

MINUTES
CLARENCE REGIONAL LIBRARY ADVISORY COMMITTEE
3rd February 2017

Sir Earle Page Library and Education Centre, Pound Street, Grafton 10:30 AM

PRESENT: Bellingen Shire Council
 Alison Pattinson (Manager Community and Wellbeing)
 Cllr Toni Wright-Turner

Clarence Valley Council
 Cllr Karen Toms
 Cllr Peter Ellem
 Dr Judy Banko (Executive Officer)
 Katrina Shillam (Acting Regional Librarian)
 Christi Brown (Management Accountant - CVC)

Meeting opened at 10:45am by interim Chair Cllr Karen Toms.

1. Acknowledgement of Traditional Custodians

2. APOLOGIES

Mayor Dominic King
 Kathryn Breward (Regional Librarian)

Welcome extended to Cllr Toni Wright-Turner and to Alison Pattinson from Bellingen Shire Council, first time delegates for the Clarence Regional Library Committee.

Meeting handed over to the Executive Officer, Dr Judy Banko, for the AGM.

3. AGM – Election of Chair and Deputy Chair

Cllr Karen Toms nominated Cllr Peter Ellem as Chair and this was seconded by Cllr Toni Wright-Turner.

Cllr Karen Toms nominated Cllr Toni Wright-Turner as Deputy Chair and this was seconded by Cllr Peter Ellem.

Both Cllr Peter Ellem and Cllr Toni Wright-Turner were congratulated on their new roles.

4. Disclosure of Conflict of Interest

Nil

5. CONFIRMATION OF MINUTES – Meeting held 9th December 2016

No issue with previous minutes.

Moved: Cllr Karen Toms
 Second: Cllr Peter Ellem

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

Adopted

6. Business arising from the Minutes – Meeting held 9th December 2016

6.1 ABC cost breakdown for Regional Library

Discussion centred on the need for a subcommittee to address finances. This report was not provided to the committee but will be taken to the subcommittee.

Moved: Cllr Peter Ellem
Second: Dr Judy Banko

6.2 Clarence Regional Library Draft Revised Strategic Action Plan 2012-2022

Discussion noted the range of actions and the progress made. The committee requested an updated progress report for the next meeting.

Recommendation

That the revised Clarence Regional Library Strategic Action Plan 2012 – 2022 be endorsed by the new Clarence Regional Library Committee to guide its operations over its four-year term.

Moved: Cllr Karen Toms
Second: Alison Pattinson

Adopted

6.3 Overview of Library Committee

Recommendation

That the

1. New members of the Clarence Regional Library Committee are welcomed formally to the Committee and the elected Chair, Cllr Peter Ellem, and Deputy Chair, Cllr Toni Wright-Turner, are reported to the Executive Council in the Minutes of this meeting; and
2. Scope and operations of the Clarence Regional Library Committee be noted by members.

Moved: Alison Pattinson
Second: Dr Judy Banko

Adopted

6.4 CRL Committee procedures

After a brief discussion, delegates registered a preference for face-to-face meetings for the next year and the meeting dates were changed to the 3rd Thursday of the month– 18th May, 17th August, and 16th November. The next meeting will be face-to-face at Bellingen on 18th May.

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

Recommendation

That the Committee note and continue with the current procedures for the operation of the committee.

Moved: Cllr Toni Wright-Turner

Second: Cllr Peter Ellem

Adopted

6.5 Draft Committee Work Plan 2016-2020

Recommendation

That the Draft Clarence Regional Library Committee Work Plan 2016 – 2020 be adopted by the Clarence Regional Library Committee to guide its operations over its four-year term.

Moved: Cllr Toni Wright-Turner

Second: Cllr Karen Toms

Adopted

6.6 Regional Library Agreement

Clause 7.10 to be further clarified through the work of the subcommittee.

Recommendation

That in the report on the Regional Library Agreement:

1. Minor edits and amendments are accepted which include:
 - a. Item 7.9
To co-operate with libraries and library systems in the wider library network on such terms and conditions as may be agreed.
 - b. Item 8.1 (b)
The Executive Officer shall be entitled to attend each meeting of the Committee and may also be nominated by the Executive Council as one of their staff representatives.
 - c. Item 9.2
The meeting of the Committee immediately following the appointment of delegates by each of the Member Councils in Local Government Election years shall be the meeting for the election of Office Bearers for the ensuing twelve months and shall be known as the Annual General Meeting (AGM). The final meeting for the year will be the AGM in years between Local Government elections. The order of business to be conducted shall be as follows:
 - I. Election of Chairperson
 - II. Election of Deputy Chairperson
 - III. Any other business that is necessary for the due and proper conduct of the Clarence Regional Library.

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

- IV. Meeting places and dates for the forthcoming year shall be decided
- d. Item 12.2.3
The Regional Librarian shall provide administrative services and support to the Committee.
 - e. Item 17.1
Any notice of motion recommending amendment of this Agreement by the Committee shall be given in writing by the Member Councils at least one month before the meeting of the Committee at which the motion is to be discussed
2. The committee recommends an extension of the library agreement for a further 12 months to 1 July 2018 in order to fulfil the time frame whilst deliberating the funding formula etc.
 3. The outstanding items to be further discussed include:
 - a. Item 7.10
To pay the Executive Council each year an administration fee to compensate for the accounting, financial, human resources, fleet management and any other agreed functions performed by the Executive Council. This amount to be included as part of the annual budget for the Clarence Regional Library.
 - b. Item 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.
 - c. Item 10.6
The annual level of increase in the Per Capita Rate for member Contributions is set at: Rate peg + 6% with a minimum of 8%
 - d. Item 15.1
This Agreement shall remain in force in accordance with IPR requirements, until 30 June 2017 (at the latest) unless earlier terminated by the withdrawal of one party from it in accordance with this clause.

Moved: Cllr Karen Toms
Second: Dr Judy Banko

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

Adopted

7. Correspondence

In-coming: Nil

Out-going: Nil

Media Releases:

CVC – Library statistics (1/12/2016)

CVC – Stories & Ipad fun at the library (6/1/2017)

BSC – Summer Reading Club Heroes and villains' (16/12/2016)

Correspondence noted.

8. Executive Officer's Reports

9. Regional Library Reports -

9.1 Quarterly Income and Expenditure Sheet 4th quarter 2015/16 and 2nd quarter 2016/17

Discussion covered the reserve, bookstock expenditure, building costs, ABC costing and freight. Clarity of building costs was seen as a priority and it was suggested that a subcommittee be formed to focus on this. The subcommittee will consist of Cllr Karen Toms, Cllr Toni Wright-Turner, Alison Pattinson and Dr Judy Banko.

MOTION: That a sub committee is set up to start an initial review of the library agreement and costs of the regional library and to report back to the committee.

Moved: Dr Judy Banko

Second: Cllr Toni Wright-Turner

Recommendation

That the report on Quarterly Income and Expenditure Sheet is noted by the Committee.

Moved: Alison Pattinson

Second: Cllr Karen Toms

Adopted

9.2 Implement Local Studies and Family History Strategy

Recommendation

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

That the progress of the implementation of the Local Studies Strategic Plan be noted.

Moved: Alison Pattinson
Second: Cllr Karen Toms

Adopted

9.3 Develop Aboriginal resources and services

This report will be brought to the next meeting.

9.4 Obtain eSmart library accreditation

Discussion concerned the omission of costs in the report and the committee requested information on costs, including staff time, and the duration of the project.

Recommendation

That the Committee note the value to library staff and users of having eSmart accreditation and support the progress towards achieving and maintaining this for the Clarence Regional Libraries subject to further information on ongoing costs.

Moved: Cllr Toni Wright-Turner
Second: Dr Judy Banko

Adopted

9.5 Annual Community Book Selection

Recommendation

That the Committee note the ongoing success of the Community Book Selections and the intention to continue as annual events in each of the local government areas (LGAs).

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

Adopted

10. Items for Information

10.1 State Library NSW will be undertaking a Review of the Regional Library Service in April - this will be 10 years after the previous Review.

Discussion noted the value of a Review from State Library NSW.

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

11. Additional Matters

Nil

12. Items for next meeting

12.1 Develop Aboriginal resources and services

Meeting Closed: 1:20pm

Next meeting: Thursday 18th May, 2017

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



ITEM: 6.1 No. 1/17 – ABC COST BREAKDOWN FOR REGIONAL LIBRARY

Meeting:	Clarence Regional Library Committee	3 February 2017
Reviewed By:		
Attachment:	No	

REPORT SUMMARY

This report provides detailed information on the ABC costs allocated to the Clarence Regional Library.

OFFICER RECOMMENDATION

That the Committee note the ABC cost breakdown for the Clarence Regional Library Services.

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:	<ul style="list-style-type: none"> 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 December 2016 CRL Committee meeting a general list of the areas the ABC allocation covered was presented to the committee in the building costs breakdown for the Sir Earle Page Library and Education Centre that is shared with CVC public libraries and Clarence Regional Library Services.

In the budget for the new Financial Year 2016-17 the building costs were included in the ABC Distribution (Internal Expenses) through which administrative costs are recovered. This is highlighted in Yellow in the table below.

These administrative costs includes: everything from the GM's Office, Governance, Elected members Cost, IT, Records Management, Finance and Accounting, Management Accounting, Corporate Systems, Procurement and Building Costs (Rates, Waste, Water, Electricity etc). This cost is set at the beginning of the financial year and will not vary.

The Committee requested a detailed breakdown of the cost allocation for each of the above items and this now appears in the table below.

KEY ISSUES

The cost allocation for Elected Members (highlighted in green), was queried by the Committee at the December meeting, they felt this charge for the Clarence Regional Library Services was not valid given the service includes 2 councils and we do not have a similar charge for Bellingen Shire Councillors.

Further investigation was requested. This ABC calculation was introduced last year we have been advised that the basis for this distribution is under review for the 2017-18 financial year so these may appear differently in the new budget. There has not previously been a cost allocation for elected members from the Regional Library Budget.

Amount	Narrative	Description
39,829.00	ABC Allocation 2016-17 Budget Library Pound Street Grafton PJ 946015-13-6973-3899	ABC Cost
851.00	ABC Allocation 2016-17 Budget Office of General Manager PJ 992002-13-6975-3899 - RB	ABC Cost
26,739.00	ABC Allocation 2016-17 Budget Information technology PJ 993085-13-6978-3899 - RB	ABC Cost
15,019.00	ABC Allocation 2016-17 Budget Workforce Development PJ 993011-13-6979-3899 - RB	ABC Cost
4,940.00	ABC Allocation 2016-17 Budget Records PJ 993040-13-6980-3899 - RB	ABC Cost
5,765.00	ABC Allocation 2016-17 Budget Financial Accounting and Compliance PJ 993065-13-6983-3899 - RB	ABC Cost
903.00	ABC Allocation 2016-17 Budget Management Accounting PJ 993070-13-6984-3899 - RB	ABC Cost
9,270.00	ABC Allocation 2016-17 Budget Corporate Systems PJ 993067-13-6985-3899 - RB	ABC Cost
2,250.00	ABC Allocation 2016-17 Budget Payment of Employees PJ 993064-13-6987-3899 - RB	ABC Cost
14.00	ABC Allocation 2016-17 Budget Payment of Suppliers PJ 993062-13-6988-3899 - RB	ABC Cost
44.00	ABC Allocation 2016-17 Budget Inventory Management PJ 995015-13-6989-3899 - RB	ABC Cost
1,258.00	ABC Allocation 2016-17 Budget Procurement & Contract Management PJ 993011-13-6990-3899 - RB	ABC Cost
4,925.00	ABC Allocation 2016-17 Budget Management of Governance Services PJ various-13-6991-3899 - RB	ABC Cost
1,634.00	ABC Allocation 2016-17 Budget Elected Members PJ 991001-13-6993-3899 - RB	ABC Cost
113,441.00		

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Nil

ITEM: 6.2 No. 1/17 – CLARENCE REGIONAL LIBRARY DRAFT REVISED STRATEGIC ACTION PLAN 2012-2022

Meeting: Clarence Regional Library Committee 3 February 2017
Reviewed By:
Attachment: Yes

REPORT SUMMARY

This report refers to the draft revised Clarence Regional Library Service Strategic Action Plan 2012 – 2022 developed in workshops with Staff and the Clarence Regional Library (CRL) Committee which will be used to guide the new Committee to be established following Council elections in September 2016. A review of the achievements of the current Clarence Regional Library Service Strategic Action Plan 2012 – 2022 is also included as a reference.

OFFICER RECOMMENDATION

That the

1. Report of achievement of the Clarence Regional Library Strategic Plan 2012 – 2022 be endorsed, and reported to the Executive.
2. Draft Revised Clarence Regional Library Strategic Action Plan 2012 – 2022 be endorsed by the new Clarence Regional Library Committee to guide its operations over its four-year term.

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

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

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

KEY ISSUES

Overall the achievements over the past four years have been substantial (Refer Attachment 1: CRL Strategic Plan 2012 – 2022 Progress report - April 2016). These include:

Key Achievements:

CRL:

- The random User and Non-User Survey which provides good insights into what we are getting right and where we need to focus more energy
- Review of Library Management System
- RFID implementation across all locations (successful grant funding)
- Targeted outreach services developed for Home Library Service, Story time, and HSC – Food for Thought evenings
- Website upgrade
- Themed and targeted eNewsletters developed
- Enhanced collection management through introduction of RFID and CollectioHQ
- Collection arrangement incorporating best practice, integration of collections, separating Local Studies
- Improved wireless internet services
- Development of digital collections – introduction of eMagazines, eAudio, eBooks
- Introduction of a DVD Collection
- Further databases – ancestry.com, FindMyPast, ComicsPlus,
- Expansion of Aboriginal resources and targeted marketing
- Visible library identity produced
- Process streamlining
- Policy review and development
- Customer Service Charter developed and procedures implemented
- Strategic direction for the CRL
- Community Book Selection activities developed
- Social networking – Facebook, YouTube, Pinterest, Flickr developed
- Educational & recreational programs and activities – Preservation workshops, Tech Savvy Seniors & Tech Time
- Deductible Gift Recipient Status achieved for regional Library
- CRL Staff integrated into new Grafton Library

Libraries:

- Mobile library service operations reviewed, grant success for revamp
- Greater range of activities and events
- Partnerships with other services to promote libraries and their role in the community
- Delivery of Home Library Services
- Staff professional development
- Book Clubs meeting in libraries

Key activities that have progressed to some extent include:

CRL:

- The ongoing implementation of the Local studies Strategy
- Marketing and promotion
- Targeted public consultations
- Volunteering base increased across all services
- Increasing income
- Budget management
- Disaster planning

Libraries:

- Library hours review
- Improvements to collection arrangements
- Continuation of local community surveys
- Library signage and identity
- Marketing and promotional plan activities
- Friends of the Libraries - Friends of Grafton Library established
- Book Clubs
- Disaster planning
- Staffing levels
- Future infrastructure plans and development

New Initiatives in Revised Action Plan include:

- Investigate emerging trends in inventory management
- Explore cross promotional opportunities with museums and local historical societies
- Monitor emerging technologies ie) streaming video, streaming audio
- Provide a range of new technologies for community to experience
- Investigate lending objects as part of the “makerspace” movement in libraries internationally
- Develop a literacy focus, investigate best practice in libraries
- Develop aboriginal resources and services
- Develop a business outreach service
- Obtain eSmart library status
- Develop a Corporate Library Service

Staff have reviewed the elements of the Strategic Action Plan and have identified actions for modification, deletion and addition to revise the Plan. That input was presented to the CRL Committee at its workshop on the 26th July for review.

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

Prepared by	Kathryn Breward - Regional Librarian
Attachment	CRL Strategic Action Plan 2012-2022 progress report – April 2016 CRL Draft Revised Strategic Action Plan 2012-2022 2016 v4

ITEM: 6.3 No. 1/17 – OVERVIEW OF CLARENCE REGIONAL LIBRARY COMMITTEE

Meeting:	Clarence Regional Library Committee	3 February 2017
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides an introduction to the Clarence Regional Library (CRL) Committee for the new Committee members.

OFFICER RECOMMENDATION

That the:

1. New members of the Clarence Regional Library Committee are welcomed formally to the Committee and the elected Chair and Deputy Chair are reported to the Executive Council in the Minutes of this meeting; and
2. Scope and operations of the Clarence Regional Library Committee be noted by members.

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:	<ol style="list-style-type: none"> 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

Public Library operations are broadly governed by the *Library Act 1939*. The Clarence Regional Library (CRL) Committee is established under that Act. A formal Agreement details the relationship between the members of the regional service as per the Act (See Attachment). Public Libraries are funded to a certain extent by the State via the State Library NSW, with the majority of funding coming from Local Councils. Library Development grants are available each year for a limited range of projects on an increasingly limited funding allocation.

The Clarence Regional Library (CRL) Committee has been in operation for over 20 years. Membership has varied over that time. The CRL Committee is guided by the Clarence Regional Library Service Agreement which was executed on 1 November 2011. It was amended following the withdrawal of Nambucca Shire Council and signed by the remaining two members, Bellingen Shire Council and Clarence Valley Council, in July 2012.

KEY ISSUES

The *Library Act 1939* (extract in Schedule 1 of the Agreement)

The Act requires that Local Authorities provide library access to residents free of charge. It addresses library committees, arrangements between LGAs for library services and subsidy funding for the local authority.

The CRL Service

The Clarence Regional Library Service management and operations have been undergoing extensive change following an assessment of its operations in 2006 (requested by Clarence Valley Council and delivered by the State Library NSW). The 46 actions that were recommended in that report have informed current operations of both the CRL and public library operations. One of the key actions was the development of a strategic plan to guide the future directions of the service at both the regional and local levels.

The CRL Model

There are 102 public library services across the State. These include a mix of service models - standalone libraries which provide all of their library services independently, regional libraries with formal arrangements where the Executive Council provides all of the services, or partnerships between libraries for specified service delivery. The CRL is hybrid which has elements of both a regional model and a partnership model.

The CRL model has been thoroughly investigated by the Committee over a period of more than two years and it remains largely unchanged. While there are inherent difficulties in operating on a hybrid model, it was the preference for the majority of the Committee.

