MINUTES
CLARENCE REGIONAL LIBRARY ADVISORY COMMITTEE
18th May 2017
Bellingen Shire Library, Hyde Street Bellingen. 10:30 AM

PRESENT: Bellingen Shire Council
Mayor Dominic King
Cllr Toni Wright-Turner
Surinder Kaur Bellingen Shire Librarian
Anna Joy (Acting Manager Community and Wellbeing)

Clarence Valley Council
Cllr Karen Toms
Cllr Peter Ellem
Des Schroder (Executive Officer)
Angela Clarke (Team Leader (Libraries East)
Kathryn Breward Regional Librarian

Meeting opened at 10:30am

10.41 Mayor Dominic King arrives
10.45 Anna Joy Arrives

1. **Acknowledgement of Traditional Custodians**

2. **APOLOGIES**

   Nil

3. **Disclosure of Conflict of Interest**

   Nil

4. **CONFIRMATION OF MINUTES – Meeting held 3rd February 2017**

   No issue with previous minutes.

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

   Adopted

5. **Business arising from the Minutes – Meeting held 3rd February 2017**

   5.1 ABC cost breakdown for Regional Library

   Discussion around cancellation of the meeting of the subcommittee. Option for a BSC finance officer to attend a later Committee meeting was confirmed.

   Recommendation

That the Committee note the ABC cost breakdown for the Clarence Regional Library Services, and note that further questions relating to this may be forthcoming at a later date.

Moved: Cllr Karen Toms
Second: Cllr Peter Ellem

Adopted

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

Clarification was sought around the format of reporting to the Committee of the progress of the Strategic Action Plan. The previous format using the Committee Work Plan to direct reporting of the key elements of the Strategic Action Plan for the Committee with an annual overall update using the "traffic light" progress reporting system on the Strategic Action Plan was confirmed.

Recommendation

Progress of the Clarence Regional Library Strategic Plan 2012 – 2022 be noted and that item 1.3.5 of the Strategic Action Plan be amended to include – "Consult with local elders and consult with the Aboriginal Advisory Committee (CVAC)".

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

Adopted

5.3 Regional Library Agreement

After discussion around the agreement and the operations of the Regional Library it was agreed that the Regional Librarian would prepare a presentation and report briefing the committee on the various Regional Models available and the current situation with the Regional Library Service in reference to these models. The 2009 report reviewing and analysing these models will be updated to provide current data. Discussion ranged over grant funding successes across the region in comparison to Coffs Harbour and other potential shared resource arrangements.

Recommendation

To note the decision of the Executive council to extend the Clarence Regional Library Service Agreement until 1 July 2018. A presentation be prepared on the Regional Models available and how our current model works to be presented at the next committee meeting.

Moved: Cllr Toni Wright-Turner
Second: Mayor Dominic King

Adopted

5.4 Esmart accreditation costing

The explanation was noted.

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

<u>Recommendation</u>

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.

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

Adopted

6. Correspondence

In-coming: Nil

Out-going: Nil

Media Releases:

CRL –

CVC – 4/4/2017 Yamba library opening hours to change

CVC – 26/4/2017 Author Talk – Michelle Morgan

CVC – 27/3/2017 Mandy Nolan workshop

BSC – 10/4/2017 ANZAC display at Bellingen Library

Correspondence noted.

7. Executive Officer's Reports

8. Regional Library Reports -

8.1 Quarterly Income and Expenditure Sheet 3rd quarter 2016/17

Question was raised regarding the amount of expenditure for freight, it was explained that the costs had been kept low for a couple of years while Bellingen library used the surplus Nambucca freight slips left over from when they was part of the region. Added to this is the resumption of a regular monthly stock rotation program around the libraries. This Stock Rotation program had been limited for a couple of years whilst we reconsidered the processes involved.

<u>Recommendation</u>

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

Moved: Cllr Karen Toms
Second: Cllr Peter Ellem

Adopted

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

9. **Items for Information**

   9.1 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.

10. **Additional Matters**

   Video conferencing – to be revisited once the new committee settles into their roles.

11. **Items for next meeting**

Meeting Closed: 12:30pm
Next meeting: Thursday 17th August, 2017

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

ITEM: 5.1	No. 2/17 – ABC COST BREAKDOWN FOR REGIONAL LIBRARY	
Meeting:	Clarence Regional Library Committee	18 May 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: 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.

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 Building Costs (highlighted in yellow), of the CRL are comparable to what our building costs were in the old building in Spring Street South Grafton.

Operational costs for the building; electricity, property insurance, internal rates expenses including sewer, water and waste are all costed directly to CVC Public Libraries and will continue into the 2017/18 budget.

The overall estimated cost of electricity for 2016/17 will be approximately $58,950 (based on actuals to date) this cost will continue to be costed to Public Libraries. However this cost includes an annual $40,000 fee for the substation which was a requirement due to the size and usage level of the building and the usage savings made on the solar panels are not adequate to offset against this additional cost. There will be additional solar panels installed in order to offset this electricity cost.

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.

The total Elected Members Expense budget for 2016/17 is $274,222 of which $1,634 (0.6%) is costed to CRL. The Elected Members Expense is not a discretionary expense and is approved by Council. It is allocated across all service areas on the basis of the amount of time allocated to Governance activities for each service ie) the number of reports to Council per Service per annum.

