should be considered when selecting and weeding materials for the non-fiction collection.
- Due to budgetary constraints, the price, or value for money, of an item, may be considered.

Reasons for non-inclusion

- Items of a highly technical, highly academic or specialised nature, or those items fulfilling a one-off technical request, may be provided through inter-library loan
- Material that is suggested that is out-of-date, very expensive, published in an unsuitable format, or where there are suitable alternative titles in stock on the subject
- Material classified by the Office of Film and Literature Classification as R rated.
- Individual titles from a multi-part series for which no other titles are held, whether in print or DVD format.

Censorship

Censorship powers are vested in both State and Federal governments. Materials prohibited by law will not be included in the collection. Material will not be rejected on moral, political, racial or religious grounds if it otherwise meets the Library's selection criteria. It is the responsibility of parents or guardians, rather than library staff, to determine the suitability of materials used by their children.

This policy endorses the ALIA Statement on free access to information and the ALIA Statement on public library services and also the Library Council of New South Wales, Access to Information in New South Wales Public Libraries (see Appendices 1-3).

Controversial Material

The Library aims to include in the collections a representative selection of materials which meet basic selection criteria, are on topics of interest to its readers, including items covering controversial subjects, providing they are not prohibited by law. The Library aims to provide materials which collectively represent all sides of controversial issues.

Collection Statements

Reference Collection

The aim of the Reference Collection is to provide access to a broad range of up-to-date information for study and research. It should be of high quality in its content, format and expression. The reference collection is not for loan and includes a range of formats including both print and non-print formats. The Reference Collection also encompasses a number of special collections including Australian Bureau of Statistics publications, Legal Information Access Centre and Drug Information @ your Library materials.

Criteria for selection

- Up-to-date
- Written by an authority in the particular field
- Easy to use, with appropriate arrangement for the subject, good indexes and bibliographies, illustrations, photographs, maps and timelines.
- Relevance to the needs of our patrons
- Value for money
- Specified by the State Library LIAC and Druginfo coordinators

As is the trend in public libraries, and largely due to internet resources, the Reference collection is reducing in size. Many reference books are being interfiled into the general Non-fiction collection.

HSC Collection

Each library within the Clarence Regional Library service holds a suitable number of duplicate titles specifically published to assist students with their HSC studies. These include past exam papers, study guides and selected texts for English areas of study. The core titles are purchased as a standing order and are displayed in a defined area of each library.

Issues in Society

A copy of recent 'Issues in Society' publications is purchased for each library in the Clarence Regional Library service as a standing order. These publications provide a current, unbiased and balanced viewpoint on a range of topics.

LIAC Collection

A copy of each title specified by the State Library of NSW Legal Information Access Centre is obtained for each library in the Clarence Regional Library service as part of the Find Legal Answers collection. This collection is maintained on a regular basis as per updated lists from the State Library.

DrugInfo Collection

A copy of each title specified by the State Library of NSW Drug Information Centre is obtained for each library in the Clarence Regional Library service as part of the DrugInfo collection. This collection is maintained on a regular basis as per updated lists from the State Library.

Local Studies Collections

The aim of the Local Studies collection is to provide a comprehensive collection of resources relating to the communities served by the Clarence Regional Library. The collection is intended to preserve and make accessible materials of past and present for the future of a cultural, historical, social and environmental nature in a variety of formats. All library locations collect material related to the local history of their area, including Council reports and other documents.

The collections will include monographs, newspapers, periodicals, annual reports, pamphlets, photographs, maps, sound recordings, video recordings, manuscripts, microforms. All subjects related to the local area will be covered including history, biography, geography, social conditions, Aboriginal and migrant groups and local industries. Careful attention will be paid to the proper conservation and storage of items. The Library will not collect realia such as costume or furniture (with the exception of some artefacts for display purposes), as this is the responsibility of the Local Historical societies.

The Library will acquire items for the Local Studies collection through purchase, donations and transfers from other Council departments. Items are identified through suppliers, local contacts, and other library staff.

All local history titles will have at least one copy "not for loan", with duplicate copies available for loan, if resources allow.

For greater detail please refer to the Local Studies Collection Development Policy (in Appendix).

Digitised Collection

The library maintains a digital collection of documents. Those produced digitally by both Clarence Valley Council and the Bellingen Shire are usually in pdf format. These are harvested from each council website on a regular basis by Regional Library staff or when identified by other staff.

Once downloaded these documents are catalogued to the library Digital Asset Management module within the Library Management System and made available via the library catalogue.

Criteria for selection:

The documents added to this collection are selected for their long term historical value for potential future consultation. They are snapshots of Council processes that have cultural, environmental and historical significance.

Ideally they will contain;

- Local statistics and graphs
- Local historical details
- Cultural details
- Comparisons to state and federal statistics and situations

Draft documents will not be collected, only final published versions.

Non-fiction Collection

The non-fiction collection contains resources for the recreational and informational needs of all people of all ages in our communities. Material should be collected that allows members of the community to understand and participate in our society, to follow personal interests and to pursue life-long learning. The non-fiction collection should also support school (and other) students carrying out research for projects, local business people and council employees in the course of their work. Hardcover and paperback monographs are collected, depending on price and availability.

Criteria for selection:

- Material should be accurate, up-to-date, and non-biased (or if a work presents a clearly-stated viewpoint, it should generally be balanced by another work presenting a differing viewpoint).
- Authority of author(s) and publisher
- Easy-to-use and containing indexes, bibliographies, photos, illustrations, maps and timelines (depending on the nature of the work)
- Relevant to the needs of our patrons
- Good quality
- Value for money

Aboriginal collection

The library actively sources titles that have aboriginal content and which have particular significance to local aboriginal communities, their culture and their histories. A portion of the non-fiction budget is specifically allocated to developing this collection and all available contacts and resources are used to identify and purchases titles. Multiple copies of locally significant publications are purchased.

These titles are highlighted through a subject heading in the catalogue record and specific spine labels. Care is taken not to include these titles in the de-selection process.

Parenting Collection

The library sources titles that cover topics such as general parenting, child birth and development, childhood illnesses, nutrition and behavioural issues. These titles are highlighted through a subject heading in the catalogue record and specific spine labels.

Adult Fiction

The adult fiction collection includes all types of fiction suitable for adult readers, including literary and popular works. Multiple copies of best-sellers and award winners are purchased through standing orders, and particular attention is paid to buying Australian fiction (including Aboriginal authors). The purchase of trade paperback books is preferred.

Criteria for selection:

- Literary merit
- Imaginative writing
- Effective plot and characterisation
- In popular demand
- Part of existing series
- Standard genre fiction - western, mystery, romance, thriller, science fiction and fantasy.

Large Print

The Large Print collection is targeted at those patrons who have difficulty reading normal print. It consists of largely fiction titles, with some popular non-fiction (such as biographies) included. The large print collection should include all genres and best-sellers. Softcover will be bought in preference to hardcovers where possible, in consideration for aged or arthritic users.

Criteria for selection:

- Literary merit
- Imaginative writing
- Effective plot and characterisation
- Standard genre fiction to be included
- In popular demand
- Bestselling authors

Magazines

The magazine collection is purchased to provide titles of general interest to all ages of the community. Australian publications are the preferred option when selecting, and should complement and add currency to the collection. The subscriptions to these are reviewed on a regular basis with input from each library.

Criteria for selection:

- Of general interest to the community
- Reputable publisher
- Regular publishing schedule
- Australian publications preferred
- Cost
- Popularity
- Content

Young Adult Collection

The young adult collection is aimed at children between the ages of 12 and 18. The collection will include both literary and popular authors, with an emphasis on Australian writers. The collection should contain books of high interest to teenagers to encourage the habit of reading for pleasure.

Criteria for selection:

- Literary merit
- Original writing
- Effective plot and characterisation
- Subject matter of interest to young adults
- Includes latest trends and genres
- Attractive format, including graphic novels
- Award winning titles and authors

Junior Fiction

The junior fiction collection is targeted at children between the ages of 6 and 14. The collection will include both literary and popular authors, with an emphasis on Australian writers. The collection should contain books of interest to children to foster and encourage a lifelong love of reading and literature.

Criteria for selection:

- Literary merit
- Original writing
- Effective plot and characterisation

- Of interest to children in primary school
- Includes latest trends and genres
- Attractive format, including graphic novels
- Award winning titles and authors

Junior Easy

This collection should introduce children to reading as an enjoyable and rewarding experience by providing a range of titles, which stimulate the imagination, introduce children to language and their cultural heritage, and add to their knowledge of the world. The Junior Easy collection is for children from 0-6 and includes picture books, nursery rhyme and fairy-tale books, books for parents to read to children, easy books for children who are learning to read. Australian authors and illustrators should be emphasised.

Criteria for selection:

- Literary merit
- Illustrations that enhance text
- Original writing
- Attractive presentation
- Suitability for the age
- Award winning titles

Readers

To assist with making early literacy resources easier for the community to locate and easier for staff and volunteers to shelve the libraries source and highlight Readers as a separate collection. A reader is a book is which clearly states on the cover or inside that it is a reader and/or gives a reading level. These are purchased through standing order and are highlighted through a subject heading in the catalogue record and specific spine labels and physical location in the libraries.

Australian authors and illustrators should be emphasised.

Stack

Items from various collections that are not suitable to remain on public display may be retained in the library stack. Usually these are works of literary merit, fragile items, items of historical interest, items of perennial interest, and items now out of print and valuable items. Stack resources remain on the CRL catalogue and are available for loan via reservation.

Audio Books

The aim of the Audio Book collection is to provide clients of all ages access to a wide range of books in a spoken word format. Criteria for selection should be similar to fiction and non-fiction, taking into account the needs and interests of patrons of this collection, as well as the following criteria

Criteria for selection:

- Unabridged versions where possible.
- Quality and clarity of reader's voice.
- Physical quality of CD cases.
- Availability of replacement CDs.
- Downloadable file sources to be included in this format.

It will be necessary to monitor trends in technology to ensure that the Library's talking book collection is providing clients with new and alternative formats as they are developed, such as the mp3 and eAudio formats.

DVD's

The Library's aim is to develop a DVD collection that enhances the fiction and non-fiction collections. It will support and stimulate the information, educational, recreational and cultural needs of all members of the community. The selection of audio visual material is aimed at providing viewing, listening and instructional materials to complement and/or supplement the print collections.

Criteria for selection:

- Documentaries
- Do-it-yourself and instructional presentations
- Performance of dramas or screenplays with particular emphasis on Australian works
- Popular series, classic films, drama, comedy, award winning films and films with an Australian interest
- R-rated DVD titles will not be added to the collection

eResources

Databases

The Library provides its clients with access to a range of electronic databases provided by NSW.net consortia or purchased individually by the Library. A number of these databases provide remote access for clients. These are reviewed annually for usage and relevance.

eBooks, eAudio, eMagazines

Electronic formats such as eMagazines, eAudio and eBooks are to be selected using the same criteria as traditional magazine, book and talking book formats:

- Literary merit
- Imaginative writing
- Effective plot and characterisation
- In popular demand
- Part of existing series
- Standard genre fiction - western, mystery, romance, thriller, science fiction and fantasy.
- Unabridged versions where possible.
- Quality and clarity of reader's voice

This policy endorses the Library Council of New South Wales, Access to Information in New South Wales Public Libraries statement (see Appendix 3)

Donations

Donations play an important part in enriching the collection. Donations of material are accepted on the understanding that they become the property of the Library and as such the Library reserves the right to evaluate, use or dispose of the materials as it deems appropriate. Any books not considered suitable for our needs will be sold at the Library's

book sale, given to charity or recycled. There is to be no coercion on the part of the donor imposing conditions relating to any gift either before or after its acceptance by the Library.

Donations must meet the selection criteria outlined in the Collection Development Policy for each individual collection area.

Suggestions for Purchase

Library patrons are encouraged to make suggestions for the purchase of library materials on our "Suggestions for Purchase" page on our Library Catalogue, which can be accessed from home from the library website: www.crl.nsw.gov.au .

We may not buy all the items that are requested for purchase, if we do not consider the item to be suitable for our collection in terms of this Collection Development Policy, we will attempt to obtain the item through our ILL system, and this service will attract a small processing fee.

Deselection

Deselection is an on-going process that ensures the Library's collection maintains its effectiveness, quality, currency and integrity.

In general, factors for deselection mirror those used for selection: content, arrangement & style, format and so on.

Additional criteria for deselection

- Physical condition – dirty, tatty or items damaged beyond repair should be discarded.
- Titles that have not been borrowed for two years should be considered for deselection, however this is to be determined on a title-by-title basis for Non-Fiction subjects. .
- Items that contain outdated or inaccurate information should be removed.
- Items superseded by a new edition should be removed.
- Incomplete sets or series may be withdrawn, depending on the usefulness of the remaining parts of the set or series.
- Duplicate copies in the collection (2 copies of the same title is recommended for older titles)

Deselected items are withdrawn from the catalogue, have their barcodes and spine labels obscured with permanent marker and RFID tags de-commissioned.

Material that is withdrawn from stock is not automatically replaced unless it is a standard work, a popular title or subject. Withdrawn items are offered to the subject specialisation library, sold or recycled.

Complaints

All requests for the review of a selection decision shall be submitted in writing to the Regional Librarian. All queried titles will be re-evaluated by senior library staff and if the original decision is still considered to conform to the selection criteria, the title in question will remain on the shelves. If the criticism is considered to be valid, the title will be placed in another collection (such as Stack) or will be withdrawn. All written complaints will be answered. The final decision will rest with the Regional Librarian.

Revision of Policy

This collection development policy should be reviewed on a regular basis to ensure that it meets the goals and objectives of the Library. Revisions should take into consideration

changes in the community, the publishing and information industries, economic conditions or the role of the public library.

Appendix

1. ALIA Statement on free access to information

2. ALIA Statement on public library services

3. Library Council of New South Wales, Access to Information in New South Wales Public Libraries

4. Clarence Regional Library Local Studies Collection Development Policy

ALIA Statement on free access to information

ALIA objects addressed

To promote the free flow of information and ideas in the interests of all Australians and a thriving culture and democracy.

Principle
Freedom can be protected in a democratic society only if its citizens have unrestricted access to information and ideas.
Statement

There are several different levels at which the free flow of ideas can be impeded. At the societal level, legislative bodies of all kinds are expected to consider the legal and regulatory frameworks they put in place to support the free flow of information and ideas about the interests and concerns of citizens. At the institutional level, library and information services are expected to encourage the free flow of information and ideas within the scope of their roles and responsibilities. At the individual level, citizens are expected to make informed decisions in exercising their rights and responsibilities.