The Library Agreement

While the model of operation has not changed, the Agreement has had a major overhaul. The result is a much more detailed document providing greater clarity to members about roles and responsibilities. This document was approved by the State Library of NSW which is the main funding body of public libraries across the State. The Agreement remains in place until 2017. A further review of the agreement will be undertaken prior to the signing off of a new agreement in 2017.

The Agreement recognises that specific powers and responsibilities related to library services of Bellingen Shire Council are delegated to Clarence Valley Council which has in turn accepted responsibility for those delegations.

The Agreement has a stated aim and vision which was taken from the Strategic Action Plan 2012 – 2022. While the vision in the current Strategic Plan has been slightly amended, the spirit of the vision is largely the same and is not considered necessary to again amend the Agreement.

The Agreement addresses:

- Responsibilities of the Executive Council, Member Councils, Delegating Councils and the CRL Committee
- Membership and proceedings of the CRL Committee
- Finances
- Assets
- Library management
- The role of the Regional Librarian
- The Strategic Plan
- Entry and exit of Members
- Standards of Service
- Amendments to the Agreement
- Dispute Resolution
- Schedule 1 contains relevant sections of the *Library Act 1939*
- Schedule 2 lists the Key Service of the CRL
- Schedule 3 explains how the costs of the Regional Librarian are apportioned between the members

The CRL Committee:

- is an advisory (not S.355) committee which makes recommendations to the Executive Council for its consideration;
- deals only with the primary role of the CRL which is development of the collection and its management; and
- has a strategic role in guiding the future of the collection and its management, not an operational role.

In brief, the CRL manages the collection and associated policies, some programs, statistical reporting, its staff, its accommodation and the library management system. Member councils manage their facilities, public library staff and programs. The CRL Committee oversees the collection, policies and programs.

The Agreement also includes identified target areas for continued improvement which include: collection development; staff training; on-line resources; user and non-user surveys; technical upgrades to the library management system; website development; RFID; Services for target groups; and Efficiencies in workflow.

The Agreement also requires that a Chair and Deputy Chair of the Committee be recommended to the Executive Council each year. These positions are to be filled by Councillors.

Library Funding

The State Government provides a per capita subsidy of \$1.85 for each library service each year based on ABS data. The population of the CRL is approximately 64,035. A grant amount is also provided based on disability and geographic location. For Clarence Valley it is around \$104,000 and for Bellingen about \$25,000. Library Development Grants are provided annually on a competitive basis and total up to \$2M depending on the year and budget allocation. We have been successful in securing a small number in recent years. It should be noted that development grants are provided to help those services that are helping themselves, they are not allocated as the primary means of service improvement.

Member Councils pay \$15.25 per capita to the Regional Library Service. The contribution has been growing at a percent rate above the Rate Peg and CPI for the last five years. This has been considered necessary to bring the collection to a standard more typical of public libraries across the State. It has proved very effective. The Agreement addresses this increasing contribution and annual library statistical reports enable monitoring of our performance on a State-wide basis, while we track our performance from that data over time.

Based on population, Clarence Valley Council accounts for 80% of the total population serviced by the CRL and Bellingen 20%. Contributions are therefore aligned to that.

CRL Services provided to member councils

The CRL's primary role is the development and management of the collection. That includes purchasing, processing, distribution, repairing, weeding (removal of items) and stocktaking. While the CRL is responsible and leads this aspect of a library service, it requires support, cooperation and collaboration with the public libraries.

The CRL also is responsible for the Library Management System (data on all stock), reporting data to the State Library, financial management, website development, policy development and maintenance and staff of the CRL.

The CRL provides professional advice, reference support to public libraries, reader advisory services to the public, develops programs where resources permit, ensures that target groups and collections are developed in accordance with need, undertakes marketing and promotion and keeps up-to-date with current library developments.

The CRL is located in the Sir Earle Page Library and Education Centre in Grafton and the contribution of members includes costs associated with this.

The CRL is not responsible for public library infrastructure, equipment or staff.

Recommendations of the CRL Committee

As the Committee is advisory, its discussions will culminate in recommendations to the Executive Council. The Executive Council has the responsibility for making the final decision. In the past the Executive had endorsed all of the recommendations of the Committee.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	DRAFT Clarence Regional Library Service Agreement

ITEM: 6.4 No. 1/17 – CRL COMMITTEE PROCEDURES

Meeting:	Clarence Regional Library Committee	3 February 2017
Reviewed By:		
Attachment:	No	

REPORT SUMMARY

This report provides information on the CRLC procedures including dates, times, distribution of reports, conduct of the meeting and processes.

OFFICER RECOMMENDATION

That the Committee note and continue with the current procedures for the operation of 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 Committee has been meeting each quarter on the first Friday of the month in February, May, August, and November. The day has been determined by Committee members as most suitable with them. The months have been determined to align with financial timeframes of Councils. Additional special meetings are able to be called and have been called as necessary to deal with specific topics/projects.

Agenda, reports and attachments are emailed to Committee members two weeks prior to the meeting date at the request of previous members. Copies are also mailed out at the same time to save on paper for members.

Meetings are held alternately between Bellingen Shire Library and the Sir Earle Page Library and Education Centre, or more recently in the last 12 months meetings have been video conferenced from both these locations.

The Regional Librarian takes the minutes of the meeting and finalises them in consultation with other staff in attendance. These draft minutes are forwarded to the Committee within the next week for changes, edits and additions. A copy is also sent with the next meeting's agenda and business papers for final review and adoption.

All minutes of meetings are reported to the Executive Council for noting. Any recommendations arising from meetings are reported to the Executive Council for its endorsement/approval/adoption.

Only the specified Committee Members are able to vote on Committee business. Additional library staff are generally present at meetings for the purpose of seeking advice regarding operational implications of potential strategic decisions the Committee may recommend. This has proved quite valuable in the past.

Draft policy documents are reviewed/drafted by the Regional Librarian in consultation with staff and presented to the Committee for discussion, feedback and endorsement. Committee endorsed Draft Policies are considered by the Executive Council's Executive Committee and forwarded to the Council for approval to be placed on public exhibition for 28 days after which it considers any feedback and endorses/rejects the policy. Upon adoption copies of the Policy are forwarded to Bellingen Shire Librarian, placed on the staff wiki, added to Clarence Valley Council and the Clarence Regional Library webpages.

The Chair of the Committee is also its delegate to NSW Public Library Association.

KEY ISSUES

The meeting day has been determined based on preferences by previous members and may be adjusted to suit this new Committee.

No formal process has been adopted for the inclusion of items onto the agenda by Committee Members, excepting the standing item on the agenda which calls for items for the next meeting. However, this has not precluded items going onto the agenda in advance that we are aware of.

Some discussion has occurred as to changing the venue of future meetings to Coffs Harbour so that travel time is reduced for all parties. This would incur some additional costs in terms of hiring a meeting space as well as the provision of lunch and morning tea refreshments. This arrangement is also outside the parameters of the agreement that states in section 9.1: *"the venue of meetings to rotate around the parties"*.

The minutes of each Committee meeting are reported to the Executive Council prior to their final endorsement of the Committee with any amendments being recognised in the minutes of the next meeting reported to the Executive Council.

Minutes of meetings are not sent to Member Councils for inclusion in their committee reports. It is expected that the representatives from each Council will undertake this task, in accordance with their own internal processes, of ensuring that their respective Councils are aware of the business of the CRL Committee.

Draft policies may also be placed on exhibition in the Member Council's areas for additional feedback. This practice has varied with each policy.

The opportunity to formally review Committee procedures is available each year. However, this does not preclude changes being made at any other time in response to requests and support by the Committee Members. Changes in the past have arisen outside the formal review time and been acted on. No further changes were raised at the last formal review.

The number of representatives from each member has increased to better facilitate decision making when members are unable to attend. Proxy votes are not permitted as is the case with Council meetings. The specification of two Councillors on the Committee is intended to ensure solid representation of regional library issues in both Councils' meeting deliberations as matters arise.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Nil

ITEM: 6.5 No. 1/17 – DRAFT COMMITTEE WORK PLAN 2016-2020

Meeting:	Clarence Regional Library Committee	3 February 2017
Reviewed By:		
Attachment:	Yes	

REPORT SUMMARY

This report proposes a draft Clarence Regional Library (CRL) Committee 2016 – 2020 Work Plan developed from the CRL revised Strategic Action Plan 2012-2022.

OFFICER RECOMMENDATION

That the Draft Clarence Regional Library Committee Work Plan 2016 – 2020 be adopted by the Clarence Regional Library Committee to guide its operations over its four-year term.

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:	<ul style="list-style-type: none"> 1 Our children, youth and seniors are valued, involved and supported 2 We are a learning and creative community 3 We value, honour and actively acknowledge our Gumbaynggirr culture and heritage 4 we are connected, safe and healthy with a strong sense of community

BACKGROUND

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

KEY ISSUES

The Strategic Plan can only be systematically and consistently implemented by all members of the CRL through the delivery of the Action Plan. The Action Plan contains a list of 52 comprehensive strategies to be progressively implemented over the next ten years. However, only a subset (24) of these will be directly pursued by the Committee as identified in the Work Plan. While timeframes and priorities have been identified, the best form of management is considered to be the timely scheduling of those actions within the meeting timeframe of the CRL Committee.

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

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

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

ITEM: 6.6 No. 1/17 – DRAFT REGIONAL LIBRARY AGREEMENT

Meeting:	Clarence Regional Library Committee	3 February 2017
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides information on the Regional Library Agreement that is due to expire on the 30 June 2017.

OFFICER RECOMMENDATION

That in the report on the Regional Library Agreement:

1. Minor edits and amendments are accepted which include:
 - a. Item 7.9
 - b. Item 7.10
 - c. Item 8.1 (b)
 - d. Item 9.2
 - e. Item 12.2.3
 - f. Item 17.1
2. The committee recommends an extension of the library agreement for a further 12 months to 1 July 2018 in order to fulfil the time frame whilst deliberating the funding formula etc.
3. The outstanding items to be further discussed include:
 - a. Item 10.3
 - b. item 10.6
 - c. Item 15.1

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:	<ol style="list-style-type: none"> 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 Regional Library Agreement is set to expire on 30 June 2017. In order to plan a way forward the Regional Librarian has completed a preliminary review of the current Library Agreement Document and recommends the following minor changes:

A number of minor format and typo corrections have been made to the Attached Agreement and can be seen in the tracked changes, including the addition of page numbers for easier referencing.

Item 7.9 has been added to more effectively reflect this aspect of the library service and the links with the NSW Public Library Association and specifically the North East Zone of this Association.

Item 7.10 has been added to reflect the ABC contribution to the Executive Council that is part of the CRL budget.

Item 8.1 (b) has been included to reflect the current minuted practice to include the Executive Officer as the nominated staff representative for the Executive Council.

Item 9.2 has been amended to capture the process of the AGM and the election of the Chair and Deputy Chair each year.

Item 12.2.3 has been included to reflect the administrative support the Regional Librarian provides to the Library Committee.

Item 17.1 has been added and the numbering amended to better reflect the intention of this item. It provides the member councils flexibility to amend the agreement by giving one month written notice to discuss any change.

The following items have been highlighted in Green to draw attention to the need for further discussion:

Items 10.3 and 10.6 have been highlighted to flag the need for the Committee, their Mayors and General Manager's to meet to discuss the ongoing funding formula for the Clarence Regional Library. The current formula for the funding level was determined prior to the signing of the current agreement at an extraordinary meeting of the Mayors and GMs of all members of the Regional Library Service.

Items 15.1 and 15.6 are highlighted to draw attention to the expiry date of the current Library Agreement and the provision that 12 months notice in writing is required if a member council intends to withdraw from this agreement. Given item 15.6, it is recommended that the agreement be extended for a further 6 – 12 months in order to provide the appropriate amount of time to consider all aspects of the Regional Library Agreement.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Draft Clarence Regional Library Agreement 2017

ITEM: 9.1 No. 1/17 – QUARTERLY INCOME AND EXPENDITURE SHEETS

Meeting:	Clarence Regional Library Committee	3 February 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

In summary most items are tracking according to schedule. Items of note in the 2nd Quarter expenditure sheet include:

- Contributions CVC Pub Library – the per capita calculation should be \$783,103 and a budget variation will increase this to the correct amount
- Contributions CVC Pub Lib (Regional Lib Wage) – previous CRLC meeting authorised a budget increase variation of \$22,000 internal revenue from CVC Public Libraries
- Contributions BSC Pub Library - 2 quarters funding has been received to date
- Leave Accruals - Pro-rata based on budget
- Workers Compensation - Insurance Premium is fully paid
- Subscriptions/Databases - high due to upfront one off subscription payments made in first 1/2 of year
- Telephone - tracking below budget
- Insurance - Property Insurance premium fully paid for the year
- Freight & cartage - High percentage of usage due to pre-paid freight
- Book Maintenance - Purchase orders delivered only
- Promotional expenses - Advertising expenses tracking under budget
- Excess / (Shortfall) - 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

- Excess / (Shortfall) - The shortfall is the amount to be transferred from the CRL reserve and has a direct correlation with the net operating result.

Prepared by	Katrina Shillam – A/g Regional Librarian
Attachment	2nd Quarter income and expenditure sheet 201617

ITEM: 9.2 No. 1/17 – IMPLEMENT LOCAL STUDIES AND FAMILY HISTORY STRATEGY

Meeting:	Clarence Regional Library Committee	3 February 2017
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides an update on the progress of the Local Studies Strategic Plan.

OFFICER'S RECOMMENDATION

That the progress of the implementation of the Local Studies Strategic Plan be noted.

BACKGROUND

The Local Studies Strategic Plan was adopted by the Executive Council at the July 2012 council meeting.

The plan includes: a Collection Development Policy for Local Studies; a Draft Disaster Management Plan; the results of the Community Local Studies Survey Results Analysis; and an example "Memorandum of Understanding" template for establishing a local studies network.

Key actions to date

Gaps in the Local Studies Collection are being addressed through purchase of materials so that the Local Studies Collections held at each library will be similar and provide a wider access to resources across the community. Items identified and requested by the CVC Library Technician (Local Studies) and Bellingen Shire Librarian have been purchased on an ongoing basis, and the cataloguing of these items is currently progressing. Where the materials are relevant for more than one library location, multiple copies have been purchased. Likewise, any donations relevant to local studies have been targeted for original cataloguing.

Two Digital Audio Recorders have been purchased for the purpose of oral history recording and have been used in conjunction with Jacaranda Festival events within Grafton Library. These are available for all libraries to access for the purpose for oral history recording. Staff were sent to State Library Oral History training that was held in Grafton Library last June in order to refine techniques in the use of these devices.

The transcription of our collection of Oral Histories from the Grafton U3A (150 interviews) is currently underway and is being completed by volunteers.

Ancestry.com Library Edition was made available to the public from September 2012. For the last 12 months (February 2015 – February 2016) there has been a total of 31,208 individual searches conducted, of these 3,442 related to images and 15,289 specifically related to text.

The meetings of the Clarence Valley Local Studies Network (CVLSN) continue to be held in the Grafton Library, nine organisations from across the Clarence Valley have participated in the meetings, and the group meets in June and November each year.

Preservation continues to be a topic of interest and training in basic practical skills has been expressed. This will form the basis for up and coming Preservation sessions towards the end of the year. In 2016 'Care of Digital collections' was offered for the CRL libraries in Bellingen Shire. These were run to coincide with the inaugural launch of 'Born Digital Week' as spearheaded by the National Library of Australia: <https://www.nla.gov.au/news/2016/08/03/born-digital-week-2016>

Care of Digital collections (1 hour talk):

Dorrigo: 2 August (9 attendees)

Bellingen: 9 August (8 attendees)

Urunga: 16 August (1 attendee)

(See sample evaluation forms)

Planned workshops/talks for 2017:

February: a Plunge preview of the 'Coptic Stitch' traditional bookbinding workshop for FoGL & other Library volunteers will be offered.

March: Heritage week & Seniors week: 'Care of Digital collections' will be delivered for Clarence Valley Council Libraries.

April: Plunge into Traditional Bookbinding: 2x3hr sessions delivered by CRL for the Plunge festival

Staff training 2017:

Basic training in Cataloguing & how cataloguing impacts on the OPAC will be delivered to CVC Library staff and BSC Library Staff. (dates & times to be confirmed at this point.)

Preservation materials are routinely used for local studies items identified as "at risk" and 'unreplaceable' so that future stability of the physical items is insured.

Now that the Disaster Prevention and Management Plan draft has been completed, Disaster Response Kits will be developed and training on the 'use and reporting' for these will be given as rolled out.

Spydus 10 provides the Digital Assets Management (DAM) module and the Archives module. The DAM is where we store any digital stock items such as digitised documents, books, images etc the Archives is the front end that provides community access to the items in the DAM via our catalogue.

Staff have been working with volunteers to determine process, procedure and policy around handling donated items for digitisation within the framework of our collection development and local studies policies.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	

ITEM: 9.4 No. 1/17 – OBTAIN ESMART LIBRARY ACCREDITATION

Meeting:	Clarence Regional Library Committee	3 February 2017
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides a description of the eSmart Libraries project and the process of eSmart accreditation that the Clarence Valley Libraries are undertaking.

OFFICER'S RECOMMENDATION

That the Committee note the value to library staff and users of having eSmart accreditation and supports the progress towards achieving and maintaining this for the Clarence Regional Libraries.

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. The computer terminals in all libraries are in constant usage with over 40,000 internet bookings being made in the 2015/16 financial year across all libraries. 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 Library staff and customers 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.

It is intended to complete the accreditation process for all Clarence Regional Libraries in 2017 and to sustain the benefits into the future using the eSmart framework and tools.

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

ITEM: 9.5 No. 1/17 – ANNUAL COMMUNITY BOOK SELECTION**Meeting:** Clarence Regional Library Committee

3 February 2017

Reviewed By:**Attachment:** yes**REPORT SUMMARY**

This report provides an update on the delivery of the fifth round of Annual Community Book Selection Events which were held in the Bellingen Shire and Clarence Valley libraries in October and November 2016.

OFFICER'S RECOMMENDATION

That the Committee note the ongoing success of the Community Book Selections and the intention to continue as annual events in each of the local government areas (LGAs).