This means that those services which take up most governance time pay the most allocated percentages for the Elected Member cost for example some services are allocated 46%, 33.35 3.3% etc of the total of Elected Member Cost.

This Activity Based Costing (ABC) distribution was introduced in the 2016-17 budget. We have been advised that the assumptions for this calculation has been reviewed for the 2017-18 financial year and this has now been adopted by the Executive Item C.08 7/2/17. Council has yet to adopt the 2017-18 budget.

Under 10.1 of the CRL Agreement, the Committee can make a recommendation to Council in regards to having the elected members ABC distribution removed from CRL or shifted to Public Libraries.

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: 5.2   No. 2/17 – CLARENCE REGIONAL LIBRARY DRAFT REVISED STRATEGIC ACTION PLAN 2012-2022

Meeting:	Clarence Regional Library Committee	18 May 2017
Reviewed By:		
Attachment:	Yes	

REPORT SUMMARY

This report provides an update on the draft revised Clarence Regional Library Service Strategic Action Plan 2012 – 2022.

LINKAGE TO *CVC COMMUNITY PLAN*

OFFICER RECOMMENDATION

That the
1. Progress of the Clarence Regional Library Strategic Plan 2012 – 2022 be noted.

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.

KEY ISSUES

The progress of the CRL Strategic Action Plan is noted in the use of Traffic lights and Red comments in the attached version of the Action Plan.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	CRL Draft Revised Strategic Action Plan 2012-2022 2016 v4 may 2017 review

ITEM: 5.3   No. 2/17 – DRAFT REGIONAL LIBRARY AGREEMENT

Meeting:	Clarence Regional Library Committee	18 May 2017
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

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

OFFICER RECOMMENDATION

To note the decision of the Executive council to extend the Clarence Regional Library Service Agreement until 1 July 2018.

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
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BACKGROUND

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

KEY ISSUES

In Item 4 1 (a)the position of Executive Officer is now no longer to be held with the Manager of Social & Cultural Services as this position no longer exists as a result of a CVC restructure. A decision needs to be made on what position takes on this role. The Executive Officer position could also be outlined more fully in terms of their responsibilities.

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

Item 7.10 this item essentially refers to the element of the ABC accounting structure that has been discussed in a previous report (item 6.1 ABC COST BREAKDOWNFOR REGIONAL LIBRARY).

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.

Item 15.2 do you want future agreements to continue to line up with this?

Section 15 is also the area we may consider adding further options for different service provisions or agreement arrangements.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Draft Clarence Regional Library Agreement 2017 v3

ITEM: 5.4   No. 2/17 – ESMART ACCREDITATION COSTING

Meeting:	Clarence Regional Library Committee	18 May 2017
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report information on the cost involved in achieving eSmart accreditation for the Regional Library service.

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

Achieving eSmart accreditation is primarily a process of using the eSmart framework to either identify or sign-off tasks that have already been performed as part of running a library service, or identifying and performing tasks that should be performed. There are few additional tasks, workloads or costs required, eSmart provides a framework and shared resources from other libraries which improves the efficiency of the process.

Using eSmart to reach the goals of library strategy, library procedures, staff knowledge, user guidance and community connections does involve staff time in creating and updating documents such as policies, procedures, surveys, training guides and meeting to discuss these. For the CRL the Regional Librarian and Team Leader – Collections and Reference meet for one hour each month to catch-up on this process. It is estimated that the Team Leader – Collections and Reference spends approx. 10 hours a month on these tasks, but these would be essential for an effective library service without the eSmart framework.

The process began at CRL in mid-2016 and it is anticipated that it will be completed to the 'sustainable' level by late August 2017.

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

ITEM: 8.1   No. 2/17 – QUARTERLY INCOME AND EXPENDITURE SHEETS

Meeting: Clarence Regional Library Committee   18 May 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 3nd 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 the surplus can be moved to freight and cartage as it is tracking to be over budget
- Insurance - Property Insurance premium fully paid for the year
- Freight & cartage - High percentage of usage due to pre-paid freight expected expense is $19,270 for the year.
- Book Maintenance - Purchase orders delivered only
- Promotional expenses - Advertising expenses tracking under budget

Clarence Regional Library Strategic Action Plan 2012-2022 revised 27 July 2016: May 2017 review

Links to CVC Community Plan 2015-24

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

Links to BSC Community Vision 2030

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

Our Purpose

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

Our Vision

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

A regional library service that:

- Facilitates and provides targeted and relevant life long learning opportunities

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

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

- Is a trusted and valued source of information

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

- Focuses on social inclusion of individuals including target groups

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

- Supports technological trends and makes them available to the community
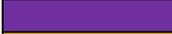
Strategic Focus

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

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

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

LEGEND:

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

Traffic light progress code:

	Progressing to time
	COMPLETE
	Overdue but progressing
	Not progressing

Strategic Focus 1:   COMMUNITY SERVICE DELIVERY

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

Objective 1.1 Maximise community access to library services

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.1 Conduct a user/non-user survey	• Engage a consultant • Review and amend 2016 survey • Conduct random interviews • Analyse data • Prepare report	Statistically valid feedback about library performance and usage	CRLC & CRL	Every 4 years	Approx. $20,000 per survey CRL Reserve	Aligns with each new committee and acts as a review for the strategic plan and work plans.	Undertake in 2020	█
1.1.2 Review the spread of library opening hours to address community and professional development needs	• Refer to survey feedback • Staff feedback • Seek council approval	• Public access maintained or enhanced. • All library staff to undertake a range of professional development.	Each LGA	Not less then every 2 years	WER	Each Council undertakes in respect of local community needs. Yamba Hours were changed to line up more closely with those in the other libraries WER. 10.00am opening with 1 hr for lunch closure not 1.30 hrs.	High	█
1.1.3 Online access to services is reviewed for relevance in meeting the needs of current and future users	• Review online service usage • web enhancements • Participate in NSW.net • LMS Spydus initiatives • Skill staff to increase and improve community access to the library's website and catalogue • staff to Promote/advertise online services	Increased use of online services	CRL – Initial training & future upgrades	Annual ongoing	WER	Occur annually All staff need to be trained. Some training can be delivered by CRL staff. New database added – the Computer School provides increased functionality over our previous online computer training database, including better statistics. Staff participated in webinar for new Spydus Collection Management Module – a quote has be requested. This may be a cheaper option to CollectionHQ.	High	█
1.1.4 Mobile library services : CVC	• Monitor usage of routes and stops • Amend as appropriate • provide complementary service delivery from the mobile library • Implementation of State Library Grant Project: GO Mobile! Digital Library on Wheels	• Increased access • Additional outreach services	CVC	2016/17	WER State Library Grant - $132,000	Van currently being fitted out skins for van are being designed by internal designer from EDU section of council, equipment are being sourced for purchase.	High	█

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

1.1.5 Develop relevant and targeted outreach services	• Investigate partnerships & funding for HLS eg: Home Care Services
	• Outreach to Seniors through expos, seniors week etc
	• Outreach to youth through expos, school visits, liaising with individual class groups, HSC support programs, Live n Loud events
	• Investigate outreach to businesses in shopping precincts
	  • Implement a service where practical
	  • Evaluate outcomes
	• Outreach to children through expos, preschools, playgroups, vacation care, holiday activities, home work clubs
	• Outreach to Aboriginal communities through workshops, preschools and interagency meetings
	• Explore general outreach services ie) books in flight, books at the beach, pop up library services, workplace book clubs at lunchtime – council/other?
		• Funding opportunities identified
		• Deliver feasible outreach services
		• Partners for delivery identified
		• Increase in usage of services by targeted groups
			Each LGA investigate local opportunities for outreach	Ongoing	WER	Local initiatives may proceed, but common services across the region are preferred.
						
						Tech Time mostly for seniors every 3 weeks in Grafton then rostered around to all libraries each month.
						
						Live n Loud – music event for youth week
						HSC Study evenings developed for new year
							High - Medium	

1.1.6 Increase community awareness of Library services	• CRL website well positioned in member councils' websites • Review website for improved accessibility • Expand YouTube Channel to include mini info clips for community awareness of services • maintain relationships with educators / Teacher Librarians Eg: CRL website linked to school website, attend TL meetings • maintain and review a community library newsletter (online) • investigate use of MailChimp for more frequent newsletter mailouts • develop a print version of newsletter to keep the community informed of activities • Open days at libraries • Library tours • Information package developed for community groups, service clubs, school groups etc. • Annual membership drive promotion to be developed • Explore radio and newspaper advertising • Guest speaking to service clubs and community groups and	• Increased use of library website • Regular contact with educators • Quarterly newsletter template developed with content provided from across the CRL network • Regular community tours of libraries	Each LGA CRL & LGAs CRL: develop collate info distribute libraries: input	ongoing	WER - Internal process WER - staff time	CRL continuing with website enhancement. YouTube channel being developed with video from Author visits and other events being loaded for community to access. Negotiations underway to host coding club training for teachers and library staff to encourage STEM literacy. Heritage library tours initiated with the FoGL members and local Historian. Probus and school tours have occurred.	High	
1.1.7 Support access to collection by improved inventory management	• Investigate emerging trends in inventory management • Implement if recommended	• Efficient, cost effective inventory management	CRLC: support CRL:	Ongoing	WER	Staff participated in a webinar on Spydus Collection Management Module assess as an alternative to CollectionHQ.	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	• Monitor & implement best practice collection presentation (layout; stock arrangement; and furniture/fittings • Review integration of YA into Adult Fiction pilot project - Urunga Library • where feasible in local branches implement • monitor how technological trends impact on arrangement • review spine label conventions • investigate consultant for displays and shelving arrangements	• Collection Arrangement design guidelines adopted in local branches • Enhanced Collection access though effective arrangement	CRL: guide libraries: adopt	ongoing	WER Potential costs local libraries		High - Medium	
1.1.9 wireless internet access	• Provide ongoing wireless internet access	• Effective and efficient community access to wireless internet services	CRL/LGA	Ongoing	WER	Consultation with State Library to determine future of wifi service. Constant slow speed issues to be addressed.	High	