The Australian Library and Information Association believes that library and information services have particular responsibilities in supporting and sustaining the free flow of information and ideas including:

1. Asserting the equal and equitable rights of citizens to information regardless of age, race, gender, religion, disability, cultural identity, language, socioeconomic status, lifestyle choice, political allegiance or social viewpoint;

2. Adopting an inclusive approach in developing and implementing policies regarding access to information and ideas that are relevant to the library and information service concerned, irrespective of the controversial nature of the information or ideas;

3. Ensuring that their clients have access to information from a variety of sources and agencies to meet their needs and that a citizen's information needs are met independently of location and an ability to pay;

4. Catering for interest in contemporary issues without promoting or suppressing particular beliefs and ideas;

5. Protecting the confidential relationships that exist between the library and information service and its clients;

6. resisting attempts by individuals or groups within their communities to restrict access to information and ideas while at the same time recognising that powers of censorship are legally vested in state and federal governments;

7. Observing laws and regulations governing access to information and ideas but working towards the amendment of those laws and regulations which inhibit library and information services in meeting the obligations and responsibilities outlined in this Statement.

Adopted: 2001

Amended: 2007

ALIA Statement on public library services

ALIA objects addressed

To promote the free flow of information and ideas in the interests of all Australians and a thriving culture and democracy.
To promote and improve the services provided by all kinds of library and information agencies.

Principle
Freedom of access to public library and information services is essential

- to enable members of the Australian communities, including new residents and emerging communities to participate in all aspects of Australian life, including the democratic process;
- to actively contribute to social inclusion for all members of the Australian community; and
- to enable Australians to contribute to the economic wellbeing of their families and the nation.

Statement

Each member of the Australian community has an equal right to public library and information services regardless of age, race, gender, religion, nationality, language, disability, geographic location, social status, economic status and educational attainment.

A public library services its community through the provision of access to knowledge, information and works of imagination through a range of resources and services. It does this through access to materials in all formats in order to meet the needs of individuals and groups for education, information and personal development through learning, including recreation and leisure.

Public libraries have an important role in the development and maintenance of a democratic society by giving individuals access to a wide and varied range of information, ideas, opinions, and skills.

The role of public libraries is essential in developing an educated society through programs that improve literacy and information literacy including lifelong learning opportunities. Public libraries contribute to economic prosperity by helping people improve their skills and life chances.

Public libraries provide the first point of access for information for the general public and for the public's access to the national and international system of library and information services.

The satisfaction of a person's information needs must be independent of an ability to pay.

Local, state/territory and Commonwealth governments have an obligation to work in partnership to provide agreed public library services to all members of the library's clientele without direct charge to the user.

The Australian Library and Information Association believes that public library services have particular responsibilities to monitor and proactively respond to the changing demographic

characteristics and trends of their communities, to consult with their communities and to meet information, learning and recreational needs of an increasingly diverse society. Public library services should ensure that they have policies, guidelines, and procedures in place to respond to and meet relevant legislative requirements.

Adopted: 2004

Amended: 2009

File Number: 8547 & 8450

Library Council of New South Wales

Access to Information in New South Wales Public Libraries

Guideline

Introduction

This guideline is framed with reference to the Library Act 1939 and the principles expressed in the Australian Library and Information Association Statements on Free Access to Information and Online Content Regulation and the International Federation of Library Associations and Institutions Statement on Libraries and Intellectual Freedom.

Policy Statement

The State Library of New South Wales and the state-wide network of public libraries provide free and equitable access to information for the people of New South Wales.

Collections

Public libraries develop and maintain collections of resources to meet the information needs and interests of their communities. Libraries have collection development policies and guidelines to assist in the selection of library material.

1. A public library has a role as an unbiased source of information and ideas, including online content. It must accept responsibility for providing free access to materials and information presenting, as far as possible, all points of view on current and historical issues, including controversial issues.

2. Libraries should endeavour to provide access to comprehensive and balanced collections that meet the needs of their communities as far as budget, space and availability of materials allow.

3. Library materials that have not been subject to Federal and State restriction or prohibition should not be excluded from a public library on moral, political, racial, religious, sexist, language, or other sensitive grounds alone. Nor should library materials be included on these grounds alone, whatever pressure may be brought to bear by individuals or groups.

4. The arrangement of the collection should facilitate access. Restricting access to certain titles or classes of materials, e.g. by holding them in special collections available on request, can be an indirect form of censorship. No materials should be held in closed access except for the express purpose of protecting them from injury, theft or due to Office of Film and Literature Classification restrictions.1

5. Adult collections should not be limited because of the possibility that materials may fall into the hands of children. Monitoring the reading of children is the responsibility of their parents or guardians.

1 Australian Government Office of Film and Literature Classification http://www.oflc.gov.au/

W:\pls\policies\accesstoinformation2007.doc

Library Use

6. Everyone has the right to use a public library whatever their age, sex, race, religion, cultural identity, language, disability, socioeconomic status, individual lifestyle, political allegiance or social views.

7. Library clients must be sensitive to the values and beliefs of others when displaying potentially controversial information or images on computer screens located in public areas (see explanatory note). Where a client is found to be using Library computers to access pornographic, offensive or objectionable material, or for any unlawful purpose, the Library reserves the right to direct the client to leave the Library, to direct that the client not re-enter the Library for a specified period and to report unlawful conduct to the relevant authorities.

8. The Library Council does not support the use of censoring software as it inhibits free access to information (see 3) and it does not provide adequate protection for children from all material that may be harmful on the Internet.

9. The Library Council supports the right and responsibility of parents and guardians to direct the use of the Internet by their children. Parents and guardians who wish to limit or restrict access by their children should personally oversee their use of the Internet and other forms of electronic information.2

Role of Public Librarians

10. Librarians should not exercise censorship in the selection of materials by rejecting, solely on the grounds mentioned in (3), material which is otherwise relevant and which meets the standards of the library concerned.

11. Notwithstanding their opposition to censorship, librarians must strictly observe laws, which may ban or restrict access to certain material.

12. Librarians have a role in educating clients in the safe and informed use of the Internet, guided by acceptable use policies.

The continuous review of library materials is necessary as a means of maintaining a current and useful collection. This procedure should not be used as a means of removing materials presumed to be controversial or disapproved of by sections of the community.

2 Australian Library and Information Association Guidelines relating to online content regulation http://www.alia.org.au/

Explanatory note:

The Library Regulation 2005, Section 17(1)(b) states that library users may be directed to leave if the person's conduct or manner is likely to give offence to any person in the library or to interfere with any other person's use of the library. This may include accessing websites that may reasonably be considered to offend. Examples may include displaying images of deceased persons which can cause offence to Aboriginal and Torres Strait Islander people, or displaying adult content.

Alternatively, there may be legitimate reasons for accessing such material requiring special arrangements to be made with the library staff.

Procedures

It is recommended that public libraries implement procedures to address certain situations or offences that may occur. These include:

• Under the Classification (Publications, Films and Computer Games) Enforcement Act 1995 persons are taken to have publicly exhibited a film or computer game where they have "superintendence of management" of the public place where the exhibition or demonstration takes place. It is advisable that the Library develop appropriate procedures to be observed where clients are found to be accessing material on library computers or on library premises which would otherwise be restricted under this Act.

The suggested procedure is for staff to instruct the client to stop accessing the material. In some circumstances it may be appropriate for staff to contact the relevant authorities. In other circumstances it may be appropriate to suggest that the client accesses the material in a different part of the library not accessible to the general public.

• It is possible that the Library may, as a result of a client's unlawful internet use, inadvertently come to possess child pornography (if downloaded to a computer drive). Section 91H of the Crimes Act 1900 contains defences that should protect library staff from criminal liability in these circumstances. It is advisable that the Library develop a policy to address circumstances where clients are found to have accessed child pornography.

Such procedures would involve reporting the incident to the NSW Police Force, ensuring that the material is not able to be accessed by other clients using the computer(s), and once advised by the authorities that is appropriate to do so, deleting the material from the Library's system.

Related documents

Library Regulation 2005

www.legislation.nsw.gov.au

Access to Information in New South Wales Public Libraries 3

File number: 8547 & 8450

Library Council of NSW

Children's Policy Guidelines for NSW Public Libraries March 2005

http://www.sl.nsw.gov.au/pls/policies/pdf/childrens_policy_2005.pdf

ALIA Statement on Free Access to Information http://alia.org.au/policies/free.access.html

ALIA Statement on Online Content Regulation http://www.alia.org.au/policies/content.regulation.html

International Federation of Library Associations and Institutions (IFLA) Statement on Libraries and Intellectual Freedom http://www.ifla.org/V/press/pr990326.htm

Library Council of NSW, endorsed 24 April 2006 (updated 27 August 2007)

www.sl.nsw.gov.au/pls/policies/

Review date: March 2008

Information on this Guideline is available from the State Library of NSW, Public Library Services division.

Clarence Regional Library:
Review for future planning
A State Library of NSW Review, 2017

Library
Review

Enriching
Communities
— The value of public
libraries in NSW

People
Places
A guide for public
library buildings

Living
Learning
Libraries
— Standards and guidelines
for NSW Public Libraries

Contents

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Document Title	Review Report
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1 Preamble

This review was conducted by the State Library of NSW at the invitation Kathryn Breward, Regional Librarian, Clarence Valley Council, in accordance with the Library Act 1939[1], sections:

4A(a) *to promote, provide and maintain library services for the people of NSW through the State Library and through co-operation with local libraries…,*

4A(b) *to advise… local authorities…on matters of policy and administration relating to library services…*

5(1)(a) *to make or cause to be made careful inquiry into the administration and management of every local library*

5(1)(b) *to cause every local library…to be inspected from time to time*

The review was undertaken by Ellen Forsyth, State Library of NSW. Quality assurance and editorial input was provided by Philippa Scarf, A/Manager Public Library Services, State Library of NSW.

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[1] Library Act 1939 http://www.legislation.nsw.gov.au/#/view/act/1939/40/full [accessed 15 March 2017]

2 Executive Summary

In December 2016 Kathryn Breward, Regional Librarian, Clarence Valley Council, approached the State Library of NSW for a review of Clarence Regional Library to assist in planning for future needs of the library service. Ellen Forsyth, State Library consultant, visited Clarence Valley Council on 3 and 4 April, and visited Bellingen Shire Council on 1 June 2017.

Clarence Valley Council and Bellingen Shire Council staff provided a range of information and statistics on library services both at interview, by phone and in writing following the visits. The State Library analysed the libraries with reference to industry best practice, state-wide trends and data, and NSW public library standards and guidelines.

The State Library's observations on Clarence Regional Library's current services and performance is as follows:
- Collection development measures such as age of collection compare well with NSW medians.
- Items per capita and acquisitions per capita are lower than NSW medians.
- Visits to the library per capita and library membership are significantly higher than NSW medians, with visits per capita being exemplary.
- Staffing per capita is below the FTE recommended for the population served, as is the number of qualified staff.
- Collection usage figures such as turnover of stock and circulation per capita are below NSW medians.
- Many members of the community participate in the wide range of programs offered by the libraries.

Detailed discussion occurs through the report, and a range of recommendations are provided. The State Library considers that priorities for improving Clarence Regional Library's services to the community include:
- long term planning for library building renewal
- long term planning in relation to library staffing
- more detailed collection use assessment, including a change in collection priorities for non-fiction.

The State Library can assist Clarence Regional Library with future building and service expansion plans with reference to standards, guidelines and best practice.

3: State Library recommendations (by category)

Plan for future library buildings
1. Commence planning for new or extended libraries for Iluka, Maclean, Yamba, Dorrigo and Urunga.
2. Consult *Mobile & Outreach Services, NSW public libraries: Practice, standards and guidelines* for ideas for services and pop-ups[2]

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[2] *Mobile & Outreach Services, NSW public libraries: Practice, standards and guidelines* State Library of NSW, 2015 http://www.sl.nsw.gov.au/sites/default/files/mobile_outreach_services.pdf [accessed 11 September 2017]

Opening hours
3. Plan to extend the opening hours at Grafton Library
4. Open Bellingen Library on Monday and Maclean Library on Wednesday using the existing staffing, or consider providing outreach on these days.

Local factors
5. Consider investigating partnerships with Headspace, local health care providers, agricultural groups, and other potential partners.

Maker spaces, digital skills, economic benefits
6. Investigate maker related partnerships to connect the library and the community.
7. Work at increasing library connections with the local Aboriginal land councils and other relevant groups.
8. Investigate connecting with Indigenous digital excellence.

Staffing levels
9. Clarence Regional Library work towards increasing the FTE, with the median of one staff member per 3000 people as the goal.
10. Clarence Regional Library work towards increasing the number of qualified staff to 6.4 FTE.

Staff roles
11. It is recommended that additional technology training be provided to library staff with the aim of increasing the skills of all library staff, building capacity across the network.
12. It is recommended that regular reference training updates are provided to staff.

Use of volunteers
13. It is recommended that the use of volunteers in the libraries comply with the ALIA *Statement on voluntary work in library and information services*

Communication
14. Extend the trial of videoconference for some of the meetings of library staff.

Collection management
15. It is recommended that the *Find legal answers* collection is regularly updated based on the information provided from the State Library of NSW
16. It is recommended that the sign for Aboriginal Studies is changed to Aboriginal collection or Aboriginal resource collection.

Collection performance
17. It is recommended that the purchasing ratios are altered to increase the size of higher performing collections. In particular, there should be slight increases in expenditure for junior (all formats), fiction (all age groups), and periodicals. This increase can be funded by a slight decrease in expenditure on adult non-fiction.
18. It is recommended that the collecting profile for the non-fiction collection is reviewed to better reflect the interests of the community.

Collection management processes

19. It is recommended that where possible non-fiction records are obtained as part of purchasing items.
20. It is recommended that scoping is done to plan for collecting digital photographs and ephemera.
21. It is recommended that other aspects of the collection management cycle (cataloguing and processing) are investigated with suppliers to evaluate whether there would be a financial benefit in outsourcing in order to redirect resources to direct client services.