BACKGROUND

As a continuation of the Regional Libraries community participation process two Community Book Selection events were scheduled for Dorrigo and Grafton Libraries for 2016. The purpose of these events is to provide members of the communities of Bellingen and the Clarence Valley with an opportunity to select books they want to see in the library's collections. The first such events were held in 2012 at Bellingen and Grafton libraries, and in 2013, 2014 and 2015 these were repeated at Bellingen library and rotated through the Clarence Valley libraries.

They continue to be very successful and popular within the communities and provide an additional opportunity for the community to be involved in the development of the Regional Library collection. Other avenues for this include the Suggestion for Purchase process and the web-based Book Selection tool.

In 2016 Dorrigo Library hosted its event between 11:00am – 2:00pm on Thursday 6th October when the library was open. In an increase to the previous numbers, forty-one attendees enthusiastically selected books over the course of the three hours, resulting in over 80 new titles being selected for the collection (compared to 60 in 2015).

Grafton Library hosted its event between 3:00 – 6:00pm on Wednesday 16th November with an extended time allowing for workers to attend. At this venue 60 people selected books compared to 40 last year, resulting in over 110 new titles being selected for the collection (70 in 2015).

Book selections cover adult fiction, adult nonfiction, children's, young adult and picture books. The books are supplied by one of our regular Library suppliers who has assisted with this event for the previous two years. Individuals are also given the opportunity to reserve any titles they see that they are particularly interested in so that they would be one of the first to borrow that particular title. A change to procedures this year streamlined the process with the book supplier creating a selection list while customers were making their choices. This provided an instant list for library staff to process on the conclusion of the event.

As with the last 4 years the overwhelming response from the community has been positive, and more than justifies the decision to repeat the events. Staff who attend also feel that these are very worthwhile exercise which help to strengthen the library's links to the community and provide an opportunity for dialogue.

This will continue to be offered as an annual event that the library provides for the community in each LGA, with some rotation around varying venues in each LGA, giving different sections of the community an opportunity to attend. Costs are minimal including refreshments for the participants and staff time rostered to the events.

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

Clarence Regional Library Strategic Plan 2012 – 2022: Action Plan Progress Report - April 2016

Our Purpose

The Clarence Regional Library Service aims to provide: a contemporary, welcoming, responsive and inclusive library service to the communities of Clarence Valley and Bellingen Shire; and provide services that are sustainable, equitable and accessible.

Our Vision

A recognised and valued provider of services, collections and programs that help build community cohesion and capacity and provide opportunities to connect to the community and the world

A regional library service that:

- Facilitates and provides targeted and relevant life long learning 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
- Focuses on social inclusion of individuals including target groups, and their needs and aspirations
- Builds and strengthens partnerships to enhance service delivery and engage the community
- Embraces technological trends and makes them available to the community

Strategic Focus

1. Community Service Delivery: collections, programs and activities, service delivery and charters, marketing, promotion, community information, community identified needs and access
2. Learning and Growth: staff professional development, skill and competency identification, staff recognition, celebrating success and team focus
3. Business Systems and Management: standards, policies, procedures, guidelines, communication and organisational structure
4. Resourcing: financial management and performance, asset management, staffing (human resources), building partnerships

LEGEND:

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

Traffic light progress code:

	Progressing to time
	COMPLETE
	Overdue but progressing
	Not progressing

Strategic Focus 1: COMMUNITY SERVICE DELIVERY

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

Objective 1.1 Maximise community access to library services

Strategy	Key Actions	Outcomes	Who	Time	Amended time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.1 Conduct a user/non-user survey	<ul style="list-style-type: none"> Engage a consultant Review and amend 2012 survey Conduct random interviews Analyse data Prepare report 	Statistically valid feedback about library performance and usage	CRLC & CRL	Every 4 years		Approx. \$12000 per survey	Aligns with each new committee and acts as a review for the strategic plan and work plans. Due in April/May 2016	Undertake in 2016	
1.1.2 Review the spread of library opening hours to address community and professional development needs	<ul style="list-style-type: none"> Refer to survey feedback Staff feedback Seek council approval 	Public access maintained or enhanced. All library staff to undertake a range of collective professional development.	Each Council	Commence 2012 Annual review			Each Council undertakes in respect of local community needs. CVC & BSC – No additional monies for increased hours or staff Report prepared for changes in hours for Yamba to better line up with Maclean hours, currently with executive.	High	
1.1.3 Online access to services is reviewed for relevance in meeting the needs of current and future users	<ul style="list-style-type: none"> Review online service usage web enhancements Participate in NSW.net LMS Spydus initiatives Education program to increase and improve community access to the library's website and catalogue Promote/advertise online services 	Increased use of online services	CRL – Initial training & future upgrades Council – backfill for training	2012 ongoing		Staff training budget Backfill for CRL staff (6X\$200 = \$1,200) Future enhancement to Spydus approx. \$1,000 Backfill for Branch staff (\$200 per day)	Occur annually All staff need to be trained. Some training can be delivered by CRL staff.	High	
1.1.4 Mobile library services: - Expand in CVC	<ul style="list-style-type: none"> Monitor usage of new routes and stops Amend as appropriate Investigate complementary service delivery from the mobile library 	<ul style="list-style-type: none"> Increased access Additional outreach services 	CVC				Current changes proved successful. Pilot of other services well received. Council consideration to close Mobile library service 2016, State Library Grant application successful \$132,000 for mobile library revamp, council voted to proceed.	High	

Strategy	Key Actions	Outcomes	Who	Time	Amended time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.5 Develop relevant and targeted outreach services	<ul style="list-style-type: none"> • New part time officer to investigate needs / opportunities for Housebound services across the Clarence Valley • Scan all outreach services provided in other public libraries • Investigate possible partnerships & funding eg: Dept of Ageing • Contact Vacation care providers with a view to supporting their programs 	<ul style="list-style-type: none"> • Feasibility study results • Funding opportunities identified • Deliver feasible outreach services • Partners for delivery identified 	New part time officer to investigate housebound services Each Council investigate local opportunities for outreach	Ongoing		WER Possible sponsors, grants, in-kind	<p>Ongoing - HLS officer working well within CVC in coordinating and promoting service. Result is increased services to housebound and nursing homes through the use of volunteers and mobile library service.</p> <ul style="list-style-type: none"> • Vacation care - CVC lower river utilise holiday activities within libraries • BSC – vacation care at Urunga & Bellingen attend holiday activities • BSC – attend High School Futures Program • BSc – informal arrangement with Bellingen nursing homes for HLS <p>Local initiatives may proceed, but common services across the region are preferred.</p>	High - Medium	
1.1.6 Increase community awareness of Library services	<ul style="list-style-type: none"> • CRL website well positioned in member councils' websites • maintain relationships with schools / Teacher Librarians Eg: CRL website linked to school website, attend TL meetings • Develop a community (Regionally branded) library newsletter (online and printed) to keep the community informed of activities • Open days at libraries 	<ul style="list-style-type: none"> • Increased use of library website • Regular contact with schools • Quarterly newsletter template developed with content provided from across the CRL network 	Each Council CRL & Branches CRL: develop collate info distribute Branches: input	ongoing		WER - Internal process WER - staff time	<p>CRL continuing with website enhancement. 'Events' section to be further developed on the website.</p> <p>Website relaunched in May 2015 with device friendly resizing functionality.</p> <p>Decision was made in 2013 to focus on developing individual LGA branding and marketing.</p> <p>CVC branding and style guide produced 2013 – the implementation led to CVC libraries being awarded a marketing award at the Public Libraries NSW Marketing awards 2014 and also at the Local Government Communications Awards of Excellence in 2015.</p> <p>CRL Newsletter now being produced around identified special celebrations IE) Christmas, Seniors Week, Book Week, etc this is working well with targeted content relating to the celebration.</p> <p>Regular library tours being conducted through Grafton Library with schools and other community groups.</p> <p>BSC – regular email contact with local school librarian BSC – Bellingen High School Futures program</p>	High	

Strategy	Key Actions	Outcomes	Who	Time	Amended time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.7 Support access to collection by improved inventory management	<ul style="list-style-type: none"> Continue to Investigate and cost RFID Identify & source funding Implement 	<ul style="list-style-type: none"> Updated costings Funding sought RFID introduced 	CRLC: support CRL: investigate options and costs and models of provision	Ongoing investigation 2013 / 2014		<p>WER</p> <p>Consider CRL contribution to funding implementation/maintenance of the system</p>	<p>Continue to pursue a library development grant – COMPLETE</p> <p>State Library Development Grant successful in 2012.</p> <p>Implementation of RFID Project commenced in 2013 with weeding collections and the complete tagging of all collections.</p> <p>Commissioning of equipment was completed May 2014.</p> <p>Due to price reductions in equipment and annual maintenance additional Circulation Assists, and 2x mobile scanning wands were purchased. A stock of tags was also purchased to cover new stock for the next 2 years.</p>	High	
1.1.8 Collection arrangement	<ul style="list-style-type: none"> implement best practice collection presentation (layout; stock arrangement; and furniture/fittings) where feasible in local branches implement integrate reference into nonfiction integrate quarto collections into nonfiction integrate junior nonfiction with nonfiction create separate local studies collection both lending and no lending identify how DVD collections will be displayed monitor how technological trends impact on arrangement 	<ul style="list-style-type: none"> Collection Arrangement design guidelines adopted in local branches 	CRL: guide Branches: adopt	ongoing		<p>WER</p> <p>Potential costs local branches</p>	<p>integrate reference into nonfiction COMPLETE</p> <p>integrate quarto collections into nonfiction COMPLETE</p> <p>integrate junior nonfiction with nonfiction COMPLETE in most instances</p> <p>create separate local studies collection both lending and no lending COMPLETE</p> <p>identify how DVD collections will be displayed COMPLETE</p>	High - Medium	
1.1.9 Implement wireless internet access	<ul style="list-style-type: none"> Investigate library Hotspots to avoid the need for logon and passwords 	<ul style="list-style-type: none"> Reduced demand on staff for access 	CRL: investigate Councils implement	2013		WER	COMPLETE June 2013	High - Medium	

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

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
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Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
1.2.1 Regional Collection Management Plan	<ul style="list-style-type: none"> Identify and review key collection management information and performance indicators Collection Development Policy regularly reviewed Procedures and guidelines developed and agreed by all Regular collection 'audits' to determine gaps, weeding and optimum levels of duplication Develop a collection profile for each branch to integrate into a comprehensive regional profile Implement equitable and effective stock rotation program for all Develop standards for cataloguing (Collection Management Plan.) Reintroduce floating collections 	<ul style="list-style-type: none"> User-driven collection Collection meets Living Learning Library baseline Standards Common procedures and guidelines Branch collections profile meet needs of local community Stock rotation program is implemented Floating collections reintroduced 	CRLC: support CRL: lead Branches: input	ongoing		Library Service Agreement to address member contributions WER	<p>Need to target expenditure to local needs. CRLC consider proportional expenditure of book vote on specific target groups.</p> <p>CollectionHQ introduced 2014 helps facilitate:</p> <ul style="list-style-type: none"> Branch collections profile Stock rotation program Appropriate selection of stock <p>Collection Management Plan COMPLETE 2015.</p> <p>Floating collections reintroduced COMPLETE 2013.</p>	High	
1.2.2 Implement a Local History & Family History Strategy (print and non-print resources)	<ul style="list-style-type: none"> Implement Local Studies Strategic Action Plan 	<ul style="list-style-type: none"> Refer to Local Studies Strategic Action Plan 	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan		Refer to Local Studies Strategic Action Plan	<p>Refer to Local Studies Strategic Action Plan.</p> <p>http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-April-2015.pdf.</p>	<p>Refer to Local Studies Strategic Action Plan</p> <p>http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-April-2015.pdf</p>	
1.2.3 Community collection needs survey	<ul style="list-style-type: none"> Review previous survey and amend Distribute through local libraries Analysis to inform collection development and purchasing 	<ul style="list-style-type: none"> User-driven collection 	CRLC CRL to develop and analyse Branches to distribute	2014		WER	<p>Internally developed, delivered and analysed with existing software</p> <ul style="list-style-type: none"> Community collection needs Survey conducted in 2015: http://www.crl.nsw.gov.au/wp-content/uploads/Collection-Needs-Survey-Report.pdf 	High – Medium	
1.2.4 Develop comprehensive digital collection resources eg eBooks & eAudio Books	<ul style="list-style-type: none"> Allocate a portion of book vote to continuous development Review impact on state wide statistical data Continue to monitor satisfaction Promote collections Continue to monitor industry developments Investigate purchase of ereaders for lending selected titles for lending purposes Review outcomes of the purchase of retail versions of talking books 	<ul style="list-style-type: none"> Enhanced and relevant collection 	CRLC CRL	Ongoing		\$10 000pa (annual subscription)	<p>Usage monitored through existing systems Investigate benefits and costs in the interim.</p> <p>eBooks introduced along with eMagazines 2013 – producing good usage figures.</p> <p>eReaders – decided to purchase mini tablets instead as more versatile in showcasing all our eResources. 10 have been purchased and are being setup currently, procedures are being created for staff and borrowers to follow for the borrowing of these items. Launch due middle of 2016.</p> <p>Purchase of retail versions of talking books, cheaper and robust enough to justify ongoing purchase.</p>	Medium	

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
1.2.5 Develop a DVD Collection	<ul style="list-style-type: none"> Allocate a portion of book vote to continuous development Monitor usage figures 	<ul style="list-style-type: none"> Enhanced and relevant collection 	CRL	Ongoing		\$10,000	Complete 2012 – ongoing budget allocation for this collection. Community donations of a good standard also enhance and contribute to this collection.	High	
1.2.6 Increased databases	<ul style="list-style-type: none"> Review existing usage of databases Determine growth areas and unmet need Cost the preferred database access Review distribution of collection funds Secure membership to Ancestry.com 	<ul style="list-style-type: none"> Purchasing reflects current needs and perceived future needs User-driven collection Increased client satisfaction with online services Addresses a key growth and interest area as identified in the user survey 	CRL	Ongoing		WER approx \$3,000 for Ancestry.com	<p>Without additional funds need to reallocate book vote</p> <p>2012 - Ancestry.com come continues to be popular and essential for family genealogists</p> <p>2013 – subscribed to FindMyPast to supplement family genealogy material from Ancestry.com</p> <p>2014 - 12 month trial of Ebsco's Hobbies and crafts failed to get the usage needed to continue the service another year.</p> <p>Book Selection Tool implemented in July 2015 – appears to be going well.</p>	High	
1.2.7 Process streamlining and restructure	<ul style="list-style-type: none"> Continue to streamline processing of stock. Continue to identify and implement potential operational and service delivery improvements Review staff structures to achieve improvements Develop costings Implement agreed actions 	<ul style="list-style-type: none"> Decreased processing time Decreased waiting time for stock delivery to branches Increase in client satisfaction 	Executive Council: lead	Ongoing			<p>Costs of outsourcing continuing to decline with some companies indicating they will process items at no cost.</p> <p>Complete 2013 with ongoing review and refinement each financial year.</p>	High	
1.2.8 Focus on expansion on Aboriginal resources	<ul style="list-style-type: none"> Identify aboriginal resources in varying formats Allocate a portion of the book vote to purchase Promote the sub collection 	<ul style="list-style-type: none"> Increase aboriginal access to the library Promote social inclusion Raise awareness and understanding of aboriginal culture and heritage 	CRL	2012		\$10,000	<p>Limited range of aboriginal materials and we have twice the average representation in our population.</p> <p>Complete 2012/13 with additional items purchased as identified each year.</p> <p>subscription to indigenous magazines:</p> <ul style="list-style-type: none"> The National Indigenous Times – 2013 – this has now ceased as a resource. The Koori Mail -2013 They are supplied to Bellingen, Mobile, Dorriggo, Grafton, Iluka, Maclean, Urunga and Yamba. 	High	

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
1.2.9 New technologies	<ul style="list-style-type: none"> Investigate purchase of ereaders with loaded titles for a lending trial. Proceed with a 2 yr trial Monitor and evaluate Implementation of Ipad use at Branch and Regional Level Provide a range of new technologies for clients to experience Investigate introduction of electronic gaming technologies (e) software only 	<ul style="list-style-type: none"> Provision of contemporary library services for public 	CRL	2013		WER \$2,000(approx. 10)	<p>Mini Tablets to be introduced for lending in 2016</p> <p>Libraries utilising iPads:</p> <ul style="list-style-type: none"> as story time features for school holiday activities For use with housebound library service <p>Grafton library has introduce gaming technology: PlayStation 4 and Xbox 360 as part of opening new building April 2014.</p> <p>(still considering purchase of mobile 3D printer to be used around the libraries)</p> <p>Focus on individual branch capability and budgetary requirements</p>	High Medium	
1.2.10 Develop a Corporate Library Service	<ul style="list-style-type: none"> Determine the level of interest in establishing a corporate library service. Scope the range of materials that might be provided Determine the gaps between what does and doesn't exist Identify suitable locations Catalogue materials Develop a corporate catalogue Develop procedures for purchase, borrowing etc Allocate funding Implement Monitor and review 	<ul style="list-style-type: none"> Interest will be identified Existing resources may be identified for broader use Materials for professional development will be more economically and equitably available 	CRL	2016		WER	<p>There are numerous resources held by individuals, work units and section within council which are unknown by other council staff and yet may be quite valuable to them. This may be a way of maximising use of existing resources and rationalizing future demand.</p> <p>End of 2015 had preliminary discussions with S & CS Manager re the introduction of this service.</p>	Low	

Objective 1.3 Relevant and contemporary targeted services, programs and activities