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.1 Regional Collection Management Plan	• Collection Development Policy regularly reviewed • Procedures and guidelines developed and adopted • Regular collection 'audits' to determine gaps, weeding and optimum levels of duplication • Implement equitable and effective stock rotation program for all • Develop standards for cataloguing (Collection Management Plan.) • Investigate ways to promote new stock arrivals	• User-driven collection • Collection meets Living Learning Library baseline Standards • Common procedures and guidelines • Branch collections profile meet needs of local community • Stock rotation program is implemented	CRLC: support CRL: lead libraries: input	ongoing	Library Service Agreement to address member contributions WER	Need to target expenditure to local needs. CRLC consider proportional expenditure of book vote on specific target groups. Stock Rotation has been implemented through the use of CollectionHQ over the 5 months that this procedure has been in place a total of 1006 items have been transferred, generating 1721 additional loans. At an average cost of $25 per title, to date this equates to generating loans of $18,052 worth of stock that is already held. Shelf talkers are being developed to link our eResource products to our books.	High	
1.2.2 Community collection needs survey	• Review previous survey and amend • Distribute through local libraries • Analysis to inform collection development and purchasing • Report survey results to community in an easily accessible format ie) infographics	• User-driven collection	CRLC CRL to develop and analyse Libraries to distribute	2017	WER	Internally developed, delivered and analysed with existing software	High – Medium	
1.2.3 Process streamlining and restructure	• Continue to streamline processing of stock. • Continue to identify and implement potential operational and service delivery improvements • Review staff structures to achieve improvements • Develop costings • Implement agreed actions	• Decreased processing time • Decreased waiting time for stock delivery to branches • Increase in client satisfaction	Executive Council: lead	Ongoing	WER	Costs of outsourcing continuing to decline 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)	• Continue to develop Local Studies Strategic Action Plan • Continue to liaise with local museums and galleries to develop and maintain partnerships • Explore cross promotional opportunities with museums and historical societies • Continue to develop Local Studies website content for each LGA	• Refer to Local Studies Strategic Action Plan: http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-March-2016.pdf	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan. http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-March-2016.pdf	Refer to Local Studies Strategic Action Plan	
1.2.5 Develop and promote comprehensive digital collection resources	• Allocate a portion of book vote to continuous development • Review impact on state wide statistical data • Continue to monitor satisfaction • Promote digital collections • Continue to monitor industry developments	• Enhanced and relevant collection • Greater awareness and use of digital resources	CRLC CRL	Ongoing		Usage monitored through existing systems: Spydus Library Management System Reports and Enquiry Modules and individual eResource administrative statistics function. New: The Computer School (to replace Dynamic Online Computer Training) Hobbies and Craft – State Library funded database. HSCStudyLab – partly funded by State Library	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	• Allocate a portion of book vote to continuous development • Monitor usage figures • Monitor emerging technologies - streaming video (beamer films, Netflix etc) • Investigate opportunities for showing films in libraries – movie nights	• Enhanced and relevant collection • Purchasing reflects current needs and perceived future needs • User-driven collection • Increased client satisfaction	CRL	2018 Ongoing	$10,000	DVD collection enhanced by donations from community members.	High	
1.2.7 Review eResources for relevance to meet the needs of current and future users	• Review existing usage of eResources • Determine growth areas and unmet need • Cost the preferred eResources access • Review Lynda.com for public use 　• Obtain costings with a view to subscribe • Review distribution of collection funds	• Purchasing reflects current needs and perceived future needs • User-driven collection • Increased client satisfaction with online services	CRL	Ongoing 2017	WER	Without additional funds need to reallocate book vote Current list of eResources (*denotes free access via State Library Consortia): *Academic Search Elite Ancestry.com Aussie drivers- driver knowledge test *Australia/NZ points of view reference centre *Australia/NZ reference centre *Consumer health complete *eBook Public Library Collection Encyclopaedia Britannica online Find my past *Greenfile *History reference centre *Hobbies and craft reference centre HSCStudyLab *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 The Computer School World Book online	High	
1.2.8 New technologies	• Proceed with a 2yr trial of lending mini tablets • Monitor and evaluate • Implementation of iPad use at Library and Regional Level • Provide a range of new technologies for clients to experience 　○ 3D printer 　○ Wireless printing 　○ Remote printing 　○ 3D virtual goggles 　○ 360 degree camera 　○ 3D doodler Pens	• Provision of contemporary library services for public http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios.pdf http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios_review.pdf	CRL	2016/19	WER ?	Focus on individual library capability and budgetary requirements Mini tablet lending, purchased 10 Samsung Galaxy Tab 3 Lites. Constantly on loan (63 loans to date) with currently 32 reservations. Workload has been manageable. Borrower feed back has been good. New technology being purchased for Mobile Van	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	• Investigate lending objects eg: o Seeds? o Recipes o Ukuleles o Cake tins? o Tools? • Review current library practice and trends	• Provision of contemporary library services for public	CRL	2024	WER	Lending objects is an emerging international trend for libraries in conjunction with providing "maker Spaces" – space for making objects, anything you can think of, handcrafts, wood, metal, computer generated 3D designs, recording music, video etc. Locally Tamworth library is currently loaning cake tins to their community, Port Macquarie, Tamworth and Dorrigo libraries are offering seed libraries, and Port Macquarie is lending Ukuleles for example. Need to research potential partners.	Low	
1.2.10 Develop a Corporate Library Collection/Service	• Determine the level of interest in establishing a corporate library service. • Scope the range of materials that might be provided • Determine the gaps between what does and doesn't exist • Identify suitable locations • Catalogue materials • Develop a corporate catalogue • Develop procedures for purchase, borrowing etc • Allocate funding • Implement • Monitor and review	• Interest will be identified • Existing resources may be identified for broader use • Materials for professional development will be more economically and equitably available	CRL	2020	WER	There are numerous council owned resources held by individuals, work units and section within council which are unknown by other council staff and yet may be quite valuable to them. This may be a way of maximising use of existing resources and rationalizing future demand.	Medium	
1.2.11 Develop an literacy focus	• Investigate best practice in libraries for literacy • Identify resources • Promote literacy	• Enhanced and relevant collection • Purchasing reflects current needs and perceived future needs • Provision of contemporary library services • Building community capacity	CRL	2018	WER	Develop and facilitate a literacy program • Need to Identify grants and partnerships Identifying and badging programs we already do as literacy.	High - Medium	