4. Review process

Ellen Forsyth, State Library of NSW visited Clarence Valley Council on 3 and 4 April and met with Kathryn Breward, Monique Buchbach, Danielle Gates, Jennifer Gleeson, Jacqui Hinchshaw, Leonie O'Shea, Katrina Shillam, Jolana Voeks, and Cath Ylias as well as Director, Environment, Planning & Community Des Schroder. This included visits to Grafton, Iluka, Mclean and Yamba libraries. Telephone discussions were held with Angela Clare and Martyn Williams as they were not available on the days of the visits. Bellingen Shire Council was visited on 1 June and Louise Bravery, Surinder Kaur, Sue O'Donoghue, and Robyn Van Zanten attended meetings. This included visits to Bellingen, Dorrigo and Urunga Libraries.

Quality assurance and editorial input was provided by Philippa Scarf, A/Manager Public Library Services, State Library of NSW.

4.1 Terms of reference
The terms of reference for the review are to:
- assess the current performance of the Library using the Living Learning Libraries standards and guidelines
- recommend how the library service can best respond to changing community needs
- review current opening hours and library spaces
- assess staffing structures and staff skills sets to best serve the community
- evaluate the performance of the collection against standards and guidelines
- provide recommendations on the most effective collection development and procurement model

4.2 Methods
The review includes:
- desktop research on best practice
- discussion with relevant council staff in Clarence Valley Council and Bellingen Shire Council
- site visits to the libraries of Clarence Valley Council and Bellingen Shire Council
- analysis of services and collections data against current standards and benchmarks

4.3 Standards and guidelines
Living learning libraries: standards and guidelines for NSW public libraries, an evidence-based guide to the development of library services in NSW is used through this report to compare the performance of Clarence Regional Library with other libraries across NSW. Written in two parts, it provides a practical basis for comparison among library services, as well as a framework for service assessment and continuous improvement. For more

information about *Living learning libraries: standards and guidelines for NSW public libraries* and to see detailed comparative data for Clarence Regional Library see Appendix 1.

4.4 NSW public library trends
NSW public libraries have experienced considerable growth in usage in recent years. The State Library has observed the following trends:

High usage of facilities and collections:

- Physical visits to public libraries are significant and have increased over the past 15 years (35 million visits in 2014/15, up 30% compared to 2000).
- Loans of collection items are significant, 43.6 million loans in 2014/15.
- Attendance at library events and programs has grown by 40% since 2008, with 1.6 million people participating in over 74,000 programs in 2014/15

Internet use and online services have experienced extremely high growth over a relatively short period:

- Onsite internet bookings in public libraries more than doubled between 2009/10 and 2014/15 to 9.5 million sessions. Wi-fi bookings account for most of this growth.
- Visits to public library websites grew by more than 10% to 11 million between 2012/13 and 2014/15.
- Although ebook loans are not a high proportion of the 43.6 million above, they tripled from 0.5% of total loans in 2012/13 to 1.5% of total loans in 2014/15. Ebook loans are expected to increase as the format and library delivery methods are refined and simplified. This is expected to bring even more customers to libraries.

Libraries continue to provide what could be described as traditional services - the provision of collections and information to the community. However, it is also clear that our local communities expect public libraries to provide services in newer areas. These services reflect the role of modern public libraries as community facilities where people can meet, access technology, share and learn.

The following points are likely to present impacts and opportunities for libraries into the future:

- collection management: outsourcing and in-house models
- demand for public spaces
- remote and outreach services
- ageing populations
- communities and libraries as makers
- technological advances.

5. Clarence Regional Library: the councils
Clarence Regional Library is a library service provided to Clarence Valley Council and Bellingen Shire Council, with Clarence Valley Council as the administering council. There is a regional agreement to structure this arrangement.

5.1 Clarence Valley Council
In the 2016 Census:
- *there were 50,671 people in Clarence Valley (A) (Local Government Areas)*

- *49.6% were male and 50.4% were female*
- *Aboriginal and/or Torres Strait Islander people made up 6.3% of the population[3].*
- The population of the Clarence Valley Council has approximately half the population at Grafton, and the majority of the remaining population live in Maclean, Iluka and Yamba, with some smaller villages and communities.
- The median age is 49, while for both NSW and Australia the median age is 38 years.
- 3.2% of people speak a language other than English at home.
- *The median weekly personal income for people aged 15 years and over in Clarence Valley (A) (Local Government Areas) was $477[4].* The median weekly income for NSW is $664 and for Australia $662.
- 23% of people do not access the internet at home.

5.2 Bellingen Shire Council
In the 2016 Census:
- *there were 12,668 people in Bellingen (A) (Local Government Areas)*
- *48.3% were male and 51.7% were female. Aboriginal and/or Torres Strait Islander people made up 3.5% of the population[5].*
- The median age is 49, while for both NSW and Australia the median age is 38.
- 4.5% of people speak a language other than English at home.
- *The median weekly personal income for people aged 15 years and over in Bellingen (A) (Local Government Areas) was $515[6].* The median weekly income for NSW is $664 and for Australia $662.
- 8.3% of people do not access to the internet at home.

5.3 Shared characteristics
Clarence Valley Council and Bellingen Shire Council are both older communities and less diverse than much of NSW and Australia. Both have higher Aboriginal and/or Torres Strait Islander populations than NSW (2.9%) and Australia (2.8%). Both councils also have younger people. The services provided by the libraries need to appeal to a range of ages, education levels and interests. Outreach to ensure communities are aware of what the libraries offer is important. In both councils around 20% of the population do not access the internet at home which is higher than both NSW (14.7%) and Australia (14.1%). This has implications for some areas of service delivery and highlights the important role libraries play in providing access to communication services in addition to many other additional services.

6. About the library service
The Clarence Regional Library customer service charter states that:
> *The Clarence Regional Library Service aims to provide: a contemporary, welcoming,*

[3] 2016 Census QuickStats Clarence Valley Council
http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA11730?opendocument released 27 June 2017 [accessed 27 June 2017]
[4] 2016 Census QuickStats Clarence Valley Council
http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA11730?opendocument released 27 June 2017 [accessed 27 June 2017]
[5] 2016 Census QuickStats Bellingen Shire Council
http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA10600?opendocument released 27 June 2017 [accessed 27 June 2017]
[6] 2016 Census QuickStats Bellingen Shire Council
http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA10600?opendocument released 27 June 2017 [accessed 27 June 2017]

*responsive and inclusive library service to the communities of Clarence Valley and
Bellingen Shire; and services that are sustainable, equitable and accessible.*

It also states that the regional library service:
- *Facilitates and provides targeted and relevant educational opportunities*
- *Helps connect the community with the past, the present and the future*
- *Is committed to the free flow of information and ideas to inform, inspire and feed the*
- *communities' imaginations*
- *Is a trusted and valued source of information*
- *Is considered an investment in the well-being and success of the community – not a
cost[7].*

It was evident that regional library staff and their councils value the customer service charter.
The charter statements demonstrate the importance of services, collections and the libraries
being a key facilitator for education as well as economic growth.

The headquarters of the regional library service are in Grafton, with libraries at Bellingen,
Dorrigo, Iluka, Grafton, Maclean, Yamba, and Urunga as well as a mobile service for
Clarence Valley Council. The majority of branch libraries are single person libraries, many of
which close at lunch time.

Clarence Regional Library has 47% of the community who are members of the library.
According to the *Living Learning Libraries: standards and guidelines for NSW public libraries* [8]
this places the library service between the NSW median (41.5%) and enhanced (49%) for this
measure. There is even higher ranking for *visits to library per capita*, which shows that for
each person in the Clarence Regional Library area there are 5.4 visits to the library, placing
this at exemplary. Further detail on how *Living Learning Libraries: standards and guidelines for
NSW public libraries* relate to Clarence Regional Library is available in Appendix 1.

The collection is managed by the regional library service with input from branch staff about
collection items. Items can be requested from any of the libraries, and reservations are also
region wide. Information about the collection is covered in more detail later in this report.

The website has clear navigation with links to the social media being used by the library. The
use of social media promotes library services and records information. There is strong
identification for both Clarence Valley Council and Bellingen Shire Council with both clearly
shown on the website, with relevant links to the libraries in each council. There have been
some library surveys done including user/non-user and digital literacy. It is helpful that the
results of these surveys are available online. The policies and services are easy to find, and
the website is appealing. The social media used include Instagram, Pinterest, Flickr, YouTube
and Google+ and is branded for the region. The Instagram account is being used more and is
providing an excellent promotion of the library service. The author talks are being recorded
and made available on the library YouTube channel[9]. This is an excellent way to make the
talks available across the whole region

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[7] The Clarence Regional Library customer service charter https://www.crl.nsw.gov.au/wp-content/uploads/Customer-Service-Charter.pdf [accessed 27 June 2017]

[8] *Living Learning Libraries: standards and guidelines for NSW public libraries*, 6th Edition, December 2015,
http://www.sl.nsw.gov.au/sites/default/files/living_learning_libraries_2015.pdf [accessed 27 June 2017]

[9] Clarence Regional Library YouTube https://www.youtube.com/channel/UCRt8g8iupCgbgeY9oGdzcPA
[accessed 5 July 2017]

The catalogue is also appealing to look at with collection items suggested from the main page for browsing ideas. There are useful cross references in the catalogue, and suggestions for other titles in the series, or subjects to explore. From the advanced search page there are browsing suggestions by subject. Many people access the library catalogue at home as is indicated by the reservation statistics which show over half the reservations being done online by clients. This demonstrates it is easy and convenient.

Programs, Wi-Fi and internet, along with collection use are strong reasons people use the libraries. With the increasing use of Wi-Fi, it would be helpful for Wi-Fi printing to be available in all libraries. There are 50 public access PCs with free internet access across all the libraries and free Wi-Fi, supported by the State Library's NSW.net service. In 2015/2016 there were 36,660 hours of internet used on the public access PCs and 61,491 Wi-Fi logins. This supports people who do not access to internet at home, as well as people who wish to use library resources.

Many of the libraries have a large service desk. These can present barriers for clients as well as staff. Smaller service desks make it easier for library staff to step away from the desk and assist a client. If staff are favouring the large desks because of issues, or perceived issues of personal safety, then those issues of safety should be addressed in another way, rather than that of having a desk as a barrier. More and more libraries are moving towards smaller service desks as it frees floor space for clients and displays and makes it less intimidating for clients to approach library staff and easier for library staff to provide roving library services. The smaller desks make it easier for the clients to look at the screen while they are being assisted by a staff member.

There are reading groups in some of the libraries, with sets of books held at the regional headquarters and able to be borrowed from the libraries. There is detailed information on the website about how the borrowing for the reading groups operates. The libraries run a range of programs with each library running programs depending on staffing, community interest and facilities. The programs have included preservation workshops for community members, literacy based writers' workshops, author visits, Summer Reading Club and school holiday programs. The mobile library also delivers school holiday programs. Many of the branches have book clubs and home library service deliveries. The Grafton Library is also participating with a range of community projects and displays including Wrap with love; Girls night in for Cancer Council; Biggest Morning Tea participation; Jacaranda Festival, U3A art exhibition, local PLUNGE cultural festival and event workshops.

There are good community connections with each branch library. With many of the branches having only one staff member further outreach is a challenge, although it should be encouraged. The displays in the Grafton Library and the downstairs foyer demonstrate strong community partnerships. Local information is important in the libraries both for local studies and tourist information. This is managed in an informal way across the libraries and includes flyers and pamphlets.

Home library services is run as a distributed service which is fits the population centres of the councils. The home library service runs are relatively small which would seem to indicate either a very fit older population or a limited capacity to provide delivery services. These are communities where increased use of econtent could provide a solution.

Aboriginal resources are available in each of the libraries. The mural on the glass at Grafton Library is an impressive welcome. Outreach to increase library use by Aboriginal and/or Torres Strait Islander people is to be encouraged.

6.1 Clarence Valley Council

In each of the Clarence Valley Council Libraries there was an infographic with the council-wide library statistics. This was in a prominent location at each site. See photo below for example.

Photograph 1 Infographic of Clarence Valley Library statistics, at Maclean Library
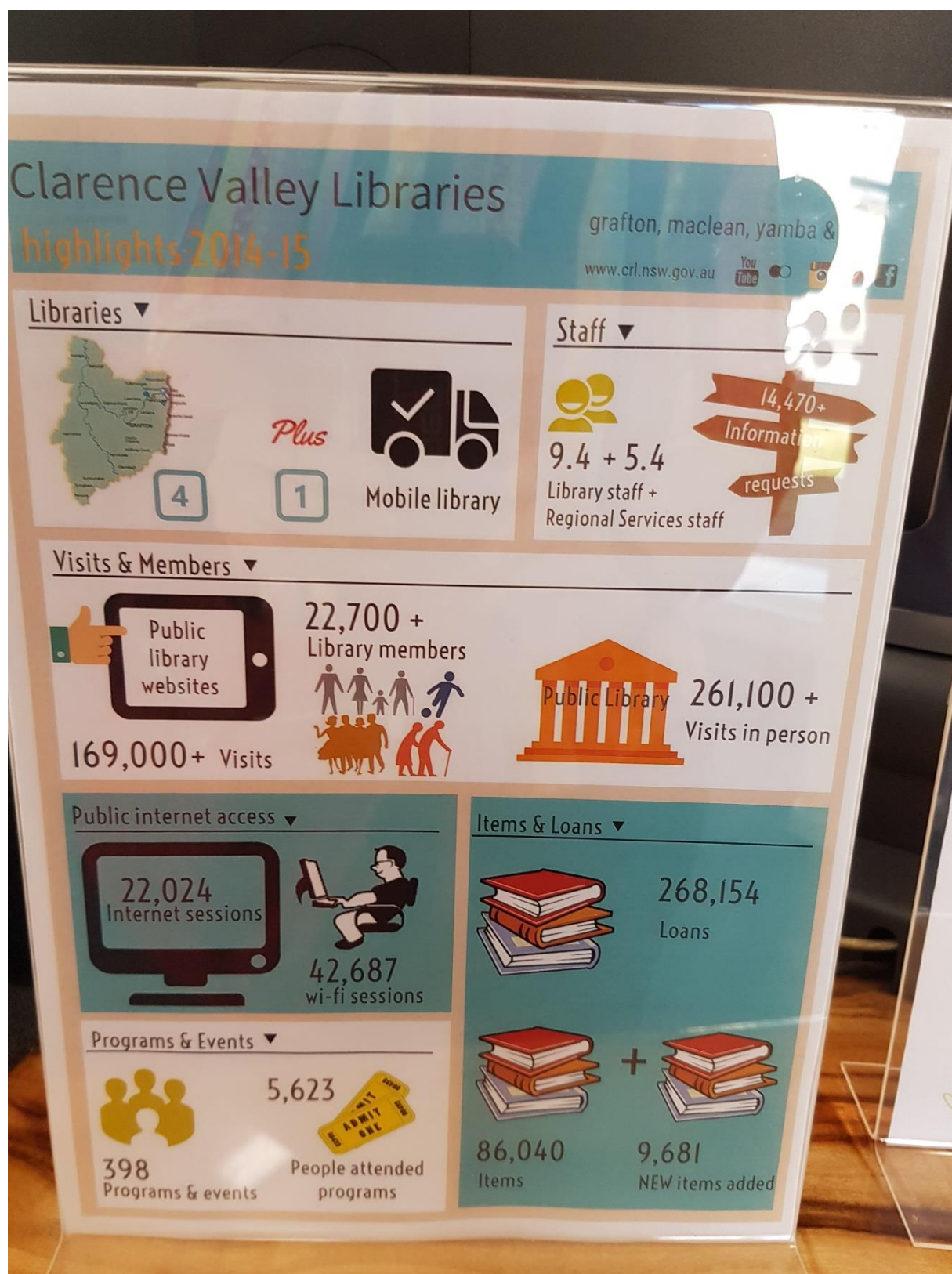
There was also an infographic showing the statistics for each branch, illustrating a local area perspective as well as a council-wide perspective.