Strategy	Key Actions	Outcomes	Who	Time	Amended time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
1.3.1 Comprehensive marketing / promotional plan.	<ul style="list-style-type: none"> Set context within member councils' strategic directions eg: management, social, cultural plans Identify priority target groups (now & future) Produce comprehensive marketing strategy Produce associated Action Plan Determine opportunities WER in CRL and Councils Cost additional delivery actions Develop sample bag for new members 	<ul style="list-style-type: none"> Marketing plan and associated action plan A recognised Regional Library identity Increased awareness and recognition of the range of library services 	CRL: Lead & manage Council: input delivery	2014		WER	<p>In interim all members will work towards using common templates and sharing of materials.</p> <p>Regional Branding was determined to be not relevant to individual LGAs in 2012.</p> <p>CVC branding and style guide produced 2012 – the implementation led to CVC libraries being awarded a marketing award at the Public Libraries NSW Marketing awards 2014 and also at the Local Government Communications Awards of Excellence in 2015 Undertook an evaluation of CVC marketing in June 2015.</p> <p>Marketing for CVC has provided rollon benefits to Bellingen Shire Libraries through use of templates and better staff awareness of marketing principles.</p>	High – Medium	
1.3.2 Develop a visible Regional Library identity including signage	<ul style="list-style-type: none"> Develop visual tools to improve Library visibility and status (logo, branding, style) Members agree to use naming format in future signage Develop common templates for shared use Produce stick on logos 	<ul style="list-style-type: none"> Increased awareness and recognition of all Libraries and their services Consistent and professional identity 	CRL Councils	2013		WER	<p>This is no longer the focus for the region, rather the focus is on promoting each individual LGA (a result of focus groups in CVC 2013 marketing campaign)</p> <p>CVC Signage is now more uniform and consistent across the different Libraries. Signage on outside of building and internal directional signage now similar across all.</p>	High – Medium	
1.3.3 Educational and recreational programs and activities.	<ul style="list-style-type: none"> Review user/non-user survey results. Review current Best practice in libraries Facilitate programs and activities. Seek partners to fund Promote to target groups Structure programs to enhance their outcomes Investigate introduction of electronic gaming hardware/infrastructure 	<ul style="list-style-type: none"> Relevant educational and recreational programs and activities are delivered for the local community. CRL provides contemporary library services Those programs have specified outcomes 	CRL: develop promote CRL & Branches: seek funds deliver	2012/2013		WER	<p>Tech Time – tech help/workshops running across the region on a schedule.</p> <p>Preservation workshops running across the region on an annual schedule.</p> <p>Grafton library has introduce gaming technology: PlayStation 4 and Xbox 360 as part of opening new building April 2014.</p> <p>Minecraft coding workshops have been successfully run in Maclean and Grafton Libraries 2016.</p> <p>2016 - Tech Savvy Seniors has just been introduced in Grafton Library – this will be rolled out to all region once the initial grant for Grafton library is completed.</p>	High	

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

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
1.4.1 CRL library customer service charter	<ul style="list-style-type: none"> Develop an agreed regional customer service charter including KPI's Promote the charter Monitor and review 	<ul style="list-style-type: none"> Common standards of service across all branches Common approach to customer feedback, suggestions and responses to requests 	CRL	2013		WER	<p>Being developed in 6 monthly workshops Refer 2.2.2</p> <p>Complete and adopted December 2014</p> <p>http://www.crl.nsw.gov.au/wp-content/uploads/Customer-Service-Charter.pdf</p> <p>Further procedures developed and implemented across the region.</p>	High	

Objective 1.5 Engaged and supportive community

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
1.5.1 Targeted public consultations re: services, collection and programs e.g. Youth, Children's, Adults, Older People etc	<ul style="list-style-type: none"> Develop consultation plan Target particular groups on an annual basis Build results into future budget allocations Train staff or engage consultant Analyse results 	<ul style="list-style-type: none"> Results inform future collection development and purchasing 	CRL Local Branches to assist	2013 Ongoing		WER	<p>Keen interest in Youth being the first targeted group;</p> <p>Youth Survey undertaken in 2014. http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Youth-Survey-2013-1.pdf</p> <p>Men's survey scheduled for 2016.</p> <p>Survey Monkey subscription purchased in order to effectively and simply build surveys that can be completed both online via our website as well as in house in paper form. Also provides reporting features for easy analysis of results for staff.</p>	High – Medium	
1.5.2 Establish 'Friends of Library' for each branch	<ul style="list-style-type: none"> Investigate community interest Investigate best practice in libraries Obtain establishment advice from FOLA Develop draft FOL guidelines Gain Councils' approvals. Establish FOL. 	<ul style="list-style-type: none"> Improved community relations. Potential funding partner Regular consultation reference 	CRL: Investigate Branches: adopt establish	2014		WER	<p>Many friends groups operate in different circumstances. Management of them is critical to their success. Will seek advice from the NSW FOL.</p> <p>EIO for CVC Libraries issued May 2015 – publicised through Facebook, website, and media release. NSW FOL consulted and a draft constitution based on their documentation is being developed June 2015 Information meeting in Grafton and Maclean Libraries for community interested in Friends 4 December 2015</p> <p>Maclean Group dormant at present. Grafton friends working group preparing constitution etc and meeting regularly in preparation of launch (maybe in LIW 2016)</p>	High – Medium	

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
1.5.3 Greater customer interaction, social networking and information access	<ul style="list-style-type: none"> Investigate incorporation of tool for client input into the catalogue Explore opportunities for Web 2.0 tools Promote tools 	<ul style="list-style-type: none"> Client participation in the online catalogue Increase the Library's opportunities and capacity to deliver improved Reader Advisory services 	CRL	2012/13		WER	<p>Technology training and skills identification and training</p> <p>Review each council's social media policy as well as State Library sample policies</p> <p>Training in Facebook posting in 2013 increased <i>Likes</i> to 2,250 in April 2016. Pinterest page added in 2015 to website for Readers Advisory, and library promotion purposes.</p> <p>Bookhouse Public Selection Tool to be implemented July 2015. Allows online voting for newly published titles for the collection by community members.</p>	High	
1.5.4 Annual target group 'book selection' activities	<ul style="list-style-type: none"> Investigate partnership arrangements with local bookstores Investigate same with current suppliers Arrange days for community to select items Arrange for library suppliers to visit local schools for stock selection by youth Consider future opportunity for future FOL to manage selection days 	<ul style="list-style-type: none"> Client –driven collection Enhanced supplier appreciation of local interests. 	CRL	2012/13 ongoing		WER	<p>Annual event in each LGA – ongoing and very successful.</p>	High	
1.5.5 MOU with community groups to enhance access to information e.g. visitor information in libraries; U3A activities; help from the historical groups; drug information, story time to playgroups	<ul style="list-style-type: none"> Identify appropriate ranges of information that may be welcomed at each branch Identify potential partners and determine their interest Determine how partners will participate Prepare MOU's Deliver Evaluate Link community information from CRL website 	<ul style="list-style-type: none"> Easier access to a range of resources for the community and visitors 	CRL: Lead Branches: Input & delivery	2013 On-going		WER	<p>Community information was one of the highest priority areas in the user/non user survey 2012.</p> <p>MOU set up with Maclean and Grafton Rotary Clubs - 2013</p> <p>CVC Community Directory upgrade in 2014 & 2016 through S & SC section.</p>	High	
1.5.6 Pilot Library supported Book Clubs (including online Book Clubs)	<ul style="list-style-type: none"> Investigate public library best practice Investigate costs (including staff costs) Promote existing Book Clubs Pilot a club Evaluate Develop procedures to guide expansion 	<ul style="list-style-type: none"> Book clubs established in areas of interest where capacity exists. 	CRL: investigate Branches: adopt	2014		WER	<p>May be limited by space. FOL group may be instrumental in establishing and managing</p> <p>Undertaken in Maclean and Yamba 2012/13 Bellingen – Book clubs supported with Kits and finding members.</p>	High - Medium	

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
1.5.7 Increasing volunteer base	<ul style="list-style-type: none"> Identify appropriate tasks for volunteers Development statement of duties for various volunteering opportunities Promote volunteering opportunities Support and recognise volunteers 	<ul style="list-style-type: none"> More engaged community Enhanced services 	CRL & Branches	2013 Ongoing		WER	<p>May need small budget allocations for reimbursement and or recognition</p> <p>Grafton Library and Regional Services sharing Work for The Dole volunteer program participants – 2015</p> <p>New duty statement developed to cater to increased need for Work for The Dole participants to have a variety of projects to work on, depending on their skills and interests, this was a worthwhile project that clarified a number of suitable projects for volunteers to work on.</p> <p>Regional Services nominated Regional Services Volunteer team for Volunteer of the year awards 2014 – received recognition award</p> <p>Grafton Library nominated their HLS Volunteer team for Volunteer of the year awards 2015 – received recognition award</p>	High	

Strategic Focus 2: LEARNING AND GROWTH

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

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

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
2.1.1 Staff professional development plans.	<ul style="list-style-type: none"> Identify skill requirements for CRL and Branch staff, now and into the future. Conduct a skills gap analysis Development individual and team training plans Members agree specific programs and make staff available Training delivered. CRL to seek to host State Library training locally 	<ul style="list-style-type: none"> Comprehensive individual and team skills more efficiently deliver current and future library services. Greater professional opportunities for staff Increased job satisfaction. 4 days per year agreed for training purposes Provision of study leave, flexible rostering, recognition of staff participation etc Develop a positive learning environment 	<p>CRL: Lead Coordinate opportunities where appropriate Develop tools</p> <p>Councils: participate</p>	2013 Ongoing		<p>SLNSW – free training and reimburses travel costs for Sydney based training.</p> <p>Backfill per officer per day – approx \$200 per day</p>	<p>Preference for a Regional Level approach and assistance in developing tools for identification of skills and training.</p> <p>Training audit conducted in 2013 which provided a prioritised list of training needs across the region to address.</p> <p>State Library LIAC training conducted onsite at Grafton in December 2014. – Very successful.</p> <p>Dealing with difficult library customers training was hosted by Grafton in March 2015 – Coffs harbour and RTRL also attended – great training for all staff in the Region.</p> <p>State Library Readers Advisory Seminar and Children's & Youth seminars held in Grafton 2015.</p> <p>Reference training overview at full staff meeting December 2015.</p> <p>Book care and repair workshop for staff at Bellingen 2015.</p>	High and ongoing	
2.1.2 Staff are well informed and engaged in emerging public library trends	<ul style="list-style-type: none"> CRL membership of ALIA and PLC Professional journal articles discussed at team meetings. Active membership to working groups is encouraged where viable Lobby State Library to have more regional meetings and training opportunities 	<ul style="list-style-type: none"> Contribution to staff professional development Future library directions informed by current and emerging trends. 	CRL Councils	Ongoing		WER	<p>State Library Readers Advisory Seminar held in Grafton library August 2015.</p> <p>NE Zone Children's & Youth seminar held in Grafton 2015.</p> <p>State Library Local Studies working group meeting scheduled for August 2016 at Grafton.</p> <p>Baby Bounce training scheduled in Grafton for June 2016.</p> <p>State Library Oral History training scheduled for Grafton June/July 2016.</p>	High Ongoing	
2.1.3 Staff sharing of knowledge, expertise and experience	<ul style="list-style-type: none"> Regular team meetings formalised with agenda topics and minutes Provide opportunities for working groups to undertake projects Promote staff only area on the website Where appropriate staff training days incorporate staff sharing and networking 	<ul style="list-style-type: none"> Greater sense of involvement in the decision making and planning process by team members from across the library network A reduction in the level of duplication through resource and knowledge sharing 	CRL & Branches	Ongoing		WER	<p>Wiki has been introduced and variously used, continue to explore its value.</p> <p>Regular team meetings with agendas and minutes are scheduled and place on staff wiki. Copies of posters, flyers etc on wiki for staff to print as needed, also includes policy and procedures.</p> <p>Staff wiki updated to new format in March 2016 – more user friendly to use than previous version</p>	High Ongoing	

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
2.1.4 Work experience opportunities	<ul style="list-style-type: none"> Identify opportunities for staff to fill other library roles apart from their own Develop plans to realise those opportunities Monitor and evaluate 	<ul style="list-style-type: none"> Increased skills and knowledge Staff can rotate positions and locations Means of addressing shortages at critical times 	CRL & Branches	2013 ongoing		WER excepting any travel reimbursements	<p>Rotated positions in CVC necessitated by staff shortages have improved to deliver valued outcomes</p> <p>Staff integration between Regional Services and CVC staff has commenced in 2015. Limited implementation due to staffing shortages in Grafton Library due to illness. However the intent is to have similar graded staff spending the same amount of time within the alternate work area (IE) Regional staff work in branch at their level for 2hours, then branch staff of the same/similar level work in Regional services for 2hours. This develops understanding of the issues and work undertaken at the different work area.</p> <p>BSC – staff rotation reintroduced with the increase of casuals to the roster</p>	High	

Objective 2.2 Regional communications and networking

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
2.2.1 Participative team based planning process	<ul style="list-style-type: none"> Hold six (6) monthly regional staff meetings (face-to-face or video link or teleconference) Utilise web 2.0 technologies Measure and report effectiveness and efficiency 	<ul style="list-style-type: none"> Collaborative decision making and development 	CRL & Council	2012 Ongoing		WER	Scheduled annually	High Ongoing	

Strategic Focus 3: BUSINESS SYSTEMS AND MANAGEMENT

Ensuring that we have well informed, efficient and effective policies, procedures and guidelines; that we have the right communication protocols and organisational structure in place to work well individually and as a team; and that we represent best value to the community

Objective 3.1 A library service that meets contemporary operational standards

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
3.1.1 Review and develop all library policy, procedures with reference to NSW library and ALIA standards	<ul style="list-style-type: none"> Nominate review teams Agreed timeframe and outcomes Comment on drafts Finalise and adopt reviewed policies 	<ul style="list-style-type: none"> Contemporary standards adopted Greater implementation with increase levels of ownership 	CRLC: Lead Branches: input	Ongoing as required		WER	<p>Progress Volunteer Policy - completed</p> <p>Develop a Working Alone in Libraries Policy – report prepared for council</p> <p>Adopt Disaster Planning Procedures – draft disaster management plan under construction, due for completion 2016</p> <p>Local Studies Collection Development Policy Adopted – May 2015</p>	High	

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
3.1.2 Review library service model and structure	<ul style="list-style-type: none"> Identify and detail all new responsibilities & workflows Identify opportunities to reduce workloads through improved practices and viable outsource options and volunteers Maximise opportunities for integration of workflows Implement Monitor and review 	<ul style="list-style-type: none"> Efficient and effective delivery of CRL services 	CRL	2012 ongoing		WER	Changes in roles and staffing levels as a result of Nambucca Shires departure necessitate significant review of current work practices as well as monitoring new processes. Further restructure may be required if a further partner leaves	High	
3.1.3 Assess current infrastructure standards against contemporary New South Wales library standards	Refer 4.3		Council Branches	As required			<p>Completed for CVC sec94 plans to deal with future growth BSC undertaking review – not yet complete</p> <p>New Grafton Library opened 7 April 2014</p> <p>Mobile library under review 2015 – decision March 2016 to initiate new model of service based on digital resources and a new van with input from State Library Grant.</p>	Medium - Low	
3.1.4 Review of Library Management System	<ul style="list-style-type: none"> Evaluate current LMS system Identify alternative systems and their adoption Assess alternative systems suited to our library service Evaluate and cost options Recommend option Implement 	<ul style="list-style-type: none"> User friendly comprehensive LMS that will address future growth and changing needs 	CRL	2014		WER	<p>Currently entering into a new 5 year contract, evaluation process is lengthy.</p> <p>Evaluation of LMS to be undertaken 2015 Report to Committee due May 2016</p>	Medium	
3.1.5 Integration of CRL staff into new Grafton Library	<ul style="list-style-type: none"> Identify and detail all workflows Workspace layout to maximise workflow outputs Maximise opportunities for integration of workflows between CRL and Branch processes Implement Monitor and review 	<ul style="list-style-type: none"> Service outcomes maximised through service integration and collaboration 	CRL & CVC branches	2014		WER	<p>Staff integration between Regional Services and CVC staff has commenced in 2015. Limited implementation due to staffing shortages in Grafton Library due to illness.</p> <p>However the intent is to have similar graded staff spending the same amount of time within the alternate work area IE) Regional staff work in branch at their level for 2hours, then branch staff of the same/similar level work in Regional services for 2hours. This develops understanding of the issues and work undertaken at the different work area.</p>	High - Medium	

Strategic Focus 4: RESOURCES

Ensuring that the library's services, programs, activities and staff are well resourced, sustainable and meet community expectations; and are seen to provide excellent return on investment by all stakeholders

Objective 4.1 Responsible and accountable financial/resource management

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
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Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
4.1.1 Budget preparation is informed by the strategic plan	<ul style="list-style-type: none"> Review state-wide data Determine agreed standards of delivery Prioritising strategic planning objectives Develop 10 year budget plan 	<ul style="list-style-type: none"> Strategically driven budget bids Long term planning 	CRLC	2012 Ongoing		WER	Review of 10 Year budget 2014 changes implemented.	High	
4.1.2 Annual Regional Library Budgeting Workshop to scope needs and set priorities to better inform each member Council's budgeting process	<ul style="list-style-type: none"> Meeting/workshop scheduled prior to member councils budget deliberations Set priorities in line with strategic plan Agree standards of delivery 	<ul style="list-style-type: none"> Common and robust approach 	CRLC	2012 Ongoing		WER	Part of staff 6 monthly meeting cycle	High	
4.1.3 Increase the library's income	<ul style="list-style-type: none"> Exploit DGR status opportunities Develop a list of priority projects 	<ul style="list-style-type: none"> Increased awareness of donation opportunities Increased donations 	CRL & Council	2012 Ongoing		WER	All staff need to promote DGR Status and list of local priority projects 2014/15 saw DGR brochure mail out to all CVC ratepayers	High	
4.1.4 Library stock is appropriately insured	<ul style="list-style-type: none"> Value of collection is monitored annually and adjusted accordingly 		CRL	Ongoing				High	
4.1.5 Evaluate staffing levels to ensure appropriate levels of service	<ul style="list-style-type: none"> Review industry benchmarks Increase/maintain funding to meet the minimum standard – (living learning libraries) Prepare project plans/business cases Review existing operational activities [and organisational structure] to maximise benefits 	<ul style="list-style-type: none"> 	CRL , Council	2012 Ongoing		Additional staff will incur additional budget	Any increased staff levels will require a business case	Medium	

Objective 4.2 A safe and accessible workplace

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
4.2.1 Review staff working alone practices in line with relevant OH&S and risk management standards	<ul style="list-style-type: none"> Identify single person branches Compare current strategies Develop risk management plans Determine necessary actions Prepare budget bid 	<ul style="list-style-type: none"> Enhanced safety for those in single person branches Reduced risk for Council 	Councils	2012		WER	Developing a new Working Alone/After Dark SWMS Include Mobile Library operations – report completed for executive officers – referred to HR team for assessment, local implementation of CVC HR recommendations.	High	