Objective 1.3 Relevant and contemporary targeted services, programs and activities

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.3.1 Comprehensive marketing / promotional plan.	• Set context within member councils' strategic directions eg: management, social, cultural plans • Identify priority target groups (now & future) • Produce comprehensive marketing strategy • Produce associated Action Plan • Determine opportunities WER in CRL and LGAs	• Marketing plan and associated action plan • A recognised local library identity • Increased awareness and recognition of the range of library services	CRL: Lead & manage LGA: input delivery	Draft plan - 2019	WER	Members will utilise common templates and share materials.	Medium	
1.3.2 Develop a visible Library identity	• Develop visual tools to improve Library visibility and status (logo, branding, style, signage) • Develop common templates for shared use • Develop Point of Service promotions for targeted collections and services • BSC to investigate consistent signage for all libraries	• Increased awareness and recognition of all Libraries and their services • Consistent and professional identity	CRL / LGAs	Ongoing	WER	Collateral needs identified and designed. Branding refresher training completed for CVC staff. Know your catalogue training refresher for staff.	Medium	
1.3.3 Educational and recreational programs and activities.	• Review user/non-user survey results. • Review current Best practice in libraries • Facilitate programs and activities. • Seek partners to fund • Promote to target groups • Structure programs to enhance their outcomes • Feedback forms developed and completed for events/programs o Feedback developed on marketing – "where did you hear about this?" • Feedback on all surveys to be more comprehensive – what did people actually say or want? • Develop Conversation Volunteers for people learning ESL • Investigate viability of travel talk/information sessions/group	• Relevant educational and recreational programs and activities are delivered for the local community. • CRL provides contemporary library services • Programs have specified outcomes	CRL: develop promote CRL & Libraries: seek funds deliver	2017/18	WER	Author talks Coding workshops for students Game nights & D and D days Live n Loud performance in partnership with Clarence Youth Action group (CYA group) Performing arts nights - Conservatorium partnership Aboriginal Cultural workshops Bush tucker talks and tastings Book binding workshops Heritage walks – partnering with FoGL Travel tips for seniors workshop	High	
1.3.4 Develop community information	• Investigate results of user/non user survey relating to community information • Assess current provision of community information services • Develop guidelines for community information access	• User-driven service • Increased client satisfaction	CRL / LGA	2017	WER	Community information was one of the highest priority areas in the user/non user survey 2016.	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	• Identify aboriginal resources in varying formats • Allocate a portion of the book vote to purchase • Promote the sub collection • Investigate "Dawn" Newspaper online subscription • Investigate purchase of "Tracker" Newspaper • Link to State Library Aboriginal resources • Include resource page on library website • Consult with AECG re resource sharing • Support development of resources/oral histories from local community • Source local Aboriginal Story Tellers • Investigate partnerships with local Aboriginal Land Councils	• Increase aboriginal access to the library • Promote social inclusion • Raise awareness and understanding of aboriginal culture and heritage • Increased client satisfaction	CRL	Ongoing	$3,000	CRL has twice the average Aboriginal representation in our population. Resources identified and sought out for collection Bush tucker talk and tasting sessions - CVC Aboriginal cultural workshops – CVC	High	

1.3.6 Develop a business outreach service	• Promote:
	  • Australian Standards database
	  • Each LGAs Profile ID database
	• Investigate co-working groups (see Bellingen model)
	• Develop partnerships with council Economic Development Unit Officers
	• Webpage developed highlighting services for business
	• Talks/info session with chambers of commerce
	• Investigate workshops with businesses on:
	  ○ Databases
	  ○ Resources
	  ○ Statistics available
		• Provision of contemporary library services for local business	CRL/Libraries	2021	WER	Existing resources to be promoted to local business ie) books, journals, Australian Standards, Community statistics etc	Medium - Low	

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.4.1 CRL library customer service charter	• Monitor and review charter and procedures	• Common standards of service across all branches • Common approach to customer feedback, suggestions and responses to requests	CRL	2017	WER	Review for ongoing relevancy	Medium	
• 1.4.2 • Obtain eSmart library status	• Work through e-Smart checklist for eSmart accreditation, addressing: • Leadership, strategies and policy • Agreements and procedures • Staff training and knowledge • Library user guidance and training • Community connections • Promote and badge our service as eSmart accredited and the 'user-safe' cyber-environment this implies	• Common standards of cyber security across service • Provision of contemporary library services • Safe environment for internet users	CRL / LGAs	2016-2018	WER	Provides community with known standards of cyber safety and anti-bullying online strategies, training and information.	High	