Photograph 2 example of Maclean Library statistics as an infographic
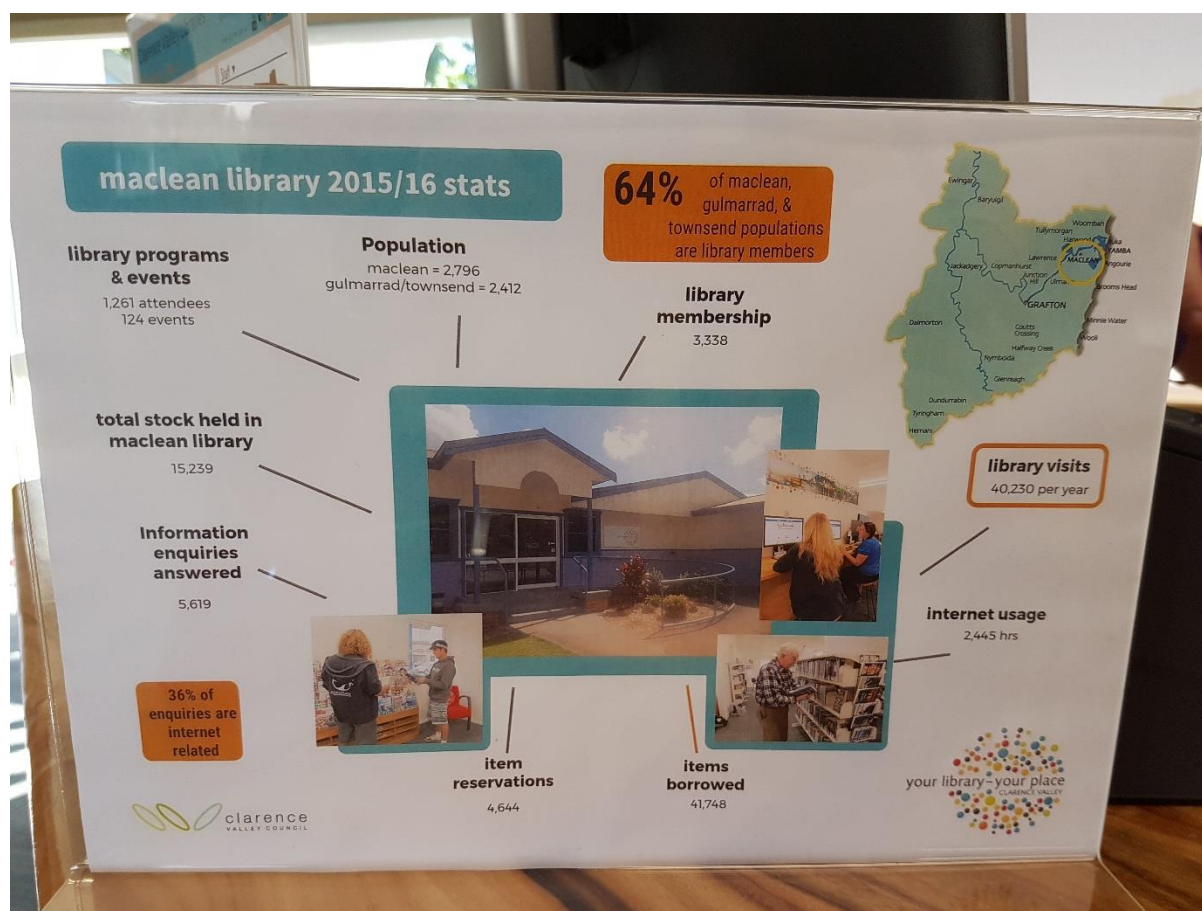
It was helpful to see these statistics in each branch as it highlights the value to the community. These infographics are also available on the information page for each library as part of the regional library website[10].

The consistent branding for all libraries was impressive and connected the varied architectural styles to highlight the shared services and collections.

6.2 Bellingen Shire Council

The libraries in Bellingen Shire have a greater visibility of commercial services with honey, eggs and seeds being sold in the libraries. The libraries, with their different architectural styles, were all welcoming but in need of more maintenance especially Urunga Library.

The statistics infographics for the Bellingen Shire Council libraries are available online, but were not visible in the libraries.

7. Library buildings

All branch libraries promote free Wi-Fi outside each building. The libraries have clear exterior signs promoting the library.

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[10] Example of Maclean Library information page and infographic https://www.crl.nsw.gov.au/clarence-valley-libraries/maclean-library/ [accessed 27 June 2017]

The consistent branding, particularly noticeable in the Clarence Valley Libraries, is impressive. It provides a unifying element to the library signage and makes new signs easier to incorporate as there is a standard look.

Some of the libraries had an excess of signs making it hard to determine the key points. In one instance the signs almost covered the entrance doors making it hard to see in to the library.

Most of the libraries were well maintained with some having been recently refurbished. The sizes of some of the libraries are smaller than the communities need. Any planning for a new library is a long term commitment by councils. With careful consideration planning for new libraries can be combined with other council consultation.

Photograph 3 After hours returns at Maclean Library – demonstrating Clarence Valley Council library branding

A comprehensive review of branch library buildings and space needs was outside the scope of the 2006 review of Clarence Regional Library, however, in that report it was noted that most of the Clarence Regional Library current facilities were not large enough to adequately meet community needs and do not meet the floor space benchmarks set out in *People places[11]"*. This situation has not significantly changed in over ten years.

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[11] Clarence Regional Library Review, State Library of NSW 2006, unpublished

7.1 Grafton Library
Size of current library: 1,982sq metres
Date built: 2014
Date last extended/refurbished: 2014
Population catchment 10 year projection: 27,900
Preferred size of library: this library is to size

Photograph 4 Interior view of Grafton Library

This is an impressive public library which shows excellent planning. It is colourful and well designed. It is encouraging to see so many book shelves on wheels which increases the flexibility of how this space can be used. The meeting room is very well equipped enabling a range of meetings and programs. The meeting room is a valuable space for the library and allows for many events to be delivered with reduced set up time. This meeting room is a key connection point for the community.

The use of local wood on a feature wall in the library is an excellent reminder of local industries and connects to the local studies collection, as does the art work on the glass near the library entrance. The small meeting/study rooms in the library are very useful and private while able to be monitored by staff.

The library has clear branding from Clarence Valley with consistent and appropriate use of signs. The infographics on the service desk providing the statistics for both the branch and the region are an excellent idea. The use of public art inside and outside the library is effective and attractive. The library is in an excellent location in the main shopping area.

7.2 Iluka Library
Size of current library: 140sq metres
Date built: 1999
Date last extended/refurbished: 1999
Population catchment 10 year projection: 6976
Preferred size of library: 480sq metres

Photograph 5 Interior photograph of Iluka Library

Iluka Library is collocated with the community health centre in a residential area. They share a foyer, meeting rooms and toilets. The foyer space remains open when the library closes at lunch time and can be used by people reading or using Wi-Fi. This space adds a significant number of seats to those which are available in the library. The foyer has a display of materials for children to encourage library usage on days they are visiting the health clinic when the library is closed.

The library shows clear branding from Clarence Valley with consistent and appropriate use of signs. The infographics on the service desk provide statistics for both the branch and the region are an excellent idea. The service desk is larger than is usual in newer libraries. While small the library has different spaces which can be used by the community.

The book sale is well managed but the shelf of unlabeled books in the foyer detracts from the overall look of the library. The display cubes in the foyer are effective as is the screen in the library where library events are promoted. The library is well maintained and the display in the children's area is colourful and relevant. There is good visibility for the local studies collection.

7.3 Maclean Library
Size of current library:346sq metres
Date built: 1940
Date last extended/refurbished: 2014
Population catchment 10 year projection: 10,462
Preferred size of library: 722 sq metres

Photograph 6 Exterior of Maclean Library

Maclean Library is next to the shopping centre with parking as well as entrances/exists on both sides of the building. The library has been recently renovated and this updated older building looks very smart. The service desk is larger than is usual in newer libraries however, this size showcases the local wood and the work of the people from the Men's Shed. Local wood is also effectively featured in the wooden topped stools which are for shorter term computer use. These stools are an attractive feature. The returns section of the desk is hard to see when close to the desk. Using signage on the side of the desk which reflects the returns signage on the outside of the library should be considered. At present people tend to hand their returns to the staff member as they cannot easily see the returns area of the desk.

The library shows clear branding from Clarence Valley, with consistent use of signs, and very nice use of some feature panels including the use of local photographs and dots of the corporate branding. There is appropriate use of signs. The infographics on the service desk provide the statistics for both the branch and the region are an excellent idea. There are different spaces which can be used in the library and all have excellent natural light.

7.4 Yamba Library
Size of current library: 202.25sq metres
Date built: 1983
Date last extended/refurbished: 2008
Population catchment 10 year projection: 10,462
Preferred size of library: 722sq metres

Photograph 7 Interior view of Yamba Library

Yamba Library presented a welcoming, light and tidy environment with comfortable seating and appealing displays. The library shows clear branding from Clarence Valley with consistent and appropriate use of signs. The infographics on the service desk providing the statistics for both the branch and the region are an excellent idea. The service desk is larger than is usual in newer libraries.

It was pleasing to see such effective use of space and to see the community using the different spaces in the library. However, due to the small size of the library there are few seats for the community to use.

There are different spaces which can be used in the library and all have excellent natural light.

7.5 Bellingen Library
Size of current library: 440sq metres
Date built: 2008
Date last extended/refurbished: 2008
Population catchment 10 year projection: 4585
Preferred size of library: 452 sq metres

Photograph 8 Interior photograph of Bellingen Library

Bellingen Library is welcoming with an appealing sense of space and light. The location in the park provides a lovely green outlook from most locations in the library. There are two meeting rooms which provide different ways the library can be used. These meeting rooms are excellent assets for the library.

The service desk is larger than is usual in newer libraries and consideration should be given to changing to a smaller service desk which would increase space for the community. The seating in the deep window areas are covered with books. These spaces, instead of being used for storage, would make attractive and comfortable window seats with the addition of cushions. The available seating is comfortable. The different areas of the library enable different simultaneous use of the space.

There is good use of the Clarence Valley Library signs as can be seen in the above photograph. The foyer space in the library would be more attractive with the inclusion of a larger display which would also be visible from outside the library.

The information display on how much energy the library uses was not working the day of the visit. This is useful feature and provides helpful information when functional.

7.6 Dorrigo Library
Size of current library: 177.5 sq metres
Date built: 1994
Date last extended/refurbished: 2016
Population catchment 10 year projection: 3930
Preferred size of library: 271 sq metres

Photograph 9 Interior of Dorrigo Library

The entrance to Dorrigo Library is dominated by the book sale trolley located outside the front door. Book sales should not be the first impression for someone arriving at a library. The service desk is larger than is usual in newer libraries.

While there is good use of the Clarence Valley signs there are many other signs throughout the library. Removal of some signs would be less confusing for library clients.

The enclosed meeting room is excellent. It was most impressive that the glass door was acoustic, muffling sound from travelling between the meeting room and the rest of the library. There is an attractive local studies wall hanging made by local fibre workers. Providing information about this work and having it available on the library catalogue would be helpful.

Unfortunately, the shelving is not on wheels. Any future plans for this library should include mobile shelving as it would make the library space more flexible and able to be used for a variety of events. It was pleasing to see a range of comfortable seating options in the library. The library looked comfortable and was a space where people enjoy spending time. The displays in the library were appealing.

7.7 Urunga Library
Size of current library: 240 sq metres
Date built: 1985
Date last extended/refurbished: 1985
Population catchment 10 year projection: 4585
Preferred size of library: 316

Photograph 10 Interior photograph of Urunga Library

This was the library most in need of maintenance. The shelving is not on wheels, any future plans for this library should include mobile shelving to increase the flexibility of the space. There is a range of comfortable seating options in the library although some of the seating needs to be updated (recovered or replaced) as it is worn.

The entrance door is covered in signs making it hard to see in the library and the automatic door was not consistently working, making it difficult to enter the library. Inside the library there is also an abundance of signs. Apart from being unattractive, too many library signs are confusing. Removal of some signs would increase clarity for the clients.

The book sale is the first thing seen on entering the library. This detracts from the overall view of the library. The stand of unbarcoded paperbacks need to be added to the collection or removed. The current situation looks messy and does not provide accurate statistics. The service desk is larger than is usual in newer libraries.

7.8 Mobile Library
The mobile library is in a time of transition. It is moving from a larger vehicle to a smaller vehicle which will provide a mobile maker space for the community. This change in services is a response to community needs. The mobile library will have even greater potential to be used for pop-up locations to ensure the library has a presence at more community events. It would be great to see the mobile library visiting local markets or the local sale yards. The mobile library operates in Clarence Valley Council, not the whole region.

7.9 Plan for the future with library buildings
To calculate the size for public library buildings, ten year population projections for the catchment of the library are used. Data was obtained from *2016 New South Wales State and Local Government Area Population and Household Projections, and Implied Dwelling Requirements[12]* which provided 2026 population projections for Bellingen Shire Council of 13,100, and Clarence Valley Council of 55,800. This was allocated to locations using the collection allocations (which are based on population).