4.2.2 Develop and implement emergency and disaster preparedness and management plans	<ul style="list-style-type: none"> Identify the risks at each branch Assess the risks Develop mitigating strategies Prepare budget bids where appropriate Incorporate business continuity plans Train staff 	<ul style="list-style-type: none"> Enhance safety for staff, equipment and collection. Savings to Councils and CRL Continuity of service 	Councils	2013		WER	Adapt and adopt disaster management plan in association with Local Studies Strategic Plan draft disaster management plan under construction, due for completion 2016	High	
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Objective 4.3 Safe, attractive and useful library facilities

Strategy	Key Actions	Outcomes	Who	Time	Amended Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	
4.3.1 Identify and prioritise library infrastructure needs for each branch now and into the future	<ul style="list-style-type: none"> Assess current standard of infrastructure against contemporary standards Determine level of provision Develop building design briefs Prepare costings Prepare business case Identify potential sources of funding 	<ul style="list-style-type: none"> Infrastructure that addresses local needs now and into the future which allows for contemporary library services operations. 	Councils	As required			<p>CVC section 94 plans developed mobile library replacement to be considered in future BSC consider refurbishments</p> <p>Future of Mobile Library currently up for review - March 2016 Council decision to change the model of service to focus on digital devices and technological education. Maclean Library asbestos removed, new paint throughout and carpet replaced – April/May 2015</p> <p>Dorrigo meeting room construction 2016</p>	Medium	

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

Links to CVC Community Plan 2015-24

Objective 1.1 Proud and inviting Communities	
1.1.1	<i>Provide vibrant and welcoming town centres, streets and meeting places</i>
1.1.3	<i>Respect the heritage of the region and highlight and enhance our unique characteristics</i>
1.1.4	<i>Support, encourage and celebrate community participation and volunteerism</i>
Objective 1.2 A safe and healthy region	
1.2.1	<i>Provides and maintains accessible quality sport and recreation facilities and encourages participation</i>
1.2.4	<i>Encourages community involvement and fosters interconnected and supportive communities</i>
1.2.5	<i>Provides, maintains and develops children's play and recreational facilities to encourage active participation</i>
Objective 1.3 A diverse and creative culture	
1.3.1	<i>Provides innovative and enhanced library services that supports and encourages lifelong learning</i>
1.3.6	<i>Supports a diverse and rich local Aboriginal and Torres Strait Islander culture and community</i>
Objective 1.4 To have access and equity of services	
1.4.1	<i>Work with community and other partners to lobby and facilitate increased education and training opportunities in the region</i>
1.4.3	<i>Create a better understanding within the community of the services and facilities Council provides</i>
1.4.6	<i>Provide opportunities for residents to enjoy access to the arts, festivals, sporting activities, recreation, community and cultural activities</i>
1.4.7	<i>Work with the community and partners to inform, develop and maintain an inclusive and equitable community</i>

Links to BSC Community Vision 2030

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

Our Purpose

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

Our Vision

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

A regional library service that:

- Facilitates and provides targeted and relevant life long learning opportunities
- Connects the community with the past, the present and the future
- Is committed to the free flow of information and ideas to inform and inspire
- Is a trusted and valued source of information
- Is an investment in the well-being of the community
- Focuses on social inclusion of individuals including target groups
- Builds and strengthens partnerships to enhance service delivery and engage the community
- Supports technological trends and makes them available to the community

Strategic Focus

1. Community Service Delivery: collections, programs, facilities and activities, service delivery and charters, marketing, promotion, community information, community identified needs and access
2. Learning and Growth: staff professional development, skill and competency identification, staff recognition and team focus
3. Business Systems, Management and Resourcing: standards, policies, procedures, guidelines, communication and organisational structure, financial management and performance, asset management, staffing (human resources), building partnerships

LEGEND:

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

Traffic light progress code:

	Progressing to time
	COMPLETE
	Overdue but progressing
	Not progressing

Strategic Focus 1: COMMUNITY SERVICE DELIVERY

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

Objective 1.1 Maximise community access to library services

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.1 Conduct a user/non-user survey	<ul style="list-style-type: none"> Engage a consultant Review and amend 2016 survey Conduct random interviews Analyse data Prepare report 	Statistically valid feedback about library performance and usage	CRLC & CRL	Every 4 years	Approx. \$20,000 per survey CRL Reserve	Aligns with each new committee and acts as a review for the strategic plan and work plans.	Undertake in 2020	
1.1.2 Review the spread of library opening hours to address community and professional development needs	<ul style="list-style-type: none"> Refer to survey feedback Staff feedback Seek council approval 	<ul style="list-style-type: none"> Public access maintained or enhanced. All library staff to undertake a range of professional development. 	Each LGA	Not less than every 2 years	WER	Each Council undertakes in respect of local community needs.	High	
1.1.3 Online access to services is reviewed for relevance in meeting the needs of current and future users	<ul style="list-style-type: none"> Review online service usage web enhancements Participate in NSW.net LMS Spydus initiatives Skill staff to increase and improve community access to the library's website and catalogue staff to Promote/advertise online services 	Increased use of online services	CRL – Initial training & future upgrades	Annual ongoing	WER	Occur annually All staff need to be trained. Some training can be delivered by CRL staff.	High	
1.1.4 Mobile library services : CVC	<ul style="list-style-type: none"> Monitor usage of routes and stops <ul style="list-style-type: none"> Amend as appropriate provide complementary service delivery from the mobile library Implementation of State Library Grant Project: GO Mobile! Digital Library on Wheels 	<ul style="list-style-type: none"> Increased access Additional outreach services 	CVC	2016/17	WER State Library Grant - \$132,000		High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.5 Develop relevant and targeted outreach services	<ul style="list-style-type: none"> Investigate partnerships & funding for HLS eg: Home Care Services Outreach to Seniors through expos, seniors week etc Outreach to youth through expos, school visits, liaising with individual class groups, HSC support programs, Live n Loud events Investigate outreach to businesses in shopping precincts <ul style="list-style-type: none"> Implement a service where practical Evaluate outcomes Outreach to children through expos, preschools, playgroups, vacation care, holiday activities, home work clubs Outreach to Aboriginal communities through workshops, preschools and interagency meetings Explore general outreach services ie) books in flight, books at the beach, pop up library services, workplace book clubs at lunchtime – council/other? 	<ul style="list-style-type: none"> Funding opportunities identified Deliver feasible outreach services Partners for delivery identified Increase in usage of services by targeted groups 	Each LGA investigate local opportunities for outreach	Ongoing	WER	Local initiatives may proceed, but common services across the region are preferred.	High - Medium	
1.1.6 Increase community awareness of Library services	<ul style="list-style-type: none"> CRL website well positioned in member councils' websites Review website for improved accessibility Expand YouTube Channel to include mini info clips for community awareness of services maintain relationships with educators / Teacher Librarians Eg: CRL website linked to school website, attend TL meetings maintain and review a community library newsletter (online) investigate use of MailChimp for more frequent newsletter mailouts develop a print version of newsletter to keep the community informed of activities Open days at libraries Library tours Information package developed for community groups, service clubs, school groups etc. Annual membership drive promotion to be developed Explore radio and newspaper advertising Guest speaking to service clubs and community groups and 	<ul style="list-style-type: none"> Increased use of library website Regular contact with educators Quarterly newsletter template developed with content provided from across the CRL network Regular community tours of libraries 	Each LGA CRL & LGAs CRL: develop collate info distribute libraries: input	ongoing	WER - Internal process WER - staff time	CRL continuing with website enhancement.	High	
1.1.7 Support access to collection by improved inventory management	<ul style="list-style-type: none"> Investigate emerging trends in inventory management <ul style="list-style-type: none"> Implement if recommended 	<ul style="list-style-type: none"> Efficient, cost effective inventory management 	CRLC: support CRL:	Ongoing	WER		High – medium	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.8 Collection arrangement	<ul style="list-style-type: none"> • Monitor & implement best practice collection presentation (layout; stock arrangement; and furniture/fittings) • Review integration of YA into Adult Fiction pilot project - Urunga Library <ul style="list-style-type: none"> • where feasible in local branches implement • monitor how technological trends impact on arrangement • review spine label conventions • investigate consultant for displays and shelving arrangements 	<ul style="list-style-type: none"> • Collection Arrangement design guidelines adopted in local branches • Enhanced Collection access through effective arrangement 	CRL: guide libraries: adopt	ongoing	WER Potential costs local libraries		High - Medium	
1.1.9 wireless internet access	<ul style="list-style-type: none"> • Provide ongoing wireless internet access 	<ul style="list-style-type: none"> • Effective and efficient community access to wireless internet services 	CRL/LGA	Ongoing	WER		High	

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.1 Regional Collection Management Plan	<ul style="list-style-type: none"> Collection Development Policy regularly reviewed Procedures and guidelines developed and adopted Regular collection 'audits' to determine gaps, weeding and optimum levels of duplication Implement equitable and effective stock rotation program for all Develop standards for cataloguing (Collection Management Plan.) Investigate ways to promote new stock arrivals 	<ul style="list-style-type: none"> User-driven collection Collection meets Living Learning Library baseline Standards Common procedures and guidelines Branch collections profile meet needs of local community Stock rotation program is implemented 	CRLC: support CRL: lead libraries: input	ongoing	Library Service Agreement to address member contributions WER	Need to target expenditure to local needs. CRLC consider proportional expenditure of book vote on specific target groups.	High	
1.2.2 Community collection needs survey	<ul style="list-style-type: none"> Review previous survey and amend Distribute through local libraries Analysis to inform collection development and purchasing Report survey results to community in an easily accessible format ie) infographics 	<ul style="list-style-type: none"> User-driven collection 	CRLC CRL to develop and analyse Libraries to distribute	2017	WER	Internally developed, delivered and analysed with existing software	High – Medium	
1.2.3 Process streamlining and restructure	<ul style="list-style-type: none"> Continue to streamline processing of stock. Continue to identify and implement potential operational and service delivery improvements Review staff structures to achieve improvements Develop costings Implement agreed actions 	<ul style="list-style-type: none"> Decreased processing time Decreased waiting time for stock delivery to branches Increase in client satisfaction 	Executive Council: lead	Ongoing	WER	Costs of outsourcing continuing to decline with some companies indicating they will process items at no cost.	High	
1.2.4 Implement a Local Studies & Family History Strategy (print and non-print resources)	<ul style="list-style-type: none"> Continue to develop Local Studies Strategic Action Plan Continue to liaise with local museums and galleries to develop and maintain partnerships Explore cross promotional opportunities with museums and historical societies Continue to develop Local Studies website content for each LGA 	<ul style="list-style-type: none"> Refer to Local Studies Strategic Action Plan: http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-March-2016.pdf 	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan. http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-March-2016.pdf	Refer to Local Studies Strategic Action Plan	
1.2.5 Develop and promote comprehensive digital collection resources	<ul style="list-style-type: none"> Allocate a portion of book vote to continuous development Review impact on state wide statistical data Continue to monitor satisfaction Promote digital collections Continue to monitor industry developments 	<ul style="list-style-type: none"> Enhanced and relevant collection Greater awareness and use of digital resources 	CRLC CRL	Ongoing	\$10 000pa (annual subscription)	Usage monitored through existing systems: Spydus Library Management System Reports and Enquiry Modules and individual eResource administrative statistics function.	Medium	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.6 Develop a DVD Collection and review for relevance in meeting the needs of current and future users	<ul style="list-style-type: none"> Allocate a portion of book vote to continuous development Monitor usage figures Monitor emerging technologies - streaming video (beamer films, Netflix etc) Investigate opportunities for showing films in libraries – movie nights 	<ul style="list-style-type: none"> Enhanced and relevant collection Purchasing reflects current needs and perceived future needs User-driven collection Increased client satisfaction 	CRL	2018 Ongoing	\$10,000	DVD collection enhanced by donations from community members.	High	
1.2.7 Review eResources for relevance to meet the needs of current and future users	<ul style="list-style-type: none"> Review existing usage of eResources Determine growth areas and unmet need Cost the preferred eResources access Review Lynda.com for public use <ul style="list-style-type: none"> Obtain costings with a view to subscribe Review distribution of collection funds 	<ul style="list-style-type: none"> Purchasing reflects current needs and perceived future needs User-driven collection Increased client satisfaction with online services 	CRL	Ongoing 2017	WER	<p>Without additional funds need to reallocate book vote</p> <p>Current list of eResources (*denotes free access via State Library Consortia):</p> <ul style="list-style-type: none"> *Academic Search Elite Ancestry.com Aussie drivers- driver knowledge test *Australia/NZ points of view reference centre *Australia/NZ reference centre *Consumer health complete Dynamic online computer training *eBook Public Library Collection Encyclopaedia Britannica online Find my past *Greenfile *History reference centre *Hobbies and craft reference centre *Literary reference centre *Masterfile Internet history resources *Novel list plus *Science reference centre Standards Australia *State library of NSW databases *State library NSW ebooks Trove Tumblebooks library World Book online 	High	
1.2.8 New technologies	<ul style="list-style-type: none"> Proceed with a 2yr trial of lending mini tablets Monitor and evaluate Implementation of iPad use at Library and Regional Level Provide a range of new technologies for clients to experience <ul style="list-style-type: none"> 3D printer Wireless printing Remote printing 3D virtual goggles 360 degree camera 3D doodler Pens 	<ul style="list-style-type: none"> Provision of contemporary library services for public <p>http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios.pdf</p> <p>http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios_review.pdf</p>	CRL	2016/19	WER ?	Focus on individual library capability and budgetary requirements	High Medium	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.9 Investigate Lending Objects	<ul style="list-style-type: none"> Investigate lending objects eg: <ul style="list-style-type: none"> Seeds? Recipes Ukuleles Cake tins? Tools? Review current library practice and trends 	<ul style="list-style-type: none"> Provision of contemporary library services for public 	CRL	2024	WER	<p>Lending objects is an emerging international trend for libraries in conjunction with providing “maker Spaces” – space for making objects, anything you can think of, handcrafts, wood, metal, computer generated 3D designs, recording music, video etc. Locally Tamworth library is currently loaning cake tins to their community, Port Macquarie, Tamworth and Dorrigo libraries are offering seed libraries, and Port Macquarie is lending Ukuleles for example.</p> <p>Need to research potential partners.</p>	Low	
1.2.10 Develop a Corporate Library Collection/Service	<ul style="list-style-type: none"> Determine the level of interest in establishing a corporate library service. Scope the range of materials that might be provided Determine the gaps between what does and doesn't exist Identify suitable locations Catalogue materials Develop a corporate catalogue Develop procedures for purchase, borrowing etc Allocate funding Implement Monitor and review 	<ul style="list-style-type: none"> Interest will be identified Existing resources may be identified for broader use Materials for professional development will be more economically and equitably available 	CRL	2020	WER	There are numerous council owned resources held by individuals, work units and section within council which are unknown by other council staff and yet may be quite valuable to them. This may be a way of maximising use of existing resources and rationalizing future demand.	Medium	
1.2.11 Develop an literacy focus	<ul style="list-style-type: none"> Investigate best practice in libraries for literacy Identify resources Promote literacy 	<ul style="list-style-type: none"> Enhanced and relevant collection Purchasing reflects current needs and perceived future needs Provision of contemporary library services Building community capacity 	CRL	2018	WER	<p>Develop and facilitate a literacy program</p> <ul style="list-style-type: none"> Need to Identify grants and partnerships 	High - Medium	

Objective 1.3 Relevant and contemporary targeted services, programs and activities

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.3.1 Comprehensive marketing / promotional plan.	<ul style="list-style-type: none"> Set context within member councils' strategic directions eg: management, social, cultural plans Identify priority target groups (now & future) Produce comprehensive marketing strategy Produce associated Action Plan Determine opportunities WER in CRL and LGAs 	<ul style="list-style-type: none"> Marketing plan and associated action plan A recognised local library identity Increased awareness and recognition of the range of library services 	CRL: Lead & manage LGA: input delivery	Draft plan - 2019	WER	Members will utilise common templates and share materials.	Medium	
1.3.2 Develop a visible Library identity	<ul style="list-style-type: none"> Develop visual tools to improve Library visibility and status (logo, branding, style, signage) Develop common templates for shared use Develop Point of Service promotions for targeted collections and services BSC to investigate consistent signage for all libraries 	<ul style="list-style-type: none"> Increased awareness and recognition of all Libraries and their services Consistent and professional identity 	CRL / LGAs	Ongoing	WER		Medium	
1.3.3 Educational and recreational programs and activities.	<ul style="list-style-type: none"> Review user/non-user survey results. Review current Best practice in libraries Facilitate programs and activities. Seek partners to fund Promote to target groups Structure programs to enhance their outcomes Feedback forms developed and completed for events/programs <ul style="list-style-type: none"> Feedback developed on marketing – “where did you hear about this?” Feedback on all surveys to be more comprehensive – what did people actually say or want? Develop Conversation Volunteers for people learning ESL Investigate viability of travel talk/information sessions/group 	<ul style="list-style-type: none"> Relevant educational and recreational programs and activities are delivered for the local community. CRL provides contemporary library services Programs have specified outcomes 	CRL: develop promote CRL & Libraries: seek funds deliver	2017/18	WER		High	
1.3.4 Develop community information	<ul style="list-style-type: none"> Investigate results of user/non user survey relating to community information Assess current provision of community information services Develop guidelines for community information access 	<ul style="list-style-type: none"> User-driven service Increased client satisfaction 	CRL / LGA	2017	WER	Community information was one of the highest priority areas in the user/non user survey 2016.	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.3.5 Develop Aboriginal resources and services	<ul style="list-style-type: none"> Identify aboriginal resources in varying formats Allocate a portion of the book vote to purchase Promote the sub collection Investigate “Dawn” Newspaper online subscription Investigate purchase of “Tracker” Newspaper Link to State Library Aboriginal resources Include resource page on library website Consult with AECG re resource sharing Support development of resources/oral histories from local community Source local Aboriginal Story Tellers Investigate partnerships with local Aboriginal Land Councils 	<ul style="list-style-type: none"> Increase aboriginal access to the library Promote social inclusion Raise awareness and understanding of aboriginal culture and heritage Increased client satisfaction 	CRL	Ongoing	\$3,000	CRL has twice the average Aboriginal representation in our population.	High	
1.3.6 Develop a business outreach service	<ul style="list-style-type: none"> Promote: <ul style="list-style-type: none"> Australian Standards database Each LGAs Profile ID database Investigate co-working groups (see Bellingen model) Develop partnerships with council Economic Development Unit Officers Webpage developed highlighting services for business Talks/info session with chambers of commerce Investigate workshops with businesses on: <ul style="list-style-type: none"> Databases Resources Statistics available 	<ul style="list-style-type: none"> Provision of contemporary library services for local business 	CRL/Libraries	2021	WER	Existing resources to be promoted to local business ie) books, journals, Australian Standards, Community statistics etc	Medium - Low	