Objective 1.5 Engaged and supportive community

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.5.1 Targeted public consultations re: services, collection and programs e.g. Youth, Children's, Adults, Older People etc	• Develop consultation plan • Target particular groups on an annual basis • Build results into future budget allocations • Train staff or engage consultant • Analyse results • SurveyMonkey used for online survey development • Survey development to include LGA and individual library breakdown of results	• Results inform future collection development and purchasing	CRL Libraries to assist	2018 Ongoing	WER	Utilising CVC subscription to Survey Monkey	High – Medium	
1.5.2 Establish 'Friends of Library' for each library location	• Monitor community interest • Establish FOL. • Investigate a "Facebook friends" group for CVC Mobile library	• Improved community relations. • Potential funding partner • Regular consultation reference	CRL: Investigate Libraries: adopt establish	2019	WER	Many friends groups operate in different circumstances. Management of them is critical to their success. Friends of Grafton Library (FoGL) have been slowing growing in number and have been identifying how they can support the services of the library. They organised and promoted the Heritage walks, they provided supper for a gold coin at the Performing Arts Night with the Conservatorium of Music	High – Medium	
1.5.3 Greater customer interaction, social networking and information access	• Develop social media tools ie) Facebook, Pinterest, YouTube, flickr etc • Promote tools • Explore targeted communication to various groups ie) bookclubs • Provide targeted information sessions – short, specific, relating to 1 service or technology ie) "get Appy" new mobile app info session	• Increase the Library's opportunities and capacity to delivery of improved Reader Advisory services • Improved feedback on all aspects of the library service • Improved response times	CRL	2017/19	WER	Technology training and skills identification and training Author Talks and other events are being videoed for those unable to attend and being loaded to our YouTube channel. Staff skills being developed in videoing and editing and youtubing.	High	
1.5.4 Annual target group 'book selection' activities	• develop partnership with current suppliers • Arrange days for community to select items • Evaluate demand for additional sessions • Consider future opportunity for future FOL to manage selection days	• Client –driven collection • Enhanced supplier appreciation of local interests.	CRL	2017/26 Ongoing	WER	Different libraries hosting the event each year.	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	• Identify appropriate ranges of information that may be welcomed at each branch • Identify potential partners and determine their interest • Determine how partners will participate • Prepare MOU's • Deliver • Evaluate • Link community information from CRL website	• Easier access to a range of resources for the community and visitors	CRL: Lead Libraries: Input & delivery	2017 Ongoing	WER		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)	• Promote existing Book Clubs • Investigate supporting a virtual Book Club • Investigate eBook sets for book clubs • Evaluate • Develop procedures to guide expansion	• Book clubs established in areas of interest where capacity exists.	CRL: investigate Libraries : adopt	2019	WER	Book club kit swaps between library services used to increase collection	High - Medium	
1.5.7 Support volunteering	• Identify appropriate tasks for volunteers • Development statement of duties for various volunteering opportunities • Promote volunteering opportunities • Support and recognise volunteers • Create a webpage for volunteering information	• More engaged community • Enhanced services	CRL & Libraries	2017 Ongoing	WER	May need small budget allocations for reimbursement and or recognition Volunteer of the year application completed for Regional Services volunteer. Regular promotion through networks Webpage under development.	High	

Strategic Focus 2:   **LEARNING AND GROWTH**

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

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
2.1.1 Staff professional development plans.	• Identify skill requirements for RS and library staff, now and into the future. • Review skills gap analysis • Development individual and team training plans • Members agree specific programs and make staff available • Training delivered. • CRL to seek to host State Library training locally	• Comprehensive individual and team skills more efficiently deliver current and future library services. • Greater professional opportunities for staff • Increased job satisfaction. • 4 days per year agreed for training purposes • Provision of study leave, flexible rostering, recognition of staff participation etc • Develop a positive learning environment	CRL: Lead Coordinate opportunities where appropriate Develop tools LGAs: participate	Ongoing	SLNSW – free training and reimburses travel costs for Sydney based training. Backfill per officer per day – approx $200 per day	Preference for a Regional Level approach and assistance in developing tools for identification of skills and training.	High and ongoing	
2.1.2 Staff are well informed and engaged in emerging public library trends	• CRL membership of ALIA and PLC • Professional journal articles discussed at team meetings. • Active membership to working groups is encouraged where viable • Lobby State Library to have more regional meetings and training opportunities • Review Lynda.com for staff internet, social media, device online training • Participate in Spydus training through webex and webinars	• Contribution to staff professional development • Future library directions informed by current and emerging trends.	CRL LGAs	Ongoing	WER	Lynda reviewed – very good but out of budget range at this time. Spydus training scheduled and staff booked in to relevant sessions.	High Ongoing	
2.1.3 Staff sharing of knowledge, expertise and experience	• Regular team meetings formalised with agenda topics and minutes • Provide opportunities for working groups to undertake projects • Promote the use of the staff wiki amongst staff • Where appropriate staff training days incorporate staff sharing and networking	• Greater sense of involvement in the decision making and planning process by team members from across the library network	CRL & Libraries	Ongoing	WER	Wiki has been introduced and variously used, continue to explore its value. Regular team meetings and individual staff catch-ups undertaken. Staff wiki regularly updated for relevance.	High Ongoing .	
2.1.4 Work experience opportunities	• Identify opportunities for staff to fill other library roles apart from their own • Develop plans to realise those opportunities • Monitor and evaluate	• Increased skills and knowledge • Staff can rotate positions and locations • Means of addressing shortages at critical times	CRL & Libraries	Ongoing	WER excepting any travel reimbursements	Rotated positions in CVC necessitated by staff shortages have improved to deliver valued outcomes	High	