Table 1 Projected library building sizes

Library name	2026 projected population	Current library size	Recommended size in square metres (gross)*	Number of seats+
Grafton	27,900	1,982	1,657++	158
Iluka	6976	140	480	51
Maclean	10,462	346	722	74
Yamba	10,462	202.25	722	74
Bellingen	4585	440	452+++	35
Dorrigo	3930	177.5	271	30
Urunga	4585	240	316	35

Note: The 10% attributed to the Mobile library has been added to the Grafton Library.
*Calculated using population benchmarks for each population size
+Calculated using service benchmarks
++Note: this does not include the space required for the Regional Headquarters
+++Size difference with Urunga is because of being the central library for the shire.

These are indicative floor sizes only. This data should be updated once the 2027 population projections based on the 2016 census become available. The State Library can work with Clarence Regional Library, Clarence Valley Council and Bellingen Shire Council to assist with planning for future facilities designed to meet the growing demands across the local government areas.

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[12] 2016 New South Wales State and Local Government Area Population and Household Projections, and Implied Dwelling Requirements http://www.planning.nsw.gov.au/Research-and-Demography/Demography/Population-Projections [accessed 9 June 2017]

This above table shows that two of the Clarence Regional Library buildings are to size according to the *People places: A guide for public library buildings in NSW* [13] calculations. It is pleasing to see the work at both Grafton and Bellingen Libraries. The sizes of these buildings provide space and services for the community to enjoy. It is suggested that planning for larger libraries for the other locations commence. It is understood that planning for these changes will have significant costs for the councils therefore long term planning is recommended.

The State Library has worked with architects from fjmt studio to develop a series of library floor plan templates. These templates include library layouts of various sizes and additional modules that can be put together to create usable library spaces of different sizes. These modules could be used to extend existing library spaces, for example to include additional seating areas or a meeting room. The indicative plans for 190sq m, 250 sq m, 500sq m and 1000sq m libraries are available on the State Library of NSW website [14]. These templates may help with planning for new or extended libraries.

People places: A guide for public library buildings in NSW contains information about what could be included in a new library. (See Appendix 4 for information).

Recommendation – plan for future library buildings
1. Commence planning for new or extended libraries for Iluka, Maclean, Yamba, Dorrigo and Urunga.
2. Consult *Mobile & Outreach Services, NSW public libraries: Practice, standards and guidelines* for ideas for services and pop-ups [15]

There are some things, which in the short term, could improve the useability of other libraries. Some of the libraries, in particular Dorrigo and Urunga, have a lot of signs. It is suggested that these are reduced in number. Reducing the number of signs can increase clarity for library clients and improve the look of each of these libraries. Urunga also needs some maintenance work some of which has already commenced.

8. Opening hours

Living learning libraries: standards and guidelines for NSW public libraries [16] has standards which relate to opening hours. The current opening hours are shown below.

Table 2 Library opening hours

Library name	Number of hours open per week
Grafton	40
Iluka	18
Maclean	26
Yamba	24

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[13] *People places: A guide for public library buildings in NSW*, Sydney: Library Council of New South Wales, Third edition 2012, http://www.sl.nsw.gov.au/sites/default/files/people_places_0.pdf [accessed 22 June 2017]

[14] Modular libraries project:Templates to assist councils in the design of library spaces http://www.sl.nsw.gov.au/public-library-services/modular-libraries-project [accessed 6 July 2017]

[15] *Mobile & Outreach Services, NSW public libraries: Practice, standards and guidelines* State Library of NSW, 2015 http://www.sl.nsw.gov.au/sites/default/files/mobile_outreach_services.pdf [accessed 11 September 2017]

[16] *Living Learning Libraries: standards and guidelines for NSW public libraries*, 6th Edition, December 2015, http://www.sl.nsw.gov.au/sites/default/files/living_learning_libraries_2015.pdf [accessed 26 June 2017]

Bellingen	28.5
Dorrigo	27
Urunga	26.5

As Grafton has a population of between 20,000 and 50,000, it is recommended that it open for 48 hours a week.

The opening hours of the other branches are within a suitable range for opening hours according to *Living learning libraries: standards and guidelines for NSW public libraries.* It is preferable if libraries remain open at lunchtime, however with current staffing levels this is not possible.

All of the branches, other than Grafton, have periods of rostered staff time when the library is not open. These include each day where staff undertake library maintenance tasks such as emptying the return chute, doing returns, shelving, running reservation reports and fulfilling reservations all of which are important for the effective running of the libraries. Allowing time in the morning before the libraries open ensures that core daily tasks are completed prior to clients arriving. This means when the libraries are open, direct service to the clients comes first and the libraries are tidy and ready for clients. It is most unusual for single person branch libraries to have up to an hour on most days when the library is staffed but not open to the public. The State Library recognises the benefits of libraries being staffed thirty minutes prior to opening to prepare for the day. However, one hour of staffed time per day when the library is not open should be delivering better outcomes for the library service. For example outreach to preschools, community groups and developing partnerships.

For Bellingen Library there is one staffed day when the library is closed on Monday. Maclean Library has a similar situation on Wednesday. For both of these libraries the staff are responsible for other branches, however, this is an opportunity for outreach to the community and for building partnerships and improving networks. Preferably Bellingen Library would be open on a Monday and Maclean on Wednesday as there is one person rostered to the library. It is most unusual for a single person library to be closed on a day that it is staffed. The State Library recommends that this time is used for outreach or direct services.

Bellingen Shire is proposing to extend the opening hours at some libraries with a total of four hours increase which will be of benefit to the community.

Recommendation – opening hours
3. Plan to extend the opening hours at Grafton Library
4. Open Bellingen Library on Monday and Maclean Library on Wednesday using the existing staffing or consider providing outreach on these days.

9. Changing communities
The recently released Australian Bureau of Statistics data has highlighted some changes for Clarence Valley Council and Bellingen Shire Council. There is an increase in the number of Aboriginal and/or Torres Strait Islander people in both communities. Strengthening connections with local land councils can be a way of welcoming more Aboriginal and/or Torres Strait Islander people into the libraries.

9.1 Local factors

Library services are a combination of skilled staff, locations, collections, services and programs. Libraries can be a key place for people to access resources otherwise unavailable. This may be books and DVDs but it can also be story times, author talks, or local studies material. Another crucial element is how libraries can bring together very different people through story times, knitting groups or maker spaces. This experience of diversity can be a powerful feature of what libraries can offer, provided they are welcoming to the whole community. While 47% of the community are library members there is still the potential to increase membership, to increase the use of the library and to increase the outreach of the libraries in their communities. It would be beneficial for the community if even more people were members of the library, using the collections, participating in the programs and benefiting from the skilled staff.

There is community concern over the rate of youth suicide in the Clarence Valley area. The NSW government is funding Headspace in Grafton to help with mental health for young people. This is a potential partner for the library to connect with for outreach to the community. There is also the potential for the library to expand the connections with local health care providers as the libraries are welcoming spaces with quality information and a range of programs to further engage with the community. Increasing connections with agricultural groups may also be an opportunity to increase the reach of the libraries.

Education, training and economic opportunities are valuable in each community and libraries can help with this. The planned changes to the mobile library service delivery will assist with addressing the needs of changing communities and demonstrate that both the libraries and the councils are agile and responsive. For this to be effective it is important that staffing numbers for the libraries are not reduced.

Recommendation – local factors
5. Consider investigating partnerships with Headspace, local health care providers, agricultural groups, and other potential partners.

9.2 Maker spaces, digital skills, economic benefits

For future planning the library will need to expand the range of services provided to appeal to an even wider cross section of the community, and to assist in the economic development of the community. A growing service in libraries are digital, biotechnology and technology maker spaces. These are for learning new skills, encouraging higher participation by girls and women in science and technology, helping people reskill, trying new business ideas, developing creative ideas and play. They can also be valuable spaces for social equity. These spaces build on programs and collaborations which libraries may have in place such as science clubs, knitting groups, gardening groups, and working with the local men's shed. These initiatives can be remarkably low technology and low budget.

Clarence Regional Library is planning a maker space as part of the new mobile library. This will provide a mobile maker space to travel around the Clarence Valley Council area as part of the library service. This is a key skill development area for library staff as well as they and the community can develop new skills needed for building capacity in the community. Bellingen Shire should consider ways to provide a similar service for their community. Central Northern Libraries provide an example of a regional maker space and STEM programming.

Making and craftivism (which combines craft and community engagement) can link to economic revival but also skills discovery. Port Macquarie Library has a good example with the Imaginarium[17] (recording and design studio). The Arapahoe Library District in Colorado has a diverse range of technology for loan[18] (including robots, solar lights and assistive devices) as well as recording studios, maker spaces and drop in demos (which are hands on technology discovery sessions and include tools from laser cutters and 3D printers to sewing machines). In both Port Macquarie and Arapahoe the technology is for the community to experiment with and to explore possibilities without having pre-planned outcomes. It helps to think of the library as an economic and creative hub for the community. Some of this is about reading skills, but it is also about a wide range of skills which can be facilitated by the library.

These kinds of spaces could provide connections or partnerships with local Aboriginal and/or Torres Strait Islander people and groups such as local land councils. As well there could be partnerships outside the area such as with Indigenous Digital Excellence[19] who although based in Redfern work Australia-wide. This could be a key way to help increase the use of library services by local Aboriginal and/or Torres Strait Islander people.

When planning in this area, talking with the community is key. Who is making things? There is potential for seed libraries and community gardens. Perhaps the seed savers could teach others their skills and a 3D printer could be used to print labels for the plants, or to reproduce a scanned image of a plants or seeds[20]. It is important that the idea of making is about community not about *stuff*. It is the connections which are powerful, and which the technology (whether 3D printer, seeds, or laser cutter for example) can facilitate. It is important to consider available partnerships and gaps in what the community can access. Many people have not seen a 3D printer in operation, or a laser cutter, and it is even more amazing to be able to create your own objects using these tools.

The continued growth in NSW public library usage is in part due to diversification of services. Working with community groups and services has implications for the way information services are provided by library staff as these skills continue to be in demand. Libraries working in this space can help position their councils as economic leaders.

While the new mobile library/mobile maker space will provide access for people in Clarence Valley Council, Bellingen Shire Council will need to seek another solution to provide similar access for the people in their communities. A region wide approach such as that taken by Central Northern Libraries with very strong support from Tamworth Regional Council would be effective but may not be possible with the current financial constraints.

Recommendation – maker spaces, digital skills, economic benefits
6. Investigate maker related partnerships to connect the library and the community.

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[17] Imaginarium, Port Macquarie-Hastings Council http://www.pmhc.nsw.gov.au/Facilities-amp-Recreation/Libraries/Imaginarium [accessed 4 July 2017]
[18] Arapahoe District Library, technology https://arapahoelibraries.org/browse/technology/ [accessed 4 July 2017]
[19] Indigenous Digital Excellence http://idx.org.au/ [accessed 2 July 2017]
[20] Dorrigo Library has a sales point for local seeds, which is managed by the local seed savers network. One is also planned for Bellingen Library. This is a different strategy to the free seed libraries in Nundle, Tamworth, Port Macquarie and Murwillumbah Libraries.

7. Work at increasing library connections with the local Aboriginal land councils and other relevant groups.
8. Investigate connecting with Indigenous Digital Excellence.

10. Staff structure and skills

Staff are a key part of any effective library service. Library staff manage the buildings, develop and maintain collections, work with community groups and individuals. Staff assist clients to find information, return loan items, assist clients use self- check, train clients, run programs and events, assist clients with new digital skills such as how to download econtent (books, magazines, comics and audio) and how to search databases. Staff also provide training to each other and the public, and in some libraries run story times.

It is important to note that the staffing situation has changed since the branches of Clarence Regional Library were visited by the State Library.

10.1 Staffing levels

Living learning libraries: standards and guidelines for NSW public libraries [21] has standards which relate to library staffing. One of the standards is that of at least one staff member per 3,000 eligible population.

Clarence Regional Library has a total staff of 18.4 equivalent full time (FTE). This gives one staff member per 3,480 eligible population. For the population of the region, according to *Living learning libraries: standards and guidelines for NSW public libraries*, there should be 21.35 equivalent full time staff.

There are also standards which relate to the number of qualified staff. For every 10,000 people there should be at least one qualified staff. Clarence Regional Library has 4 qualified staff, for the population of the region this should be 6.4 equivalent full time (FTE). There are additional levels to these standards, listed in Appendix 1.

More staff and more qualified staff can provide a greater range of services as well as more outreach for the community.

The State Library acknowledges that Clarence Regional Library staff are effectively making use of available resources. However, to reach a wider community consideration of staffing resources and improvements to buildings is needed. It is noted at the current per capita expenditure it may be challenging to improve the performance of the library service.

Recommendation – staffing levels
9. Clarence Regional Library work towards increasing the FTE, with the median of one staff member per 3000 people as the goal.
10. Clarence Regional Library work towards increasing the number of qualified staff to 6.4 FTE

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[21] *Living Learning Libraries: standards and guidelines for NSW public libraries*, 6th Edition, December 2015, http://www.sl.nsw.gov.au/sites/default/files/living_learning_libraries_2015.pdf [accessed 26 June 2017]

10.2 Staff roles
Many position descriptions in the Clarence Regional Library include the expectation that staff will:

- *Keep abreast of the trends in technological innovation and their application in public libraries in order to provide efficient and effective use of technology as an integral feature of the Library's service to the target groups[22].*

While some staff are managing this, others require additional encouragement and motivation to continue their learning in this key library area. The tech times which are run by the Team Leader (Collection & Reference) are apparently popular in each of the branches. However, more staff need to develop skills in this area so that these skills are more widely shared and consistently available in each branch. The aim should be that most staff have the skills to deliver these sessions, mainly so they can help clients one on one with setting up devices to borrow library material. Many staff have these skills, but not all do. It is important to build staff skills particularly as they are an expectation for service delivery. This is important for sustainability and succession planning.

The possible changes to the role of Team Leader (Collection & Reference) could potentially strengthen both parts of this position, as reference is currently underserved in this role. It also provides further motivation for all staff who do desk shifts to increase their skills in the use technology so they can each assist clients, or provide information sessions. There are help sheets to give to clients, or to use to help clients with some technology questions. However, staff are not equally confident in using these resources with clients.

Staff mentioned interest in more reference related training including the use of databases. This would encourage greater use of the library resources and build the awareness for clients around how library staff assist with information enquiries. It would also assist staff with developing and maintaining their skills. There is already community awareness of this assistance as in 2015/2016 there were 64,561 information requests. With the dispersed geography of the regional library it is suggested that online training is considered. It is important to bring staff together for training but it could also be valuable to provide short (10 – 15 minute) updates via videoconference. These could be done prior to libraries opening in the morning and would still connect staff to each other as well as to the training. These short updates could be a way to regularly connect staff at the different libraries as well as provide ongoing training. This would allow regular refresher training in a range of areas before larger training sessions which bring people together at Grafton.