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.4.1 CRL library customer service charter	<ul style="list-style-type: none"> Monitor and review charter and procedures 	<ul style="list-style-type: none"> Common standards of service across all branches Common approach to customer feedback, suggestions and responses to requests 	CRL	2017	WER	Review for ongoing relevancy	Medium	
<ul style="list-style-type: none"> 1.4.2 Obtain eSmart library status 	<ul style="list-style-type: none"> Work through e-Smart checklist for eSmart accreditation, addressing: <ul style="list-style-type: none"> Leadership, strategies and policy Agreements and procedures Staff training and knowledge Library user guidance and training Community connections Promote and badge our service as eSmart accredited and the 'user-safe' cyber-environment this implies 	<ul style="list-style-type: none"> Common standards of cyber security across service Provision of contemporary library services Safe environment for internet users 	CRL / LGAs	2016-2018	WER	Provides community with known standards of cyber safety and anti-bullying online strategies, training and information.	High	

Objective 1.5 Engaged and supportive community

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.5.1 Targeted public consultations re: services, collection and programs e.g. Youth, Children's, Adults, Older People etc	<ul style="list-style-type: none"> Develop consultation plan Target particular groups on an annual basis Build results into future budget allocations Train staff or engage consultant Analyse results SurveyMonkey used for online survey development Survey development to include LGA and individual library breakdown of results 	<ul style="list-style-type: none"> Results inform future collection development and purchasing 	CRL Libraries to assist	2018 Ongoing	WER	Utilising CVC subscription to Survey Monkey	High – Medium	
1.5.2 Establish 'Friends of Library' for each library location	<ul style="list-style-type: none"> Monitor community interest Establish FOL. Investigate a "Facebook friends" group for CVC Mobile library 	<ul style="list-style-type: none"> Improved community relations. Potential funding partner Regular consultation reference 	CRL: Investigate Libraries: adopt establish	2019	WER	Many friends groups operate in different circumstances. Management of them is critical to their success.	High – Medium	
1.5.3 Greater customer interaction, social networking and information access	<ul style="list-style-type: none"> Develop social media tools ie) Facebook, Pinterest, YouTube, flickr etc Promote tools Explore targeted communication to various groups ie) bookclubs Provide targeted information sessions – short, specific, relating to 1 service or technology ie) "get Appy" new mobile app info session 	<ul style="list-style-type: none"> Increase the Library's opportunities and capacity to delivery of improved Reader Advisory services Improved feedback on all aspects of the library service Improved response times 	CRL	2017/19	WER	Technology training and skills identification and training	High	
1.5.4 Annual target group 'book selection' activities	<ul style="list-style-type: none"> develop partnership with current suppliers Arrange days for community to select items Evaluate demand for additional sessions Consider future opportunity for future FOL to manage selection days 	<ul style="list-style-type: none"> Client –driven collection Enhanced supplier appreciation of local interests. 	CRL	2017/26 Ongoing	WER	Different libraries hosting the event each year.	Medium	
1.5.5 MOU with community groups to enhance access to information e.g. visitor information in libraries; U3A activities; help from the historical groups; drug information, story time to playgroups	<ul style="list-style-type: none"> Identify appropriate ranges of information that may be welcomed at each branch Identify potential partners and determine their interest Determine how partners will participate Prepare MOU's Deliver Evaluate Link community information from CRL website 	<ul style="list-style-type: none"> Easier access to a range of resources for the community and visitors 	CRL: Lead Libraries: Input & delivery	2017 Ongoing	WER		High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.5.6 Library supported Book Clubs (including online Book Clubs)	<ul style="list-style-type: none"> Promote existing Book Clubs Investigate supporting a virtual Book Club Investigate eBook sets for book clubs Evaluate Develop procedures to guide expansion 	<ul style="list-style-type: none"> Book clubs established in areas of interest where capacity exists. 	CRL: investigate Libraries : adopt	2019	WER		High - Medium	
1.5.7 Support volunteering	<ul style="list-style-type: none"> Identify appropriate tasks for volunteers Development statement of duties for various volunteering opportunities Promote volunteering opportunities Support and recognise volunteers Create a webpage for volunteering information 	<ul style="list-style-type: none"> More engaged community Enhanced services 	CRL & Libraries	2017 Ongoing	WER	May need small budget allocations for reimbursement and or recognition	High	

Strategic Focus 2: LEARNING AND GROWTH

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

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
2.1.1 Staff professional development plans.	<ul style="list-style-type: none"> Identify skill requirements for RS and library staff, now and into the future. Review skills gap analysis Development individual and team training plans Members agree specific programs and make staff available Training delivered. CRL to seek to host State Library training locally 	<ul style="list-style-type: none"> Comprehensive individual and team skills more efficiently deliver current and future library services. Greater professional opportunities for staff Increased job satisfaction. 4 days per year agreed for training purposes Provision of study leave, flexible rostering, recognition of staff participation etc Develop a positive learning environment 	CRL: Lead Coordinate opportunities where appropriate Develop tools LGAs: participate	Ongoing	SLNSW – free training and reimburses travel costs for Sydney based training. Backfill per officer per day – approx \$200 per day	Preference for a Regional Level approach and assistance in developing tools for identification of skills and training.	High and ongoing	
2.1.2 Staff are well informed and engaged in emerging public library trends	<ul style="list-style-type: none"> CRL membership of ALIA and PLC Professional journal articles discussed at team meetings. Active membership to working groups is encouraged where viable Lobby State Library to have more regional meetings and training opportunities Review Lynda.com for staff internet, social media, device online training Participate in Spydus training through webex and webinars 	<ul style="list-style-type: none"> Contribution to staff professional development Future library directions informed by current and emerging trends. 	CRL LGAs	Ongoing	WER		High Ongoing	
2.1.3 Staff sharing of knowledge, expertise and experience	<ul style="list-style-type: none"> Regular team meetings formalised with agenda topics and minutes Provide opportunities for working groups to undertake projects Promote the use of the staff wiki amongst staff Where appropriate staff training days incorporate staff sharing and networking 	<ul style="list-style-type: none"> Greater sense of involvement in the decision making and planning process by team members from across the library network 	CRL & Libraries	Ongoing	WER	Wiki has been introduced and variously used, continue to explore its value.	High Ongoing	
2.1.4 Work experience opportunities	<ul style="list-style-type: none"> Identify opportunities for staff to fill other library roles apart from their own Develop plans to realise those opportunities Monitor and evaluate 	<ul style="list-style-type: none"> Increased skills and knowledge Staff can rotate positions and locations Means of addressing shortages at critical times 	CRL & Libraries	Ongoing	WER excepting any travel reimbursements	Rotated positions in CVC necessitated by staff shortages have improved to deliver valued outcomes	High	

Objective 2.2 Regional communications and networking

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
2.2.1 Participative team based planning process	<ul style="list-style-type: none"> Hold six (6) monthly regional staff meetings (face-to-face or video link or teleconference) <ul style="list-style-type: none"> Enable maximum numbers of staff to participate 2x per year Participate in monthly Regional Team Leader meetings Utilise web 2.0 technologies Measure and report effectiveness and efficiency 	<ul style="list-style-type: none"> Collaborative decision making and development 	CRL & LGA	Ongoing	WER	Scheduled annually	High Ongoing	

Strategic Focus 3: BUSINESS SYSTEMS, MANAGEMENT and RESOURCING

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

Objective 3.1 a library service that meets contemporary operational standards

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.1.1 Review and develop all library policy, procedures with reference to NSW library and ALIA standards	<ul style="list-style-type: none"> Nominate review teams Agreed timeframe and outcomes Comment on drafts Finalise and adopt reviewed policies Review Children's & Youth Policy Investigate need for a Homeless/ No Fixed Address Policy 	<ul style="list-style-type: none"> Contemporary standards adopted Greater implementation with increase levels of ownership 	CRLC: Lead Branches: input	Ongoing as required	WER	Per executive council schedule. Each policy reviewed every 3 years.	High	
3.1.2 Assess current infrastructure standards against contemporary New South Wales library standards	Refer 4.3		LGAs	As required			Medium - Low	
3.1.3 Review of Library Management System	<ul style="list-style-type: none"> Evaluate current LMS system Identify alternative systems and their adoption Assess alternative systems suited to our library service Evaluate and cost options Recommend option Implement 	<ul style="list-style-type: none"> User friendly comprehensive LMS that will address future growth and changing needs 	CRL	2022	WER	Completed review in 2016	Low	
3.1.5 Maintain effective work practices between Regional Services staff and libraries	<ul style="list-style-type: none"> Monitor and review Identify opportunities to share skills and work cooperatively 	<ul style="list-style-type: none"> Service outcomes maximised through service integration and collaboration 	CRL & CVC libraries	Ongoing	WER		Medium	

Objective 3.2 Responsible and accountable financial/resource management

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.2.1 Budget preparation is informed by the strategic plan	<ul style="list-style-type: none"> Review state-wide data Determine agreed standards of delivery Prioritising strategic planning objectives Develop 10 year budget plan 	<ul style="list-style-type: none"> Strategically driven budget bids Long term planning 	CRLC	Yearly	WER	Business cases developed	High	
3.2.2 Annual Regional Library Budgeting Workshop to scope needs and set priorities to better inform each member Council's budgeting process	<ul style="list-style-type: none"> Meeting/workshop scheduled prior to member councils budget deliberations Set priorities in line with strategic plan Agree standards of delivery 	<ul style="list-style-type: none"> Common and robust approach 	CRLC	Annually no later then April	WER	Part of staff 6 monthly meeting cycle	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.2.3 Increase the library's income	<ul style="list-style-type: none"> Exploit DGR status opportunities Develop a list of priority projects Apply for grants as appropriate to the needs of the service 	<ul style="list-style-type: none"> Increased awareness of donation opportunities Increased donations 	CRL & LGAs	Ongoing	WER	All staff need to promote DGR Status and list of local priority projects	High	
3.2.4 Library stock is appropriately insured	<ul style="list-style-type: none"> Value of collection is monitored annually and adjusted accordingly 		CRL	Ongoing			High	
3.2.5 Evaluate staffing levels to ensure appropriate levels of service	<ul style="list-style-type: none"> Review industry benchmarks Increase/maintain funding to meet the minimum standard – (living learning libraries) Prepare project plans/business cases Review existing operational activities [and organisational structure] to maximise benefits 	<ul style="list-style-type: none"> Service outcomes maximised through appropriate staffing levels 	CRL , LGAs	Ongoing	Additional staff will incur additional budget	Any increased staff levels will require a business case	Medium	

Objective 3.3 A safe and accessible workplace

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.3.1 Review staff work practices in line with relevant OH&S and risk management standards	<ul style="list-style-type: none"> Compare current strategies Develop risk management plans Determine necessary actions Prepare budget bid 	<ul style="list-style-type: none"> Enhanced safety for staff and community Reduced risk for Council 	LGAs	2017	WER	BSC working alone policy currently in circulation for feedback	High	
3.3.2 Monitor and update emergency and disaster preparedness and management plans	<ul style="list-style-type: none"> Identify the risks at each library Assess the risks Develop mitigating strategies Prepare budget bids where appropriate Incorporate business continuity plans Train staff 	<ul style="list-style-type: none"> Enhance safety for staff, equipment and collection. Savings to Councils and CRL Continuity of service 	CRL / LGAs	2016/17	WER	Adapt and adopt disaster management plan in association with Local Studies Strategic Plan	High	

Objective 3.4 Safe, attractive and useful library facilities

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.4.1 Identify and prioritise library infrastructure needs for each library now and into the future	<ul style="list-style-type: none"> Assess current standard of infrastructure against contemporary standards Determine level of provision Develop building design briefs Prepare costings Prepare business case Identify potential sources of funding 	<ul style="list-style-type: none"> Infrastructure that addresses local needs now and into the future which allows for contemporary library services operations. 	LGAs	As required			Medium	

CLARENCE REGIONAL LIBRARY SERVICE AGREEMENT

This Agreement made the first day of July 2018

BETWEEN

CLARENCE VALLEY COUNCIL of 2 Prince St, Grafton 2460

AND

BELLINGEN SHIRE COUNCIL of Hyde St, Bellingen 2454

WHEREAS:

- A. The Councils who are parties to this agreement have adopted the Library Act 1939 ('the Act') pursuant to section 8 of the Act.
- B. Councils which have adopted the Act must comply with and observe the requirements of Part 3, Division 2 of the Act (attached as Schedule 1). In general terms, these requirements relate to the provision, control and management of library services to the community.
- C. Bellingen Shire Council seeks to delegate certain of its powers and duties relating to the provision, control and management of libraries, library services and information services to Clarence Valley Council. This delegation is made pursuant to s.12 of the Act.
- D. Clarence Valley Council has agreed to accept the delegation and provide these library services to the Delegating Council on the terms and conditions set out in this agreement.
- E. The parties have recorded the terms on which Clarence Valley Council will provide the Services to the Delegating Councils in this agreement.

NOW THIS AGREEMENT WITNESSES:

1. DEFINITIONS

'CRL' means Clarence Regional Library

'CRL Service' means Clarence Regional Library Service

'Delegating Councils' means Bellingen Shire Council

'Committee' means the CRL Committee

'Executive Council' means Clarence Valley Council

'Executive Officer' means the Executive Council's Manager of Social Planning and Cultural Development

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'IPR' means local government integrated planning and reporting

'Member Councils' means Clarence Valley Council and Bellingen Shire Council

'Regional Librarian' means the person appointed by the Executive Council as the senior staff member in the CRL

'Services' means the Library Services set out in Schedule 2.

2. CLARENCE REGIONAL LIBRARY SERVICE

2.1 The ~~CLR~~ CRL Service aims to provide: a contemporary, welcoming, responsive, sustainable and inclusive service for the communities of Clarence Valley and Bellingen Shire.

~~a contemporary, welcoming, responsive and inclusive library service to the communities of Clarence Valley and Bellingen; and services that are sustainable, equitable and accessible.~~

2.2 Our Vision:

The vision of the CRL is to be:

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

~~A recognised and valued provider of services, collections and programs that help build community cohesion and capacity and provide opportunities to connect to the community and the world.~~

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

~~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~~

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~~—Is considered an investment in the well-being and success of the community—not a cost—~~

(Clarence Regional Library Strategic Action Plan 2008-2012 -
2018-2022 v4)

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3. DELEGATIONS

- 3.1 For the purposes of s.12(1) of the Act, the Delegating Councils hereby delegates to the Executive Council such of its powers and duties relating to the provision, control and management of libraries, library services and information services as are necessary for the Executive Council to perform the Services.
- 3.2 In consideration of these delegations and the terms of this Agreement, the Executive Council hereby agrees to provide the Services to the Delegating Councils.

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4. RESPONSIBILITIES OF THE EXECUTIVE COUNCIL

- 4.1 The Executive Council hereby undertakes to:
- (a) Provide, control and manage the Services pursuant to s.12 of the Act on the terms and conditions and to the extent set out in this Agreement;
 - (b) engage professional librarians and support staff to undertake required duties;
 - (c) Appoint the CRL staff within an approved organisational structure and determine the desirable qualifications and grading of such staff;
 - (d) provide all services associated with the employment of staff to run the CRL Services, including payroll, workers compensation, taxes, leave entitlements and superannuation, expenses for attendance at conferences and training;
 - (e) Insure, on behalf of the CRL Service, the property acquired on behalf of the CRL, including so much of the book stock in each branch library that has been acquired by the CRL Service;
 - (f) Shall arrange public liability and workers compensation insurance for the CRL staff;

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- (g) Keep and audit all records and accounts in accordance with all relevant legislation;
- (h) Constitute a library committee in accordance with s.11 of the Act, which shall be known as the Clarence Regional Library Committee;
- (i) prepare agendas and business papers for the Committee meetings, keep minutes of the meetings and consider all decisions of the Committee;
- (j) appoint its Manager of Social ~~Planning~~ and Cultural ~~Development~~ Services as the Executive Officer of the CRL;
- (k) lodge all relevant accountability documents and sign contracts relating to the CRL Services; and
- (l) set and manage the employment conditions of CRL staff.

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5. RESPONSIBILITY OF MEMBER COUNCILS

- 5.1 Member Councils aim to conduct public library and public information services at a standard no less than that recommended from time to time by the Library Council of New South Wales.
- 5.2 The Member Councils shall provide the following facilities and services within their local government areas:
 - The public library buildings, complete with the necessary fittings and furnishings required:
 - The management of those library buildings, including:
 - all maintenance costs
 - all service costs
 - all insurances
 - ~~PublicBranch~~ library staff and volunteers, including all services associated with their employment including salaries, workers compensation, taxes, leave entitlements and superannuation, membership of professional associations, expenses for attendance at conferences and training.
 - All IT hardware, software and services relating to all computers located in branch libraries (other than the provision of a Library Management System (library catalogue)n-on-line catalogue).
- 5.3 The number of ~~Branch-Public~~ Library locations ~~ies~~ to be serviced under the agreement shall be limited to those approved by the Committee from time to time.