Objective 2.2 Regional communications and networking

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

Strategic Focus 3: **BUSINESS SYSTEMS, MANAGEMENT and RESOURCING**

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

Objective 3.1 a library service that meets contemporary operational standards

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.1.1 Review and develop all library policy, procedures with reference to NSW library and ALIA standards	• Nominate review teams • Agreed timeframe and outcomes • Comment on drafts • Finalise and adopt reviewed policies • Review Children's & Youth Policy • Investigate need for a Homeless/ No Fixed Address Policy	• Contemporary standards adopted • Greater implementation with increase levels of ownership	CRLC: Lead Branches: input	Ongoing as required	WER	Per executive council schedule. Each policy reviewed every 3 years.	High	
3.1.2 Assess current infrastructure standards against contemporary New South Wales library standards	Refer 4.3		LGAs	As required		State Library Review in May scheduled.	Medium - Low	
3.1.3 Review of Library Management System	• Evaluate current LMS system • Identify alternative systems and their adoption • Assess alternative systems suited to our library service • Evaluate and cost options • Recommend option • Implement	• User friendly comprehensive LMS that will address future growth and changing needs	CRL	2022	WER	Completed review in 2016	Low	
3.1.5 Maintain effective work practices between Regional Services staff and libraries	• Monitor and review • Identify opportunities to share skills and work cooperatively	• Service outcomes maximised through service integration and collaboration	CRL & CVC libraries	Ongoing	WER		Medium	

Objective 3.2 Responsible and accountable financial/resource management

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.2.1 Budget preparation is informed by the strategic plan	• Review state-wide data Determine agreed standards of delivery • Prioritising strategic planning objectives • Develop 10 year budget plan	• Strategically driven budget bids • Long term planning	CRLC	Yearly	WER	Business cases developed	High	
3.2.2 Annual Regional Library Budgeting Workshop to scope needs and set priorities to better inform each member Council's budgeting process	• Meeting/workshop scheduled prior to member councils budget deliberations • Set priorities in line with strategic plan • Agree standards of delivery	• Common and robust approach	CRLC	Annually no later then April	WER	Part of staff 6 monthly meeting cycle	High	

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	• Exploit DGR status opportunities • Develop a list of priority projects • Apply for grants as appropriate to the needs of the service	• Increased awareness of donation opportunities • Increased donations	CRL & LGAs	Ongoing	WER	All staff need to promote DGR Status and list of local priority projects Donated Autism books	High	
3.2.4 Library stock is appropriately insured	• Value of collection is monitored annually and adjusted accordingly		CRL	Ongoing		This is done each year.	High	
3.2.5 Evaluate staffing levels to ensure appropriate levels of service	• Review industry benchmarks • Increase/maintain funding to meet the minimum standard – (living learning libraries) • Prepare project plans/business cases • Review existing operational activities [and organisational structure] to maximise benefits	• Service outcomes maximised through appropriate staffing levels	CRL , LGAs	Ongoing	Additional staff will incur additional budget	Any increased staff levels will require a business case Review of PDs and work flows being undertaken in Regional Services and CVC Libraries.	Medium	

Objective 3.3 A safe and accessible workplace

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.3.1 Review staff work practices in line with relevant OH& S and risk management standards	• Compare current strategies • Develop risk management plans • Determine necessary actions • Prepare budget bid	• Enhanced safety for staff and community • Reduced risk for Council	LGAs	2017	WER	BSC working alone policy currently in circulation for feedback	High	
3.3.2 Monitor and update emergency and disaster preparedness and management plans	• Identify the risks at each library • Assess the risks • Develop mitigating strategies • Prepare budget bids where appropriate • Incorporate business continuity plans • Train staff	• Enhance safety for staff, equipment and collection. • Savings to Councils and CRL • Continuity of service	CRL / LGAs	2016/17	WER	Adapt and adopt disaster management plan in association with Local Studies Strategic Plan Kits for disaster management are currently being developed for each library.	High	

Objective 3.4 Safe, attractive and useful library facilities

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.4.1 Identify and prioritise library infrastructure needs for each library now and into the future	• Assess current standard of infrastructure against contemporary standards • Determine level of provision • Develop building design briefs • Prepare costings • Prepare business case • Identify potential sources of funding	• Infrastructure that addresses local needs now and into the future which allows for contemporary library services operations.	LGAs	As required		State Library Review May 2017	Medium	

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- 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	3nd Quarter income and expenditure sheet 201617

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

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 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*

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

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.