The library staff in each of the branches are seeking to serve their communities. This enthusiasm is a challenge to maintain with some staff transitioning to retirement. It is noted that the councils are supporting transitioning to retirement but it is important that staff continue to maintain their enthusiasm and energy in their workplaces.

Staff often work at more than one location. This builds skills and knowledge as they move between working at a single person branch and (usually) Grafton Library.

The staffing levels at many of the branches limit options for building skills, developing programs and providing outreach. This means that more training may be required to enable

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[22] Information and quote from Clarence Regional Library position descriptions

staff in branch libraries to participate in reading groups, without feeling pressure to lead the discussion while also providing enquiry and loan services.

Staffing levels in the branches make developing and delivering programs a challenge. With the overall staffing for Clarence Regional Library lower than recommended, planning and delivering programs across the region occurs infrequently. Developing programs centrally to be delivered locally is a way of sharing resources across all the branches.

Other library services have articulated skills required for modern, proactive, customer focused service delivery. *Anythink Libraries* in Colorado has a list of thirteen core competencies which are complemented by job specific competencies. These competencies are listed in detail in Appendix 3 and highlight customer focus, collaboration, initiative, continuous learning and problem solving. This list is about skills and attitude. It focuses on the positive, continuing to learn, and helping clients. These are very relevant skills for libraries at time of change.

Recommendation – staff roles

11. It is recommended that additional technology training be provided to library staff with the aim of increasing the skills of all library staff, building capacity across the network.
12. It is recommended that regular reference training updates are provided to staff

10.3 Use of volunteers

The Australian Library and Information Association (ALIA) has a *Statement on voluntary work in library and information services*. This notes that
ALIA affirms that volunteer workers must not replace appropriately trained and paid staff:
- *to compensate for the reduction, or withdrawal of services caused by inadequate staffing establishments, failure to fill vacant posts, or cutbacks in overall library and information services funding; or*
- *to establish and maintain library services or outreach programs which would normally be established and maintained by paid library staff.*

The replacement of trained, paid library staff by volunteers can only lead to a deterioration in the standard and the effectiveness of services, be wasteful of resources and be detrimental to the interests of library users[23].

Much of the use of volunteers within Clarence Regional Library, such as the covering of some library materials and the delivery of home library materials, is within the range of what is acceptable for volunteers to do as is the transcription of oral histories. However, the use of volunteers to do desk work and serve clients as is the situation at Urunga Library is not appropriate and needs to be addressed. The issue of volunteers was addressed in the *Clarence Regional Library Review*, State Library, 2006. While there have been improvements

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[23]ALIA. Statement on voluntary work in library and information services, 2009 https://www.alia.org.au/about-alia/policies-standards-and-guidelines/statement-voluntary-work-library-and-information-services [accessed 28 June 2017

including the introduction of policy and procedures for volunteers, some procedures need to be addressed at Urunga.

Recommendation – use of volunteers
> 13. It is recommended that the use of volunteers in the libraries comply with the ALIA *Statement on voluntary work in library and information services*

11. Communication

Like most organisations, there are structured as well as informal methods of communicating with the geographically dispersed staff of this library service. The use of email is key for providing information to all staff. The Regional Librarian, Clarence Valley Council and Team Leader (Libraries West), were both praised by staff for their communication across the libraries as they are efficient in sending emails or updating the staff wiki. Not all staff are diligent with their reading of the emails or wiki.

The minutes from the weekly Grafton Library staff meeting are available on the wiki. The Team Leader Libraries (East), the Shire Librarian, Bellingen Shire Libraries, Team Leader (Collection & Reference) meet with the Regional Librarian, Clarence Valley Council and Team Leader (Libraries West). The Regional Library services staff meet fortnightly with staff taking it in turns to prepare the agenda and write the minutes and putting them on the wiki for all staff to access.

There is exploration of use of technology to aid staff communication with Skype used for Regional meetings. Meetings of the Bellingen Shire staff and the Libraries East teams were also mentioned as being important, although both teams had not met regularly this year.

There is a shared calendar for communication so that staff know who is at each branch. However, some staff commented that they were not able to update and edit the calendar.

While meeting face to face is important, the use of Skype or other means of videoconferencing can be used to increase connections between the various locations. Regular communication between the staff at the different sites is important. Using a range of tools, as the staff are currently doing helps with connecting people to each other as well as the required information.

Recommendation – communication
> 14. Extend the trial of videoconference for some of the meetings of library staff.

12 Collection management

Living learning libraries: standards and guidelines for NSW public libraries [24] has standards which relate to collections and their use.

Items per capita are the number of items for each person in the whole library service. The library has an *item per capita* of 2, which is below the baseline or NSW median standard of 2.38 items. This lower figure is supported by the *acquisitions per capita*, which for Clarence Regional Library is 0.19 and is below the baseline or NSW median standard of 0.24 items.

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[24] *Living Learning Libraries : standards and guidelines for NSW public libraries*, 6th Edition, December 2015, http://www.sl.nsw.gov.au/sites/default/files/living_learning_libraries_2015.pdf [accessed 27 June 2017]

Collection size and age was investigated in the *Clarence Regional Library Review*, State Library of NSW 2006. While the collection size is still below the baseline, both it and the collection age have improved since the last review (see Appendix 1).

Turnover of stock and circulation per capita provide an indication of how well the library's collection is used. Turnover of stock is obtained by dividing total circulation by the total number of items which are available for loan. The *turnover of stock* for the library is 2.4, which is below the baseline or NSW median standard of 3.06. This figure is an indication of how active the collection is.

Circulation per capita is another way of looking at loan data and describes the number of times each item is borrowed, divided by the population of the area. For Clarence Regional Library, the *circulation per capita* is 4.8, slightly below the baseline or NSW median figure of 5.51. More detailed information about these standards and guidelines is available in Appendix 1.

There is weekly stock transfer between the branches. Collection HQ is used to identify low use items to transfer from one branch to another. The transfers are lists of low use titles, with popular items being retained at the branches where they are popular. This has increased the loans as low use titles are moved to other branches where they are more suited. The use of Collection HQ appears to be a strong element in improving weeding and other aspects of collection maintenance as it provides an evidence based approach to assist with managing the collection.

Greater diligence is needed in a few areas for example, there were out of date legal publications on display. The LIAC Librarian at the State Library can provide information to the Team Leader (Collection & Reference) to update resources. Emails are sent to notify libraries when to remove publications from the *Find legal answers* collection[25] and it is important that these are followed up.

The new tablet collection for loan is proving popular with 10 Samsung Galaxy *tab-lite* available for loan. There is a new parenting collection and access to eComics via a database.

For the collections about Aboriginal and/or Torres Strait Islander people the name of the collection should reflect the community preferences. The sign at Bellingen Library for Aboriginal Studies should be changed as a priority. A preferred name for this is *Aboriginal Collection* which would match the flier produced by the regional library describing the Aboriginal collection and which acknowledges the Bundjalung, Gumbaynggirr, and Yaegl people. This term comes from a discussion with the Manager, Indigenous Services at the State Library of NSW who also suggested *Aboriginal resource collection*. Ideally the local Aboriginal land council should be invited to discuss the name they would like for this collection and this is a library by library consultation.

Recommendation – collection management
    15. It is recommended that the *Find legal answers* collection is regularly updated based on the information provided from the State Library of NSW

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[25] Find legal answers for public libraries http://www.sl.nsw.gov.au/public-library-services/services/find-legal-answers-public-libraries [accessed 27 June 2017]

16. It is recommended that the sign for Aboriginal Studies is changed to Aboriginal collection or Aboriginal resource collection.

12.1 Collection performance

The following tables show how different parts of the collection are performing. Table 3 shows the number of items in the collection, divided by target age group, where this information is available. The largest collection is adult fiction, closely followed by adult non-fiction. Large print, junior fiction, junior non-fiction and picture books are all similar size collections. The periodicals may seem under represented because they show the number of titles rather than the number of volumes.

Table 3 Collection size

Clarence Regional Library collection					
Group	**Adult**	**Youth**	**Junior**	**Picture**	**Total**	**Share**
Non Fiction	37,815	2003	10,365	217	**50,400**	38.99%
Fiction	38,389	5059	10,645	8,490	**62,583**	48.42%
Ebooks	2,319				**2,319**	1.79%
Large Print	13,170				**13,170**	10.19%
Periodicals*	123	8	10		**141**	0.11%
Online periodicals*	110				**110**	0.08%
Audio	3550	271	604		**4425**	3.42%
Eaudio	1739				**1739**	1.34%
Toys/games			217		**217**	0.16%
DVD	6036		1267		**7303**	5.65%
Total	**90,081**	**7341**	**23,108**	**8707**	**129,237**	
Share	69.7%	5.6%	17.88%	6.73%		

*use of titles rather than issues

Table 4 shows the number of loans for each part of the collection. While non-fiction items comprise almost 39% of the collection, they provide only 15% of the loans. It is suggested that this performance may be improved through longer use of Collection HQ as changing the branch locations is improving some loans. Periodicals, both online and in print, are performing well above their collection size, even though the numbers remain low. Large print also has considerable loans for the collection size.

This discrepancy between the percentage of the collection and the percentage of loans for adult non-fiction would indicate a potential mismatch between the collection and the community. It is suggested that greater community consultation take place around the adult non-fiction collection so that the non-fiction collection can better match their needs and interests. Non-fiction statistics have been declining in many public libraries but this decline is not inevitable. The stronger loans in other categories in the collection may be able to be replicated in adult non-fiction. The non-fiction collection, with a very low turnover rate (see Table 5) is not matched well to community interested and needs. It is suggested Collection

HQ is used to explore how to improve the breadth and depth of the collection in a way which the community will use.

Table 4 Loan amounts and percentages

Clarence Regional Library loans						
Group	**Adult**	**Youth**	**Junior**	**Picture**	**Total**	**Share**
Non Fiction	49,584	132	9953	642	**60,311**	15%
Fiction	147,855	6122	21644	35255	**210,876**	52.47%
Ebooks	5809				**5,809**	1.44%
Large Print	40119				**40,119**	9.98%
Periodicals*	11121	734	808		**12,663**	3.15%
Online periodicals*	3497				**3,497**	0.87%
Audio	11,774	251	1330		**13,355**	3.32%
Eaudio	1690				**1690**	0.42%
Toys/games			600		**600**	0.15%
DVD	43,103		9823		**52,926**	13.17%
Total	**314,552**	**7,239**	**44,158**	**35,897**	401,846	
Share	78.2%	1.8%	10.99%	8.93%		

*use of titles rather than issues

Table 5 shows the number of times each item in a specific collection would have been borrowed each year. The high numbers for the periodicals are because they are listed by title and not specific issues. These still are impressive figures.

Table 5 Turnover rates by collection

Clarence Regional Library turnover rates				
Group	**Adult**	**Youth**	**Junior**	**Picture**
Non Fiction	1.3	0.6	0.96	2.9
Fiction	3.8	1.2	2.03	4.15
Ebooks	2.5			
Large Print	3.04			
Periodicals*	90.4	91.75	80.8	
Online periodicals*	101			
Audio	3.3	0.92	2.2	
Eaudio	0.97			
Toys/games			2.76	
DVD	7.14		7.75	

*use of titles rather than issues for this turnover

It is suggested that there are slight adjustments in the distribution of the budget with increases for junior (all formats), fiction (for all client groups) and periodicals. It is suggested that budget for this is obtained by reducing the funding for adult non-fiction, while it is 29.2% of the collection, provided 12.3% of the loans, with a turnover rate for the items of 1.3 (see Table 4).

Recommendation – collection performance

17. It is recommended that the purchasing ratios are altered to increase the size of higher performing collections. In particular there should be slight increases in expenditure for junior (all formats), fiction (all age groups), and periodicals. This increase can be funded by a slight decrease in expenditure on adult non-fiction.
18. It is recommended that the collecting profile for the non-fiction collection is reviewed to better reflect the interests of the community.

12.2 Collection management processes

12.2.1 Selection

The collection is mostly selected by Team Leader (Collection & Reference) with some standing orders. Suggestions by clients also play a key role in the collection development as Reader Services (Large print/Audio) places the orders for these for each branch.

There is an annual selection day where clients can choose materials from a book supplier. It is held at Grafton and Bellingen Library every second year, with the alternating years in the smaller branches in each council. This generally attracts between 40 and 60 people of a variety of ages. This is an effective way to consult with the community.

12.2.2 Ordering

The orders are placed online.

12.2.3 Accessioning

The accessioning is done as part of the work of Senior Technical Services Officer, Reader Services (Large print/Audio) and Library Assistant (Acquisitions & Promotions). Allocation of this task depends on the format.

12.2.4 Cataloguing

Cataloguing is done using a combination of copy cataloguing from Trove and original cataloging for material not on Trove. Cataloging records are provided for fiction with non-fiction cataloguing done in-house. Holdings for original cataloging, which is predominantly local studies material, are not yet being added to Trove. This is because there are problems with uploading the records and is being investigated as contributing local studies records to Trove is important for people who want to research this area. The Digital Asset Management (DAM) aspect of Civica is also being investigated. This will enable more local studies material to be digitised, as well as enabling more digital collecting, such as photographs and videos of local festivals.

Subject headings and notes are being added for DVD and fiction records. The inclusion of language fields on DVD records means that where multiple language editions are available

on the one DVD, this is recorded. This information increases access for clients[26] as it gives them more ways to discover the item. Other items, such as Mills and Boon are catalogued with their series, number in the series and with author and title.

The focus on the cataloguing is to make it easy for clients to find what they are looking for. The aim is to have the material available for clients quickly.

The staff are satisfied with the quality of cataloguing records from James Bennett. More consistent fiction catalogue records on Libraries Australia would be helpful. Better fiction records can help with the provision of readers' advisory services. Less time cataloguing would mean an increase in the digitisation which is possible. If non-fiction records were also purchased this would enable more time to be allocated to digitising local studies material. This would make good use of both the arm scanner and the flat bed scanner.

There is extensive use made of batch downloads from Libraries Australia as well as bulk edit functions. The aim is to have the material findable and available for clients as soon as possible. There was no large cataloguing backlog when the Regional Headquarters were visited.

An impressive feature of the work by the Regional Library staff is that of deletions from Libraries Australia. This is done as part of the streamlined processes for deletions and is not time consuming.