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- 5.4 Should any Member Council require an additional Branch-Public Library facility that Member Council shall, at its own expense and after consultation with the Committee, provide a suitable Branch-Public Library building within its council area complete with the necessary staff, fittings and furnishings, computer equipment and establishment collection at a standard agreed by the Committee. (Establishment stock is defined as a core collection of library material that is of a comparable quantity and standard to the collections held by other branch-public libraries in the region of a similar size.) Such buildings, fittings and furnishings and establishment stock remain the property of the individual Member Council.
- 5.5 In planning new buildings for branch-public libraries or the refurbishment of existing libraries, the Member Councils shall seek the advice of the Regional Librarian. The Regional Librarian is to be consulted on all library resourcing matters which relate to the service delivery responsibilities of the CRL.
- 5.6 Staff required at Branch-Public Libraries shall be employed by the Member Council concerned. The Member Councils each agree to confer with the Regional Librarian on matters concerning employment.
- 5.7 The Member Councils shall determine the opening hours of the Branch-Public Libraries in their areas in consultation with the Regional Librarian.
- 5.8 Mobile Libraries shall be provided and maintained by the Member Council in whose area the Mobile Library is located. Where a Mobile Library provides services to the communities of more than one Member Council, those Councils, in consultation with the Committee, shall provide, operate and maintain the Mobile Library Service. All costs for the mobile service shall be by those Member Councils receiving the service in proportion to the extent of service provided and agreed to for each Member Council as provided for in the funding formula. Mobile Library timetables will be established by negotiation.

6. RESPONSIBILITIES OF THE DELEGATING COUNCILS

- 6.1 To make the delegations set out in clause 3 above.
- 6.2 To pay contributions to the Executive Council in accordance with clause 10.
- 6.3 To appoint members to the Committee.
- ~~6.4~~
6.4 To arrange property, contents and public liability insurance for the library facilities and resources provided by each of them as well as all insurances applicable to volunteer staff engaged by them in their branch libraries.

7. RESPONSIBILITIES OF CLARENCE REGIONAL LIBRARY COMMITTEE

- 7.1 To conduct its meetings and business and to ensure its records and accounts are kept in accordance with the provisions of the Local Government Act and

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Regulations 1993, the Library Act and Regulations 1939 (as amended, the Library (Amendment) Act 1992) and of this Agreement.

- 7.2 To provide annually to member Councils the estimates of expenditure and income for the ensuing year and to provide quarterly balance sheet updates.
- 7.3 To provide Committee members with copies of the minutes of each meeting of the Committee. Committee members are to provide their respective Councils with copies of those minutes.
- 7.4 To submit to the Councils an annual statistical review which shall include details of the activities of the Regional Library and its comparative performance against public library services statewide based on data collated and reported by Libraries NSW.
- 7.5 To make recommendations on matters pertaining to the provision of Library and Information Services.
- 7.6 To develop and, once adopted by the Executive Council, maintain and monitor the implementation and achievements of the Clarence Regional Library Strategic Plan.
- 7.7 To prepare policy statements on relevant aspects of service for adoption by all Member Councils and periodically review policies as recommended by the Regional Librarian and determined by the Committee in order to improve the provision of library services for users of the Clarence Regional Library service.
- 7.8 To use its best endeavours to obtain the full benefit of grants and maximum subsidies made available by the Commonwealth, the State and other respective instrumentalities and agencies for Libraries and Library Services.
- 7.9 To co-operate with libraries and library systems in the wider library network on such terms and conditions as may be agreed.
- 7.10 To pay the Executive Council each year an administration fee to compensate for the accounting, financial, human resources, fleet management and any other agreed functions performed by the Executive Council. This amount to be included as part of the annual budget for the Clarence Regional Library.

8. MEMBERSHIP OF THE CLARENCE REGIONAL LIBRARY COMMITTEE

- 8.1 The Committee shall be constituted as follows:
 - (a) each of the Member Councils shall have the right to nominate three representatives for appointment to the Committee, at least one of whom should be a Councillor and the others may be staff members, and

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(b) The Executive Officer shall be entitled to attend each meeting of the ~~Committee~~ Committee and may also be nominated by the Executive Council as one of their staff representatives but shall not be a member.

8.2 A Delegating Council which nominates a person for appointment to the Committee indemnifies and agrees to keep indemnified the Executive Council against all claims and liabilities of any description whatsoever which may be made at any time by the nominated person in connection with the performance of his/her role on the Committee. This indemnity shall include, but not be limited to:

- provision of transport or reimbursement for transport expenses; and
- Claims arising from injury to or death of the nominated person or any injury or damage caused by the nominated person when acting in their capacity as a member of the Committee.

8.3 Members shall hold office until the next Local Government elections.

8.4 Each delegate may be removed from office at any time by the resolution of the appointing Council.

8.5 The office of a delegate automatically becomes vacant if he or she is absent from three consecutive meetings without leave of absence being granted by the Committee.

8.6 Any vacancy occurring on the Committee, by death, resignation, and disqualification or otherwise shall be filled by the appointment of a new representative by the relevant Council.

8.7 Once in each calendar year, the Committee shall recommend a Chairperson and a Deputy Chairperson from among its Councillor members to the Executive Council for formal appointment by the Executive Council under s.11(4) of the Library Act. Both shall hold office for the ensuing twelve months and both are eligible for renewal for a further period. The Chairperson shall be the Committee's delegate to the ~~Country Public Libraries NSW~~ NSW Public Libraries Association.

9. PROCEEDINGS OF THE CLARENCE REGIONAL LIBRARY COMMITTEE

9.1 The Committee will schedule to meet at intervals of not less than three months nor more than six months, with the venue of meetings to rotate among the parties, provided that the Chairperson or, in his/her absence, the Deputy Chair, is empowered to convene a Special Meeting at any time.

9.2 The meeting of the Committee immediately following the appointment of delegates by each of the Member Councils in Local Government Election years shall be the meeting for the election of Office Bearers for the ensuing twelve months and shall be known as the Annual General Meeting (AGM). The final meeting for the year will be the AGM in years between Local Government elections. The order of business to be conducted shall be as follows:

I. Election of Chairperson

II. Election of Deputy Chairperson

III. Any other business that is necessary for the due and proper conduct of the Clarence Regional Library.

IV. Meeting places and dates for the forthcoming year shall be decided

~~The meeting for the election of the Chairperson and Deputy Chair for the ensuing twelve months shall be known as the Annual General Meeting (AGM).~~

- 9.3 In addition to clause 9.1, the Executive Officer shall convene a Special Meeting of the Committee on receipt of a request for such a meeting by two Committee Members
- 9.4 The Committee is an advisory committee of the Executive Council and will operate in accordance with that Council's procedures for its advisory committees. It shall discuss matters of policy, strategic direction, achievements and outcomes concerning the CRL and may make recommendations to the Executive Council.
- 9.5 Each member of the Committee shall have one vote.
- 9.6 50% + 1 is the number of Committee members required for decisions to be made.
- 9.7 The Executive Council shall not implement any policy initiatives relating to the CRL Service without first consulting with the Committee.
- 9.8 A review of the Committee's operations and procedures will be undertaken annually.

10. FINANCES

- 10.1 The Executive Council shall prepare a draft budget for the CRL each year and submit that draft to the Committee for its consideration. The Committee may make recommendations to the Executive Council on changes it considers should be made to the draft and the Executive Council shall consider these recommendations when adopting that budget.
- 10.2 The Delegating Councils shall make a payment each year to the Executive Council for the CRL Service. The amount payable shall be determined in the annual budget for the CRL, and for the Delegating Council shall be calculated on a per capita basis plus the subsidy receivable from the State Government. The Executive Council shall also contribute toward the budget on a per capita basis plus the subsidy receivable from the State Government.

- 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

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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.

10.4 During the period when the Regional Librarian is also overseeing the operations of the Clarence Valley Council Libraries, the Delegating Council's contribution will be amended to reflect the estimated proportion of time the Regional Librarian dedicates to the management and operations of the CRL service. Refer to Schedule 3 for an example.

10.5 Determining the Per Capita Rate of each member's contributions to the CRL is underpinned by the notion of Continuous Improvement in the library collection development and delivery as required to satisfy grant funding criteria.

10.5.1 Targets for improvement include:

- Collection Development – improved age, size, format, sub-collections, genres
- Staff Training
- Online Resources
- 4 yearly User and Non-User Surveys
- Technical upgrades to the Library Management System
- CRL Website development
- ~~Implementation—Maintenance~~ of RFID ~~(pending a successful Library Grant)~~
- Services to special interest groups: children, youth, aged, special needs etc.
- Efficiencies in workflow

10.6 The annual level of increase in the Per Capita Rate for member Contributions is set at:

Rate peg + 6% with a minimum of 8%

10.7 A Member Council may contribute additional funding to that payable under clause 10.3 in consultation with the CRLC and in agreement with the Executive Council for specified services.

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10.8 The Executive Council shall issue a tax invoice each quarter to the Delegating Councils for its proportion of that budget and the Delegating Councils agrees to pay that invoice within 28 days of receipt.

10.9 The CRL Service will reimburse the Executive Council for the cost of the insurance premiums incurred in providing insurance cover for the CRL and its staff. This cost will be captured in the members annual contributions.

10.10 The CRL Service will reimburse the Executive Council for the cost of the rent of premise incurred by ~~headquarters-Regional Services~~ staff and its functions. This cost will be captured in the members' annual contributions.

11. ASSETS

11.1 The Executive Council shall own the assets acquired by the CRL Services' budget subject to the 'reimbursement rights' held by the Delegating Councils as provided in this clause.

11.2 The Executive Council shall maintain an asset register which records the assets acquired from the CRL Services' budget.

11.3 Upon the termination of this Agreement, a proportion of the assets identified in the asset register shall be distributed to the Member Councils. The method for determining the asset distribution to each Member Council is specified in clause 15 of this Agreement.

12. CLARENCE REGIONAL LIBRARY MANAGEMENT AND ADMINISTRATION

12.1 A Regional Librarian shall be appointed by the Executive Council.

12.2.1 The Regional Librarian shall be a qualified Librarian in accordance with provisions set by the Australian Library and Information Association.

12.2.2 The Regional Librarian shall be responsible to the Executive Officer for the administration of the library services as well as supervision and control of CRL staff employed by the Executive Council.

12.2.3 The Regional Librarian shall provide administrative services and support to the Committee.

~~12.2.34~~ The Regional Librarian shall attend meetings of the Committee, but is not entitled to vote.

13. FUNCTIONS OF THE CLARENCE REGIONAL LIBRARIAN

13.1 Plan and manage all aspects of the CRL Service including:

- (a) Consult with the Member Councils regarding their library service provided in partnership with the CRL.
- (b) Provide advice about current and future trends in the delivery of contemporary public library services and operations.
- (c) Report on the relative performance of the CRL against other library services and make recommendations for improving/maintaining performance in the future.
- (d) Monitor and report progress in delivering the CRL's Strategic Plan and associated Action Plan to the Committee and the Member Councils
- (e) Develop and manage the CRL Services including preparing and reviewing all relevant Policy and Procedures.
- (f) Manage and develop the CRL Computer Library Management System.
- (g) Provide an electronic catalogue of all CRL materials held by the Member Councils.
- (h) Review, adopt and maintain service systems and technologies that ensure efficient cost-effective service delivery and enhance client satisfaction with CRL services.
- (i) Develop the collections for the CRL through effective and efficient purchasing and disposal of library materials.
- (j) Establish, develop and monitor systems and databases necessary for the daily and long-term management of the CRL Service.
- (k) Monitor trends in client usage and interests through loan data, client requests and engaging with clients to provide feedback and suggestions to determine modifications in service delivery.
- (l) Prepare the annual resource budget for the CRL, review and control commitments and expenditure.
- (m) Prepare long-term budget options for the Committee that identify the future outcomes for service delivery and clients for consideration of the Member Councils
- (n) Develop and grow the CRL website presence on the Internet
- (o) Provide professional advice on library development, local staffing, buildings, grant applications, library trends and other matters relating to CRL services,
- (p) Advise and source training of CRL and branch-public library staff in various areas of relevance to Member Councils and clients.
- (q) Provide resource exchange and delivery services of library materials to, and between, the CRL branch-public libraries as well as from libraries outside the CRL Service.
- (r) Provide a reference service to members of the public and CRL members.
- (s) Initiate and encourage regional and local library promotion in conjunction with the Member Councils.
- (t) Develop effective communication procedures between member branches.
- (u) Provide minutes of all meetings of the Committee and an Annual Report of the CRL Service including statistics relating to each branch-public library.
- (v) Represent the CRL in professional networks.

14. STRATEGIC PLAN

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- 14.1 The Committee recommended the adoption of a Strategic Plan, the review of which aligns with the Local Government Integrated Planning and Reporting (IPR) requirements.
- 14.2 Implementation of the Strategic Plan is achieved by the implementation of an Action Plan as adopted by the Committee and the Executive Council.
- 14.3 The Strategic Plan and Action Plan capture the entirety of the Library service and clearly identifies strategies which are the core responsibility of the Member Councils.
- 14.4 Progress of the Strategic Plan is monitored annually.
- 14.5 The Strategic Plan is to be reviewed in the last term of the incumbent Committee and confirmed by the new Committee.
- 14.6 A new Strategic Plan is prepared every 10 years in line with the Community Strategic Plan for the Executive Council.

15. ENTRY AND EXIT OF PARTIES

- 15.1 This Agreement shall remain in force in accordance with IPR requirements, until 30 June 2017 (at the latest) unless earlier terminated by the withdrawal of one party from it in accordance with this clause.
- 15.2 Future Agreements will remain in force for a period of 4 years aligning generally with the Delivery Plans under the IPR and Local Government Elections.
- 15.3 This Agreement supersedes in all aspects all preceding agreements relating to the provision of library services between the Member Councils.
- 15.4 In the event of any future Council amalgamations the Executive Council, in consultation with the Committee, will review the Agreement and provide a report recommending necessary actions for the continuance or otherwise of the CRL.
- 15.5 A Council which is not a party to this Agreement may, by supplementary agreement with the Member Councils, be admitted as a party to this Agreement and subject to the provisions of the supplementary agreement, shall have the same rights, duties and obligations of the Member Councils. The amount payable by the new Council for admission to membership in the CRL shall be as recommended by the Committee and resolved by the Executive Council.
- 15.6 A Member Council may, by twelve months notice in writing, notify the Committee and the Executive Council that it intends to withdraw from the CRL Service and to terminate its obligations under this Agreement.

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- 15.7 In such event, the Council so terminating shall be entitled to receive a distribution of the net assets, after payment of all liabilities, apportioned among the Member Councils in the ratio of the respective contributions paid by them over the current life of the Agreement, provided that the Executive Council shall have the right to acquire any of these assets by payment to the terminating Council of the current pro rata value thereof, in lieu of distributing that asset to the terminating Council.
- 15.8 In the event that a Member Council fails to sign a new Agreement prior to its termination with the intent of withdrawing from the CRL, that Member ~~Council~~ Council will continue to participate in the CRL for a period of time to be negotiated with the Executive Council, but not less than 6 months and not before the end of the current financial year. During that time the withdrawing Council will:
- 15.8.1 Work collaboratively with the Executive Council and the CRL Committee to develop an agreed Withdrawal Plan which includes
- a specified termination date
 - operational tasks to be addressed
 - timeframes for completion of each task
 - responsibilities of each party
- 15.8.2 Be liable for the full contribution costs that would be paid if it continued its membership, for the period until the termination date
- 15.8.3 Be entitled to its share on any accumulated financial reserves, of which a proportion may be accessed in advance of its departure with consideration given to potential liabilities at the time of termination as determined by the Executive Council.
- 15.9 A Member Council that withdraws from this Agreement shall be liable for a portion of the liabilities including contingent liabilities, of the CRL as at the date of its withdrawal from the Agreement. These may include, but are not limited to: standing orders for stock, software licence fees, the financial costs arising from impacts on CRL staff such as redundancies or redeployments, memberships and subscriptions or overtime payments accrued by staff facilitating the withdrawal and other contingent liabilities.
- 15.10 The decision of the Executive Council shall be final and binding in respect of the method of valuation and assessment of the net assets and liabilities of the Committee at any time and the books and /or other assets or cash to be apportioned or paid to a Member Council upon termination, withdrawal or expulsion pursuant to this Agreement.
- 15.11 Where book stock is to be redistributed as a result of a Member Council terminating the Agreement, the stock is to be distributed according to:
- % of financial contributions of the exiting member; and
 - the age, genre and format of the collection.

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15.12 The redistribution of the assets will exclude any bequests which are made to a specified member or library.

15.13 If the fund, authority or institution is wound up or if the endorsement (if any) of the organisation as a deductible gift recipient for the operation of the fund, authority or institution is revoked, any surplus assets of the fund remaining after the payment of liabilities attributable to it, shall be transferred to a fund, authority or institution associated with each CRL member Council to which income tax deductible gifts can be made.

16. STANDARDS OF SERVICE

16.1 The services that the CRL will provide are set out in Schedule 2 of the Agreement.

16.2 The standard of library service to be provided shall be reviewed annually, particularly with regard to expenditures on library resources and staff, with a view to raising the standard by stages as described in the approved Strategic Plan.

16.3 The CRL may progressively establish Service Level Agreements with Member Councils to ensure services are being provided to agreed standards and targets. These Agreements may include: Collection Development, provision of information services, technical services and systems development, training programs, the rotation and delivery of stock and the provision of library programs.

17. AMENDMENT OF THIS AGREEMENT

17.1 Any notice of motion recommending amendment of this Agreement by the Committee shall be given in writing by the Member Councils at least one month before the meeting of the Committee at which the motion is to be discussed

17.2 No amendment shall be considered to this Agreement unless the proposal for the amendment has the support of all Member Councils

~~and n~~ 17.3 No amendment shall be made to it unless all Member Councils agree to such amendment in writing.

18. DISPUTE RESOLUTION

18.1 If a dispute between Member Councils arises out of or relates to this Agreement, or a breach, termination, validity or subject matter thereof, the parties to the dispute shall use their best endeavours to resolve the dispute between themselves.

18.2 In the event that the dispute cannot be resolved in this manner, the parties agree to submit the dispute to arbitration on the request of any of the parties.

18.3 The parties agree to submit the dispute to the Library Council of NSW for mediation and advice as prescribed under section 12(5) of the Library Act 1939 as amended.

12 (5) It shall be a term of every agreement made under this section, whether the agreement is made before or after the day appointed and notified under section 2 (2) of the Library (Amendment) Act 1977, that any dispute arising under the agreement shall, be settled by arbitration by an arbitrator appointed by the Council.

18.4 All costs associated with the arbitration (other than the costs that are personal to the parties), including the arbitrator's fees, shall be borne equally by the parties to the dispute.