12.2.5 Processing

Most of the fiction has relevant stickers in place. DVDs, audio titles and large print are mostly processed by the suppliers so once items are catalogued they are immediately available for the clients. Volunteers process other material.

Collection items are allocated according to the allocation percentage shown on Table 6. This is based on the population of the different councils and communities.

Table 6 Collection allocation based on population

Clarence Valley Council Libraries 80%	Bellingen Shire Libraries 20%
Grafton 30%	Bellingen 7%
Maclean 15%	Urunga 7%
Yamba 15%	Dorrigo 6%
Mobile library 10%	
Iluka 10%	

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[26] For an example of subject headings, summary and language information see the record for *Rogue one* https://clarence.spydus.com/cgi-bin/spydus.exe/ENQ/OPAC/BIBENQ?BRN=242569 [accessed 28 June 2017]

12.2.6 Weeding

Collection HQ is being used to help manage the weeding process and increasingly low use items are transferred to other branches to see if a change in location will improve their loans. This strategy has been effective for increasing loans for transferred items.

The plan has been for two regional staff to go to the libraries when the technology training is completed. This way they learn more about presenting the technology training for the public, as well as having two people able to weed the collection with the staff in the different libraries. This would also train branch staff in broader weeding processes. This two person approach has not been happening as regularly as it should. It is part of the role of the Team Leader (Collection & Reference) to manage this.

12.2.7 Stocktake

As the libraries have RFID staff use mobile devices (wand and Samsung phone with relevant app) to scan items. It is very easy to walk around the library and scan for problems. A full stocktake of Grafton library takes about six hours, with the other branches taking between two and three hours. This provides better accountability for the collection.

12.3 Local studies

For the Clarence Valley Council Libraries, as well as the collection work being done by Team Leader (Collection & Reference), there is work being done by the Library Technician (Local Studies) on managing this collection. Where relevant loan copies are also purchased for local studies as the collection is a mix of loan and not for loan material. The branch officers at Iluka, Maclean and Yamba also source information local to their area which results in tailored local studies collections. These small collections look smart. The pamphlets and smaller publications are displayed in a stand with the books shelved next to them. It is encouraging to see a promotion of relevant databases as well as Trove Australia as part of the local studies collection.

Photograph 11 Local studies collection at Iluka Library showing pamphlets, books and database promotion.

The have been some important collection donations including 150 oral history recordings which are being transcribed by volunteers. Over time it would be helpful if these could be made available for research and listening online.

The displays in Grafton Library, as well as some of the other libraries, are an effective way to raise awareness of the wide range of the potential of local studies. It also highlights the importance of contemporary collecting some of which can be seen by how Pinterest is used

by the library to collect recent events and images from the community. It is suggested that digital collecting be done to add recent photographs and other digital content to the collection. Digital oral history recordings will be added soon as a result of oral history training which took place in 2016.

The library coordinates meetings between local groups who are interested in local and family history. This is an excellent opportunity to bring together people with similar interests and can encourage collaboration. An example of this is the banners that were produced to promote local studies. The success of this project can be attributed to library staff who brought the groups together.

Photograph 12 Banner for local studies, some of the local historical groups have matching banners

While there is some Aboriginal material collected for local studies, it would be beneficial for library staff to work with local Aboriginal land councils to better reflect this community.

12.4 Cost of acquiring and managing collections

The following table shows the costs for acquiring items for the collection. This data was provided by Clarence Regional Library.

Table 7 Cost of acquiring and managing collections

Area of cost	Calculations	Cost
Ordering, accessioning , cataloguing and processing, and accessioning	Percentage of staff doing work in this area and their salaries 4 of 6 RS staff = 67% of RS 4 of 18.4 FTE for service = 21.7% Total – $**209,661** (total salaries)	**TOTAL** $209,661
Selection	Percentage of staff doing work in this area and their salaries	**TOTAL** included in above section
Total expenditure on staffing		**$209,661**
Consumables for item processing – in house + Outsourced processing costs Libraries Australia membership		$56,900 $2,700 ($59,600)
Total expenditure on collection management	**Staffing costs + materials**	**$269,261**
Total expenditure per item	**Number of items based on acquisitions in 2016/17** 12,475 **print** items 12927 print and ebooks/eaudio	**21.58 per item** **20.82 per item**

12.5 Efficiency of current model of collection development

Outsourcing of collection procurement cataloguing and processing in NSW public libraries is becoming increasingly common. In 2010 the State Library, on behalf of the NSW Public Library Network Research Committee, undertook a cost benefit analysis of collection management models which compared outsourcing, in house and a combination of these collection management models. The report of this research, entitled *A Benefit cost analysis:*

outsourcing of acquisitions, cataloguing and processing in NSW Public Libraries[27] identified operational, economic and social costs and benefits for libraries outsourcing collection procurement and management. Benefits for libraries were evident in all three areas although it was noted that large libraries are likely to already be achieving considerable economic efficiencies in labour and are likely to be able to undertake processing and cataloguing in a more effective manner than smaller or medium sized libraries. Therefore large libraries may not achieve the same levels of benefits as smaller libraries by moving to an outsourced model.

Using case studies which involved a variety of library sizes and types, and incorporating some sensitivity analysis (upper and lower estimates) the study identified that, on average, costs (labour and materials) for acquiring, cataloguing and processing in house could be estimated at between $9.80 and $14.20 (2010 figures). Adjusted for CPI of 2.5% over 7 years updated comparable figures for 2017 are between $11.70 and $16.90. While other cost benchmarks are difficult to source, it is noteworthy that in 2007 the Library Board of Victoria reported an average cost to procure an item from selection to shelf to be approximately $9.50 which is consistent with figures provided within the NSW study. While both of these figures are slightly dated the per item cost of around $21 is per item for Clarence Regional Library is slightly high.

The attributed salary is probably slightly higher than it should be as no salary has been deducted for the *tech time* training sessions. Deducting salaries for this time would slightly reduce the total expenditure per item.

There is however potential to free up staff time by outsourcing a greater proportion of the acquisition (selection) and it is recommended that other aspects of the collection management cycle (cataloguing and processing) are investigated with suppliers in order to evaluate whether there would be a financial benefit in outsourcing. The objective would be to redirect any savings and staff resources into the public facing services of Clarence Regional Library.

Recommendation – collection management processes
19. It is recommended that where possible non-fiction records are obtained as part of purchasing items.
20. It is recommended that scoping is done to plan for collecting digital photographs and ephemera.
21. It is recommended that other aspects of the collection management cycle (cataloguing and processing) are investigated with suppliers to evaluate whether there would be a financial benefit in outsourcing in order to redirect resources to direct client services.

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[27]*A Benefit cost analysis: outsourcing of acquisitions, cataloguing and processing in NSW Public Libraries* http://www.sl.nsw.gov.au/public-library-services/benefit-costs-analysis-outsourcing-acquisitions-cataloguing-processing 2009 [accessed 28 June 2017]

13: Conclusion

The State Library's observations of Clarence Regional Library Library's current services and performance are as follows:

The State Library's observations on Clarence Regional Library's current services and performance is as follows:

- Collection development measures such as age of collection compare well with NSW medians.
- Items per capita and acquisitions per capita are lower than NSW medians.
- Visits to the library per capita and library membership are significantly higher than NSW medians, with visits per capita being exemplary.
- Staffing per capita is below the FTE recommended for the population served, as is the number of qualified staff.
- Collection usage figures such as turnover of stock and circulation per capita are below NSW medians.
- Many members of the community participate in the wide range of programs offered by the libraries.

The State Library considers that priorities for improving Clarence Regional Library's services to the community include:

- long term planning for library building renewal
- long term planning in relation to library staffing
- more detailed collection use assessment, including a change in collection priorities for non-fiction.

The State Library welcomes the opportunity to work with Clarence Regional Library with future building and service expansion plans with reference to standards, guidelines and best practice to meet the needs of this growing area.

Appendix 1: Measurement parameters

Living learning libraries: standards and guidelines for NSW public libraries

Living learning libraries: standards and guidelines for NSW public libraries, is an evidence-based guide to the development of library services in NSW. Written in two parts, it provides a practical basis for comparison among library services, as well as a framework for service assessment and continuous improvement.

It is intended to encourage best practice in service delivery not by presenting theoretical targets, but by highlighting what standards are already achieved by leading libraries.

Developed by the State Library of NSW in consultation with NSW Public Libraries, on behalf of the then New South Wales Public Library Network Research Committee, these standards and guidelines are intended to assist public libraries and Councils to:
- evaluate current services
- set targets for improvement
- develop continuous improvement in library service delivery, and
- plan for future needs.

Living Learning Libraries[28] uses current *NSW Public Library Statistics*[29] to set evidence-based targets for public library collections and services and is updated annually.

Three targets are described in the Standards:

Baseline target:	Derived from the median value. This is judged to be a reasonable minimum target for libraries.
Enhanced target:	Derived from the midpoint value of the third quartile. This target indicates the minimum enhanced level that higher performing libraries might achieve.
Exemplary target:	Derived from the value at the bottom of the fourth quartile (point immediately above the third quartile point (Q3). This target indicates the minimum exemplary level that leading libraries might achieve

Library Management Standards using 2015/2016 data unless otherwise stated.
Population of 64,050 was used for calculations

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[28] *Living Learning Libraries : standards and guidelines for NSW public libraries*, 6th Edition, December 2015, http://www.sl.nsw.gov.au/sites/default/files/living_learning_libraries_2015.pdf [accessed 26 June 2017]
[29] NSW Public Library Statistics 2014-15 http://www.sl.nsw.gov.au/public-library-services/advice-best-practice/public-library-statistics [accessed 15 March 2017]

S1 Expenditure on library materials per capita 2014/2015 data

Clarence Regional Library	$3.26
Baseline	$4.53
Enhanced	$4.83
Exemplary	$5.57

S2 Borrowers (registered library members) as percentage of population

Clarence Regional Library	47 %
Baseline	41.5%
Enhanced	49%
Exemplary	55%

S5 Visits to library per capita

Clarence Regional Library	5.4
Baseline	4.5
Enhanced	5.0
Exemplary	5.4

S6 Staff members : minimum number of staff per 3,000 eligible population

Clarence Regional Library		18.4
Baseline	1	21.35
Enhanced	1.1	23.48
Exemplary	1.3	27.75

S7 Qualified staff staffing level

Clarence Regional Library		4
Baseline	1 for every 10,000 pop	6.4
Enhanced	1 for every 7500 pop	8.5
Exemplary	1 for every 5000	12.8

S10. Items per capita

	Population up to 100,000
Clarence Regional Library	**2**
Baseline	2.38
Enhanced	2.58
Exemplary	3.34

S11 Acquisitions per capita

	Populations up to 100,000
Clarence Regional Library	**0.19**
Baseline	0.24
Enhanced	0.27
Exemplary	0.33

Turnover of stock and circulation per capita provide an indication of how well the library's collection is used. Turnover of stock is obtained by dividing total circulation by the total number of items which are available for loan.

S13.Turnover of stock

Clarence Regional Library	**2.4**
Baseline	3.06
Enhanced	4.21
Exemplary	4.99

S14. Circulation per capita

Clarence Regional Library	**4.8**
Baseline	5.51
Enhanced	6.54
Exemplary	7.71

S12 % of library collection purchased in last 5 years

Clarence Regional Library	**51%**
Baseline	49.44%
Enhanced	53.39%
Exemplary	56.69%

S12 % of library collection purchased in last 10 years

Clarence Regional Library	80 %
Baseline	79%
Enhanced	83%
Exemplary	85.89%

S 17 Library programs
Number of programs 632:
Number of participants: 8791

Appendix 2: Recommended sizes for library spaces

The following figures are offered as a guide for Clarence Regional Library in identifying the indicative size for a library building. These figures are approximate and only provide a starting point for the provision of minimal services.

Building Size Reckoner for Branch Libraries-using *People places* population based benchmarks[30]

Library name	2026 projected population	Current library size	Recommended size in square metres (gross)*	Number of seats+
Grafton	27,900	1,982	1,657++	158
Iluka	6976	140	480	51
Maclean	10,462	346	722	74
Yamba	10,462	202.25	722	74
Bellingen	4585	440	452+++	35
Dorrigo	3930	177.5	271	30
Urunga	4585	240	316	35

Note: The 10% attributed to the Mobile library has been added to the Grafton Library.
*Calculated using population benchmarks for each population size
+Calculated using service benchmarks
++Note: this does not include the space required for the Regional Headquarters
+++Size difference with Urunga is because of being the central library for the shire.

Current total floor area 3,510 square metres
Recommended size 4,620 square metres

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[30] *People places: a guide for public library buildings in NSW* (2012) p 9
http://www.sl.nsw.gov.au/sites/default/files/people_places_0.pdf accessed 17 January 2017

Appendix 3: Library spaces

The libraries should be flexible spaces able to be adapted over the years as communities and services change. They should be able to support a range of quiet and noisy activities. There is a need, sometimes underappreciated in libraries for quiet space, even at times silent space, but the entire library should not be silent. This may necessitate some acoustic treatment to provide this outcome as libraries are spaces for many simultaneous activities and this needs to be addressed in any design.

Libraries should contain areas for youth and children but with an aging population there may be need to provide areas for adults of different ages. Even in small libraries flexibility of space can be facilitated by library shelving being on wheels as this means that shelving can be moved more readily if a large area is required for a community event as Grafton City Library currently does for events. It also means the library can be used at times of natural disasters as a support centre for services.

There will still need to be continued space for collections. Part of this space should include how clients can explore online collections within the library, for example ebooks and eaudio.

The Schedule of public library functional areas listed below is taken from *People places*. This provides a list to work through and consider for inclusion. Community consultation will help the council to prioritise which areas to focus on. These listed functional areas can have overlapping uses, for example the shelving for the collection may be on wheels and so when moved around creates a space for another, temporary use.

Collections
- Reference collection now sometimes reduced or combined with non-fiction)
- Fiction collection
- Non-fiction collection
- Specialist collections (local studies, community languages and Indigenous collections)
- Large print collection
- Children's collection
- Young adult collection
- Audiovisual collection
- Special genre collection, eg .business, gardening

Reading and seating areas
- Newspaper and periodicals lounge
- Individual study areas
- Individual seating areas including laptop use
- Lounge areas
- Group study areas

Public access computers
- Public access computers with internet
- Additional public access computers
- OPACS
- Customer service
- Service desk

- Self-check reference, information, roving service points
- Community information and display
- Council and community services
- Children's desk

Children and youth
- Children's activity areas
- Children's story telling
- Toy library
- Young adult area
- Games area

Specialist
- Specialist genre areas
- Specialist local and family history area
- Specialist storage and archive
- Digital learning commons
- Dedicated IT training rooms
- Maker space
- AV areas
- Mixing and recording studios, graphic imaging

Staff areas
- Staff work room
- Staff work room storage
- Staff toilets, showers and lockers
- Staff retreat
- Staff kitchen and breakout areas
- Staff meeting areas

Ancillary, circulation and amenities
- Foyers, corridors
- Additional space for vertical circulation
- Scanners, photocopiers, printers
- Toilets and parents' room
- Plant room
- Server room
- Out of hours access
- Public lockers and shelving
- Cleaner's storage
- Loading and delivery

Additional services
- Cafe
- Outdoor area/courtyard
- Community services
- Community kitchen
- Meeting rooms, lecture rooms, auditorium, multipurpose space, function room

- Exhibition and display
- Specialist work areas
- Shop
- Vending machines
- Toy library

Consideration could be given to providing access to part of the library buildings outside of opening hours eg. meeting rooms.

With future planning, consideration should be given to spaces for different maker activities such as the library is supporting currently e.g. embroidery, knitting but considering some of the more STEM (science, technology, engineering, mathematics) activities. These tools such as 3D printers, laser cutters and sewing machines can be used for business start-ups as well as local creativity.

Appendix 4: Skills

Examples from library services who have articulated skills required for modern, proactive, customer focused service delivery.

Anythink Libraries in Colorado has a list of thirteen core competencies[31] which are complemented by job specific competencies. This list is about skills and attitude. It is a focus on the positive, continuing to learn, and helping clients.

- *I am customer focused.*
- *I am cooperative and a collaborator.*
- *I am understanding and compassionate.*
- *I am a self-starter and have a strong work ethic.*
- *I am flexible and embrace change.*
- *I am an effective communicator.*
- *I am a problem solver.*
- *I am responsible and honest.*
- *I am emotionally mature.*
- *I am a continuous learner.*
- *I am an innovator.*
- *I am a leader.*
- *I am an Anythinker.*

Meredith Farkas proposed her list of skills for the 21st century librarian[32] there are still relevant ideas to consider. Her core list is
1. Ability to embrace change
2. Comfort in the online medium
3. Ability to troubleshoot new technologies
4. Ability to easily learn new technologies
5. Ability to keep up with new ideas in technology and librarianship (enthusiasm for learning)

These are followed by her "higher level competencies" of
1. Project management skills
2. Ability to question and evaluate library services
3. Ability to evaluate the needs of all stakeholders
4. Vision to translate traditional library services into the online medium
5. Critical of technologies and ability to compare technologies
6. Ability to sell ideas/library services

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[31] Core competencies for Anythinkers June 2009
http://www.anythinklibraries.org/sites/default/files/imce_uploads/Microsoft%20Word%20-%20Core%20Competencies%20Cover%20Letter.pdf [accessed 22 June 2017]
[32] Farkas, Meredith, Skills for the 21st century librarian, 17 July 2006
http://meredith.wolfwater.com/wordpress/2006/07/17/skills-for-the-21st-century-librarian/ [accessed 22 June 2017]

Both of these sets of competencies, while they can be worked at individually, benefit from encouragement within the work place and could be articulated in position descriptions, job advertisements and planning documents.

A recent advertisement for a position, equivalent to a library assistant, at Library 21C, a public library in Colorado, lists the following skills and attributes[33]:

1. Provides excellent customer service and maintains a courteous, positive image of the library when interacting with patrons and staff.
2. Works on the public services desk providing reference services face to face, over the phone, and via email.
3. Provides general assistance and information about the library's services and procedures.
4. Assists and instructs patrons through material and on-line searches, computer software applications, reference/in-depth research, community referrals, and outside sources/collections.
5. Maintains confidentiality in all patron and staff interactions.
6. Uses computers, printers, specialied software, fax and other business machines, as well as specialized equipment contained in the makerspaces. .
7. Assists patrons with questions about electronic devices.
8. Helps patrons in the makerspaces with software and hardware (including 3D printers, CNC machine, laser cutter, sewing machines, etc.) and tools.
9. Provides support for specialized projects, services, programs, and activities related to divisional goals and needs.
10. Possesses a desire to learn new technologies.
11. Has flexibility to change direction with new strategic goals.
12. Troubleshoots basic computer and office equipment problems.
13. Performs other related duties as assigned.

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[33] Position vacancy at Library21C
http://www.ppld.org/sites/default/files/Employment/Vacancies/270020806.pdf accessed 29 September 2015, not available 21 March 2017

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
2016/2017 Revenue and Expenditure - OPERATIONAL

	Original Budget 2016/17	Revised Budget as at 30/6/17	Actuals to 30/6/17	% Actual vs Revised Budget	Comments
Revenue					
Contributions CVC Pub Library	782,500.00	782,500.00	782,500.00	100%	per Capita Calculation $783,103 Budget Variation Recommended to incease to correct $figure
Contributions CVC Pub Lib (Regional Lib Wage)	0.00	22,000.00	22,000.00	0%	Budget increase variation authorised previous meeting $22,000 internal revenue from Public Libraries
Contributions BSC Pub Library	198,000.00	246,660.00	244,595.45	99%	Budget Variation to increase revenue to correct $figure 28/2/17
Revenues from users	14,350.00	14,350.00	12,153.20	85%	
Sundry Revenues	0.00	0.00	2,735.27	0%	
Total Revenue	**994,850.00**	**1,065,510.00**	**1,063,983.92**		
Expenditure					
Workforce related					
Salaries & Employment	339,329.00	339,329.00	371,544.92	109%	
Public Holidays	14,197.00	14,197.00	14,721.25	104%	
Superannuation	35,064.00	35,064.00	33,946.46	97%	
Leave Accruals	39,470.00	39,470.00	39,470.00	100%	Pro-rata based on budget ie. 12/12th
Workers Compensation	14,145.00	14,145.00	13,545.86	96%	W/Comp Insurance Premium - fully paid
Motor vehicle costs	7,500.00	4,000.00	5,500.02	138%	CVC wide budget variation - reduces MV costs
	449,705.00	446,205.00	478,728.51		
Site & Equipment costs					
Computer system costs	92,091.00	92,091.00	91,158.31	99%	
					Budget increase variation authorised Nov 16 $12,500 Collection HQ Subscription. %
Subscriptions/Databses	69,700.00	82,200.00	64,904.42	79%	of usage is high due to upfront one off subs payments made in first 1/2 of year
Telephone	7,585.00	7,585.00	5,930.13	78%	Expense tracking below budget
Insurance	4,635.00	4,635.00	4,692.26	101%	Property Insurance premium fully paid for the year
	174,011.00	186,511.00	166,685.12		
Direct Collection costs					
Freight & cartage	15,375.00	15,375.00	17,698.10	115%	High percentage of usage due to Pre-paid freight.
Book Maintenance	55,350.00	55,350.00	34,369.05	62%	Purchase Orders Delivered Only
	70,725.00	70,725.00	52,067.15		
Overhead costs					
Admin and Management (ABC Cost Distribution)	113,441.00	113,441.00	113,441.00	100%	CVC Management/Admin Overheads
Admin/Operating	27,368.00	27,368.00	21,446.24	78%	Includes postage, printing, stationery, Web Design
Promotional expenses	17,938.00	17,938.00	12,579.11	70%	Advertising only - Expense tracking underbudget
	158,747.00	158,747.00	147,466.35		
Total Expenditure	**853,188.00**	**862,188.00**	**844,947.13**		
Excess / (Shortfall)	**212,387.00**	**274,047.00**	**271,103.94**	**99%**	The excess is the amount to be transferred to the CRL reserve and is a direct reflection of the base amount to be spent on bookstock

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
2016/2017 Revenue and Expenditure - CAPITAL

	Original Budget 2016/17	Revised Budget as at 30/6/17	Actuals to 30/6/17	% Actual vs Revised Budget	
Revenue					
Asset Disposal	0.00	0.00	0.00		
Other Revenues	0.00	0.00	0.00		
Total Revenue	**0.00**	**0.00**	**0.00**		
Expenditure					
Recurrent					
Bookstock	300,800.00	300,800.00	272,151.29	90%	Purchase Orders Delivered Only
Furniture & Equipment	5,400.00	5,400.00	4,861.66	90%	
	306,200.00	306,200.00	277,012.95		
Non-Recurrent					
Nil at this stage	0.00	0.00	0.00		
Nil at this stage	0.00	0.00	0.00		
	0.00	0.00	0.00		
Total Expenditure	**306,200.00**	**306,200.00**	**277,012.95**		
Excess / (Shortfall)	**-306,200.00**	**-306,200.00**	**-277,012.95**	90%	The shortfall is the amount to be transferred from the CRL reserve and has a direct corellation with the net operating result

Budget variation may be required to reduce spending in line with Net Operational Result above

Balance of CRL Reserve	Based on Original budget figures	Based on Revised budget figures	Based on Actuals to date (12 months)	
Opening Balance as at 1/7/16	$500,000.00	478,816.00	$478,816.00	
Less transfers from reserve:				
Capital expenditure incl books	$306,200.00	306,200.00	$277,012.95	
Prior year book vote c/fwd	$10,512.19	10,512.19	$10,512.19	
Add:				
Estimated operating transfer to reserve	$212,387.00	$274,047.00	$271,103.94	
Other Capital Revenue	$0.00	$0.00	$2,496.47	(Asset Disposal)
Balance of reserve net of interest	$395,674.81	$436,150.81	$464,891.27	
Interest estimate as per Budget 2.94%	$15,104.00	$15,104.00	$14,077.19	
Estimated balance as at 30/6/17 (EOFY processing not complete)	$410,778.81	$451,254.81	$478,968.46	Reserve preserved due to reduction in capital expenditure (bookstock)

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
2017/2018 Revenue and Expenditure - OPERATIONAL

	Original Budget 2017/18	Revised Budget as at 1/7/17 (NC)	Actuals to 17/7/17	% Actual vs Revised Budget	Comments
Revenue					
Contributions CVC Pub Library	783,103.00	783,103.00	0.00	0%	per Capita Calculation may need to be adjusted to current calc
Contributions CVC Pub Lib (Regional Lib Wage)	22,000.00	22,000.00	0.00	0%	Budget variation to increase to correct figure for 2017/18
Contributions BSC Pub Library	238,255.00	238,255.00	0.00	0%	
Revenues from users	14,709.00	14,709.00	155.70	1%	
Sundry Revenues	0.00	0.00	44.46	0%	
Total Revenue	**1,058,067.00**	**1,058,067.00**	**200.16**		
Expenditure					
Workforce related					
Salaries & Employment	347,495.00	347,495.00	0.00	0%	
Public Holidays	14,552.00	14,552.00	0.00	0%	
Superannuation	35,941.00	35,941.00	0.00	0%	
Leave Accruals	40,458.00	40,458.00	3,371.50	8%	Pro-rata based on budget ie. 1/12th
Workers Compensation	13,242.00	13,242.00	0.00	0%	
Motor vehicle costs	7,500.00	7,500.00	0.00	0%	
	459,188.00	459,188.00	3,371.50		
Site & Equipment costs					
Computer system costs	92,091.00	92,091.00	105.00	0%	Includes $12,500 Collection HQ Subscription. % of usage is high due to upfront one off subs
Subscriptions/Databses	82,200.00	82,200.00	10,058.66	12%	payments made in first 1/2 of year
Telephone	7,585.00	7,585.00	0.00	0%	
Insurance	4,751.00	4,751.00	0.00	0%	
	186,627.00	186,627.00	10,163.66		
Direct Collection costs					
Freight & cartage	19,500.00	19,500.00	24,545.46	126%	High percentage of usage due to Pre-paid freight.
Book Maintenance	55,350.00	55,350.00	666.29	1%	Purchase Orders Delivered Only
	74,850.00	74,850.00	25,211.75		
Overhead costs					
Admin and Management (ABC Cost Distribution)	132,944.00	132,944.00	11,078.67	8%	CVC Management/Admin Overheads
Admin/Operating	27,368.00	27,368.00	225.03	1%	Includes postage, printing, stationery, Web Design
Promotional expenses	18,029.00	18,029.00	1,190.32	7%	Advertising only
	178,341.00	178,341.00	12,494.02		
Total Expenditure	**899,006.00**	**899,006.00**	**51,240.93**		
					The excess is the amount to be transferred to the CRL reserve and is a direct reflection of the base
Excess / (Shortfall)	**233,911.00**	**233,911.00**	**-25,829.02**	-11%	amount to be spent on bookstock

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
2017/18 Revenue and Expenditure - CAPITAL

	Original Budget 2017/18	Revised Budget as at 1/7/17 (NC)	Actuals to 17/7/17	% Actual vs Revised Budget	
Revenue					
Asset Disposal	0.00	0.00	0.00		
Other Revenues	0.00	0.00	0.00		
Total Revenue	**0.00**	**0.00**	**0.00**		
Expenditure					
Recurrent					
Bookstock	300,000.00	300,000.00	3,901.78	1%	Purchase Orders Delivered Only
Furniture & Equipment	0.00	0.00	0.00	#DIV/0!	
	300,000.00	300,000.00	3,901.78		
Non-Recurrent					
Nil at this stage	0.00	0.00	0.00		
Nil at this stage	0.00	0.00	0.00		
	0.00	0.00	0.00		
Total Expenditure	**300,000.00**	**300,000.00**	**3,901.78**		
				The shortfall is the amount to be transferred from the CRL reserve and has a direct corellation with the net operating	
Excess / (Shortfall)	**-300,000.00**	**-300,000.00**	**-3,901.78**	1% result	Budget variation may be required to reduce spending in line with Net Operational Result above

Balance of CRL Reserve	Based on Original budget figures	Based on Revised budget figures (NC)	
Opening Balance as at 1/7/17 ESTIMATE ONLY	$479,000.00	479,000.00	
Less transfers from reserve:			
Capital expenditure incl books	$300,000.00	300,000.00	
Prior year book vote c/fwd	$0.00	0.00	
Add:			
Estimated operating transfer to reserve	$233,911.00	$233,911.00	
Other Capital Revenue	$0.00	$0.00	(Asset Disposal)
Balance of reserve net of interest	$412,911.00	$412,911.00	
Interest estimate as per Budget 2.94%	$15,104.00	$15,104.00	
Estimated balance as at 30/6/18	$428,015.00	$428,015.00	