18.5 The decision of the arbitrator shall be final and binding on all parties to this Agreement.

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IN WITNESS WHEREOF the parties to this agreement have signed below

**SIGNED on behalf of
CLARENCE VALLEY COUNCIL**

by the

in the presence of:

Witness

**SIGNED on behalf of
BELLINGEN SHIRE COUNCIL**

by the

in the presence of:

Witness

SCHEDULE 1

LIBRARY ACT 1939

9 Application of Division

This Division shall apply to and in respect of local authorities who have adopted this Act.

10 Requirements as to services to be provided by local libraries

(1) A [local authority](#) must comply with and observe the following requirements in relation to any [local library](#) that is provided, controlled or managed by the [local authority](#) (either directly or under an agreement or other arrangement to which it is a party):

- (a) Any person who is a resident of the [area](#) of the [local authority](#) or a ratepayer of the [local authority](#) is entitled to [membership](#) of the library free of [charge](#).
- (b) Any person (whether or not a [member](#) of the library) is entitled free of [charge](#) to access any [library material](#) of the library and any information forming part of the [information service](#) of the library (other than information excepted from free access by guidelines issued by the [Council](#)) for use on the library premises.
- (c) Any person who is a [member](#) of the library is entitled to borrow free of [charge](#) from the library for use away from the library premises any [library material](#) of the library which has been classified by the librarian of the library as being of literary, informative or educational value or as being fiction.
- (d) No [charge](#) is to be made for the delivery to a [member](#) of the library of any [library material](#) or information that the [member](#) is entitled to borrow free of [charge](#) if the [member](#) for reasons of ill health or disability cannot reasonably be expected to attend the library in person.
- (e) Any person who is a [member](#) of the library is entitled to be provided free of [charge](#) with basic reference services (being any service classified by guidelines issued by the [Council](#) as a basic reference service), including assistance in locating information and sources of information.
- (f) Any subsidy paid to the [local authority](#) under this Act must be expended in providing the services that are required by this section to be provided free of [charge](#).

(2) An entitlement under this section to borrow [library material](#) from a library for use away from the library premises does not apply to any [library material](#) that is classified by the librarian of the library as reference material.

(3) If two or more local authorities have entered into arrangements for conferring reciprocal library entitlements on the residents and ratepayers of their [areas](#), a resident or ratepayer of any of the [areas](#) concerned is for the purposes of this section to be considered to be a resident or ratepayer of each of the other [areas](#) concerned also.

(4) In this section
"charge" means any [charge](#) made directly or indirectly on a person but does not include a [prescribed](#) fee for the late return of [library material](#) or a [charge](#) made for the loss of or damage to [library material](#).

(5) The [Council](#) may issue guidelines to local authorities for the purposes of this section.

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10A Restrictions on borrowing entitlements and other matters

- (1) Section 10 does not affect the operation of any regulation or by-law relating to the library to the extent that it is not inconsistent with a requirement of section 10 that an entitlement be provided free of charge.
- (2) Section 10 does not prevent a [local authority](#) from determining:
- (a) the maximum number of items of [library material](#) or the maximum number of items of [library material](#) of a particular class of [library material](#) that a person may borrow at any one time from the library for use on or away from the library premises, or
 - (b) the limitations, restrictions and conditions which may apply to the availability of any particular item of [library material](#) or class of [library material](#) for use on or away from the library premises.
- (3) A determination under subsection (2):
- (a) must be consistent with the requirements of section 10 that an entitlement be provided free of charge, and
 - (b) must not differ, or have effect so as to differ, in its operation between [members](#) and non-members of the library (except as regards the payment of a charge by non-members).

11 Library committee

- (1) A [local authority](#) may from time to time constitute a library committee and may delegate to the library committee all or any of the powers and duties of the [local authority](#) in relation to the provision, control and management of libraries, library services and [information services](#), except a power to borrow money, to make or levy a rate, to execute a deed or contract or an agreement under this Act, or to institute proceedings at law or in equity on behalf of the [local authority](#).
- (2) The [members](#) of the library committee shall be appointed by the [local authority](#) but need not be [members](#) of the [local authority](#).
- (3) A library committee shall exercise and perform its powers and duties subject to the control and direction of the [local authority](#).
- (4) The [local authority](#) may appoint any [member](#) of the committee to be the chairperson thereof and may from time to time remove such [member](#) from the [member's](#) office as chairperson and appoint another [member](#) in the [member's](#) place.
- (5) The [local authority](#) may at any time dissolve a library committee or may, from time to time, reconstitute the library committee or revoke, amend or vary any delegation to a library committee.
- (6) The [local authority](#) shall from time to time determine the number of [members](#) of the library committee which shall constitute a quorum at meetings of the library committee.
- (7) The procedure for the calling of meetings of a library committee and for the conduct of business at such meetings shall, subject to any regulation made in relation thereto, be as determined by the library committee.

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12 Agreements relating to local libraries

(1)

- (a) Two or more local authorities may enter into an agreement whereby the [local authority](#) of one [area](#) undertakes the function of providing, controlling and managing libraries, library services or [information services](#) within the [area](#) or [areas](#) of the other [local authority](#) or local authorities.
- (b) Any such agreement shall specify the terms and conditions upon which the libraries, library services or [information services](#) shall be so provided, controlled and managed.
- (c) The [local authority](#) undertaking the function of providing, controlling and managing libraries, library services or [information services](#) pursuant to an agreement under this subsection shall have, in relation to the [area](#) or [areas](#) of the other contracting [local authority](#) or contracting local authorities, such of the powers and duties of a [local authority](#) relating to the provision, control and management of libraries, library services and [information services](#) as may be delegated to it by the agreement.

(2)

- (a) Two or more local authorities may enter into an agreement whereby the [local authority](#) of one [area](#) undertakes to exercise, for and on behalf of the [local authority](#) or local authorities of any other [area](#) or [areas](#), within such other [area](#) or [areas](#), any specified power or duty of a [local authority](#) in relation to the provision, control and management of libraries, library services and [information services](#).
- (b) Any such agreement shall specify the terms and conditions upon which such power or duty shall be so exercised.

(3) Any agreement made under this section shall be made to have effect for a period to be specified therein.

(4) An agreement made under this section may provide that on termination of the agreement an adjustment shall be made of the interests of the several local authorities which are parties thereto in any property to the provision of which they have contributed and as to the mode in which the adjustment shall be arrived at.

(5) It shall be a term of every agreement made under this section, whether the agreement is made before or after the day appointed and notified under section 2 (2) of the *Library (Amendment) Act 1977*, that any dispute arising under the agreement shall, on the application to the [Council](#) of a party to that agreement, be settled by arbitration by an arbitrator appointed by the [Council](#).

12A Other arrangements relating to local libraries

(1) Without limiting section 12, 2 or more local authorities may, with the approval of the Minister, enter into an arrangement for the provision, control and management of any library, library service or [information service](#) in the [area](#) of any [local authority](#) that is a party to the arrangement.

(2) The Minister is not to approve such an arrangement without the agreement of the Minister for Local Government.

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13 Subsidy

(1) A [local authority](#) within whose [area](#) a library, library service or [information service](#) is provided, controlled and managed in accordance with this Act shall, subject to this Act, be entitled to subsidy under this section.

(2) A [local authority](#) shall be eligible for subsidy under this section if during the year for which the subsidy is payable it expends out of rate income upon the provision, control and management of libraries, library services and [information services](#) in its [area](#), not less than the larger of the following amounts, namely:

(a) An amount equivalent to the product of a rate upon the unimproved capital value of all rateable land within its [area](#):

(i) in the case of an [area](#) that (immediately before the commencement of the [Local Government Act 1993](#)) was a municipality-of one-tenth of one cent in the dollar,

(ii) in the case of an [area](#) that (immediately before the commencement of the [Local Government Act 1993](#)) was a shire-of one twenty-fifth of one cent in the dollar.

(b) An amount equivalent to the sum of ten cents for each person resident within the [area](#) of the [local authority](#): Provided that in any case where the amount referred to in paragraph (a) is greater than an amount equivalent to the sum of fifteen cents for each person resident within the [area](#) of the [local authority](#), the [local authority](#) shall be eligible for subsidy if it so expends not less than the last-mentioned amount.

(3) A [local authority](#) shall not be eligible for subsidy under this section unless the library, library service or [information service](#) so provided, controlled and managed is in the opinion of the [Council](#) reasonably capable of meeting the requirements of the persons resident in its [area](#).

(3A) Where a [local authority](#) has failed to comply with the requirements of sections 10 and 10A during the year preceding the day on which it lodges an application for subsidy with the [Council](#) under section 14, the [local authority](#) shall not be eligible for subsidy for the year to which the application relates if the Minister so directs by order in writing served on the [local authority](#).

(4) Where a [local authority](#) is eligible for subsidy under this section the subsidy payable to the [local authority](#) in respect of any year shall be:

(a) an amount equal to one-half of the total amount expended by the [local authority](#) on libraries, library services and [information services](#) in that year from:

(i) rate income, and

(ii) any advance against subsidy made by the Minister to the [local authority](#) in respect of that year, or

(b) an amount equivalent to the [prescribed](#) amount for each person resident within the [area](#) of the [local authority](#),
whichever is the less.

(5) An advance against subsidy may be made by the Minister to a [local authority](#) in any year in respect of which the Minister considers the [local authority](#) would, on the basis of the [local authority](#)'s estimated expenditure on libraries, library services and

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[information services](#) in that year from rate income, be eligible for subsidy under this section.

(5A) An advance against subsidy is payable subject to such conditions and at such times as the Minister may determine.

(6) The [regulations](#) shall prescribe the manner in which the number of persons resident within the [area](#) of a [local authority](#) is to be ascertained for the purposes of this section.

14 Subsidy-how payable

(1) A [local authority](#) which claims to be entitled to subsidy under section 13 may lodge with the [Council](#) an application for payment of such subsidy.

(2) The [Council](#) shall consider such application and forward the same to the Minister together with its report and recommendation.

(3) Subsidy shall be payable out of moneys provided by Parliament.

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SCHEDULE 2

Services of the CRL

COLLECTION DEVELOPMENT

- Selection and purchase of Resources:
- Process purchases and donations
- Catalogue – provision and management
- Repair Resources
- Regular stocktaking at all branches
- Undertake regular weeding of stock at all locations

OPERATIONS

- Stock movement between branches
- Website development and maintenance
- Management of the Library Management System
- Statistics and Reports
- Financial Management
- Policy and Procedure development and review
- Management of CRL Staff: employment, training and Professional Development, workplace and equipment.

SERVICES

- Reference support
- Readers Advisory
- Reciprocal support of Inter Library Loans Services
- Resource development for target groups and needs – children, Young Adults, older persons, disability, cultural diversity.
- Development and maintenance of a Local Studies and Family History/Genealogy collection
- Promotion and marketing of CRL local library services to community
- Research and implementation of new initiatives for example: Electronic Resources, digitization of local content

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Schedule 3

Formula example for the Regional Librarian's costs

10.4.1 The estimated proportion of time that the Regional Librarian will dedicate to the CRL operations is 80%. This will be monitored and reviewed to ensure equity and fairness in the contributions of Bellingen Shire Council.

10.4.2 In determining the amended contribution of Bellingen Shire Council the wages plus on-costs for the Regional Librarian will be used.

10.4.3 Bellingen Shire Council will contribute towards the 80% wages and on-costs of the Regional Librarian in proportion to its population's representation of the total population serviced by the CRL.

10.4.4 If Bellingen Shire Council's proportional population representation of the CRL is 20%, then the following formula will apply to determining its share of the Regional Librarian's wages and on-costs.

BSC share of Regional Librarian's wages and on-costs = 20% of (80% of Regional Librarian wages and on-costs)

10.4.5 If Bellingen Shire Council is only liable for its proportional population representation of the Regional Librarian's wages and on-costs then the following formula will apply to determining its share of the costs total contribution to the CRL:

BSC Total Contribution = BSC Per Capita Contribution less the difference between its 20% of the total Regional Librarian wages and on-costs, and its 20% of the Regional Librarian wages and on-costs dedicated to the CRL.


BSC Total Contribution = BSC Per Capita Contribution – (20% of the Regional Librarian wages and on-costs – (20% of (80% of the Regional Librarian wages and on-costs))).

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WORKPLAN FOR THE CRLC 2016 - 2020 - DRAFT

STRATEGIES			2016	2017				2018				2019				2020		
			4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr
PRIORITY	1	Community Service Delivery: collections, programs facilities and activities, service delivery and charters, marketing, promotion community information, community identified needs and access																
	1.1.	Maximise community access to library services																
L		1.1.1. Conduct a User and Non-User Survey													√	√		√
H-M		1.1.7 Support access to collection by improved inventory management								√								√
	1.2	Well managed, relevant and timely and up-to-date collections that meet community needs and demands																
H		1.2.1 Regional Collection Management Pan										√						
H-M		1.2.2 Community Collection needs Survey					√								√			
H-M		1.2.4 Implement Local Studies and Family Strategy		√				√				√				√		
M		1.2.5 Develop and promote comprehensive digital collection resources			√				√				√				√	
H		1.2.6 Develop a DVD Collection				√				√				√				√
H		1.2.7 Review eResources for relevance					√				√				√			
M		1.2.8 New technologies					√				√				√			
L		1.2.9 Investigate lending Objects																√
M		1.2.10 Develop a Corporate Library Collection/Service										√				√		
H-M		1.2.11 Develop a Literacy Focus			√				√				√				√	
	1.3	Relevant and contemporary targeted services, programs and activities																
M		1.3.1 Marketing/Promotional Plan			√				√				√				√	
M		1.3.2 Develop a visible library identity			√				√				√				√	
H		1.3.5 Develop Aboriginal resources and services			√			√				√				√		
H_M		1.3.6 Develop a business outreach service												√				√
	1.4	Optimum, recognised and transparent customer standards and practice																
		1.4.1 Library Customer Service Charter						√								√		
		1.4.2 Obtain eSmart library accreditation		√				√				√				√		
	1.5	Engaged and supported community																
H-M		1.5.1 targeted public consultations									√							
M		1.5.4 Annual Community Book Selection		√				√				√				√		
	3	Business Systems, Management and Resourcing: standards, policies, procedures, guidelines, communication tools and organisational structure. Libraries are well resourced & sustainable.																
	3.1	A library service that meets contemporary operational standards																
H		3.1.1 Review policies, procedures	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
L		3.1.4 Review Library Management System																
M-H		3.1.5 Maintain effective work practices between Regional Services staff and																
	3.2	Responsible and accountable financial/resource management																
H		3.2.1 Budget informed by strategic objectives	√				√				√				√			
H		3.2.2 Annual budget workshops	√				√				√				√			
H		3.2.3 Increased library income				√				√				√				√
H		4.1.4 Library Stock appropriately insured																
M		4.1.5 Staffing levels																
		Budget Balance sheet - quarterly report	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
		Review - CRL workplan - annually	√				√				√				√			

 not reportable within this period

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

	Original Budget 2016/17	Revised Budget as at 31/1/17	Actuals to 19/1/17	% Actual vs Revised Budget
Revenue				
Contributions CVC Pub Library	782,500.00	782,500.00	456,464.98	58%
Contributions CVC Pub Lib (Regional Lib Wage)	0.00	22,000.00	12,833.51	0%
Contributions BSC Pub Library	198,000.00	198,000.00	96,830.03	49%
Revenues from users	14,350.00	14,350.00	6,447.57	45%
Sundry Revenues	0.00	0.00	676.59	0%
Total Revenue	994,850.00	1,016,850.00	573,252.68	
Expenditure				
<u>Workforce related</u>				
Salaries & Employment	339,329.00	339,329.00	157,810.11	47%
Public Holidays	14,197.00	14,197.00	6,673.30	47%
Superannuation	35,064.00	35,064.00	17,692.00	50%
Leave Accruals	39,470.00	39,470.00	23,024.17	58%
Workers Compensation	14,145.00	14,145.00	11,923.85	84%
Motor vehicle costs	7,500.00	7,500.00	4,500.00	60%
	449,705.00	449,705.00	221,623.43	
<u>Site & Equipment costs</u>				
Computer system costs	92,091.00	92,091.00	41,131.43	45%
Subscriptions/Databases	69,700.00	82,200.00	65,928.53	80%
Telephone	7,585.00	7,585.00	3,122.68	41%
Insurance	4,635.00	4,635.00	4,692.26	101%
	174,011.00	186,511.00	114,874.90	
<u>Direct Collection costs</u>				
Freight & cartage	15,375.00	15,375.00	11,300.90	74%
Book Maintenance	55,350.00	55,350.00	15,449.46	28%
	70,725.00	70,725.00	26,750.36	
<u>Overhead costs</u>				
Admin and Management (ABC Cost Distribution)	113,441.00	113,441.00	66,174.01	58%
Admin/Operating	27,368.00	27,368.00	13,144.93	48%
Promotional expenses	17,938.00	17,938.00	2,579.09	14%
	158,747.00	158,747.00	81,898.03	
Total Expenditure	853,188.00	865,688.00	445,146.72	
 Excess / (Shortfall)	 212,387.00	 221,887.00	 154,856.32	 70%

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
2015/2016 Revenue and Expenditure - CAPITAL

	Original Budget 2016/17	Revised Budget as at 31/1/17	Actuals to 19/1/17	% 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				
<u>Recurrent</u>				
Bookstock	300,800.00	300,800.00	150,649.45	50%
Furniture & Equipment	5,400.00	5,400.00	3,210.55	59%
	306,200.00	306,200.00	153,860.00	
<u>Non-Recurrent</u>				
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	153,860.00	
Excess / (Shortfall)	-306,200.00	-306,200.00	-153,860.00	50%

	Based on Original budget figures	Based on Revised budget figures
Balance of CRL Reserve		
Opening Balance as at 1/7/16	\$500,000.00	478,816.00
Less transfers from reserve:		
Capital expenditure incl books	\$306,200.00	306,200.00
Prior year book vote c/fwd	\$10,512.19	10,512.19
 Add:		
Estimated operating transfer to reserve	\$212,387.00	\$221,887.00
Other Capital Revenue	\$0.00	\$0.00
 Balance of reserve net of interest	\$395,674.81	\$383,990.81
 Interest estimate as per Budget 2.94%	\$15,104.00	\$15,104.00
 Estimated balance as at 30/6/17	\$410,778.81	\$399,094.81