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;

(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 and Cultural Services as the Executive Officer of the CRL;

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(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.

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:

  o all maintenance costs
  o all service costs
  o all insurances

- Public 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)).

5.3 The number of Public Library locations to be serviced under the agreement shall be limited to those approved by the Committee from time to time.

5.4 Should any Member Council require an additional Public Library facility that Member Council shall, at its own expense and after consultation with the Committee, provide a suitable 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 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 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 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 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   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 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 ensuring 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 state-wide 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.

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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

(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.

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 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

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*

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
- Maintenance of RFID
- 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.

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 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.

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

Executive Officers role???

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 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 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 public library.
(v) Represent the CRL in professional networks.

14.   STRATEGIC PLAN

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 (this needs expansion to include different service options

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15.1   This Agreement shall remain in force in accordance with IPR requirements, until 30 June 2018 (at the latest) unless earlier terminated by the withdrawal of one party from it in accordance with this clause.

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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.

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 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.

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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.

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

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.

IN WITNESS WHEREOF the parties to this agreement have signed below

**SIGNED on behalf of
CLARENCE VALLEY COUNCIL**

by the   …………………………………………

in the presence of: ……………………………………….
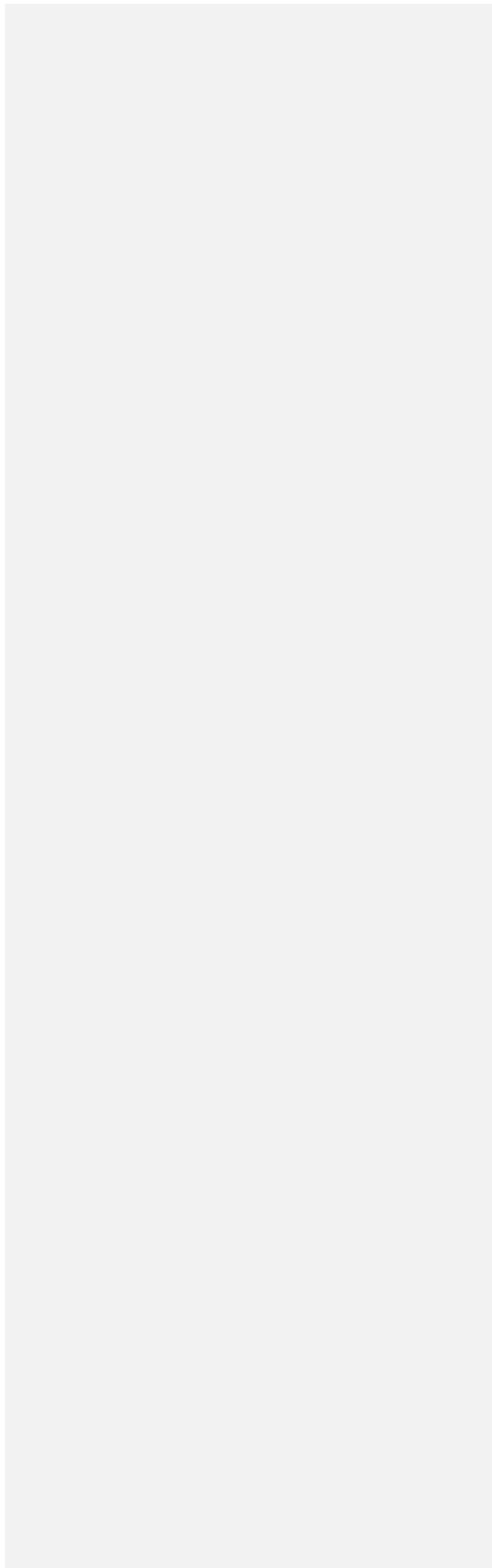   Witness

**SIGNED on behalf of
BELLINGEN SHIRE COUNCIL**

by the   …………………………………………

in the presence of: …………………………………………
                                          Witness

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.

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.

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.

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

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.

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 local library services to community
- Research and implementation of new initiatives for example: eResources, digitization of local content

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))).

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	652,092.76	83%
Contributions CVC Pub Lib (Regional Lib Wage)	0.00	22,000.00	18,333.62	0%
Contributions BSC Pub Library	198,000.00	198,000.00	96,830.03	49%
Revenues from users	14,350.00	14,350.00	9,194.35	64%
Sundry Revenues	0.00	0.00	997.29	0%
Total Revenue	**994,850.00**	**1,016,850.00**	**777,448.05**	
Expenditure				
Workforce related				
Salaries & Employment	339,329.00	339,329.00	235,982.01	70%
Public Holidays	14,197.00	14,197.00	9,148.42	64%
Superannuation	35,064.00	35,064.00	25,053.33	71%
Leave Accruals	39,470.00	39,470.00	29,602.50	75%
Workers Compensation	14,145.00	14,145.00	10,159.40	72%
Motor vehicle costs	7,500.00	7,500.00	5,000.01	67%
	449,705.00	**449,705.00**	**314,945.67**	
Site & Equipment costs				
Computer system costs	92,091.00	92,091.00	73,989.29	80%
Subscriptions/Databses	69,700.00	82,200.00	73,963.08	90%
Telephone	7,585.00	7,585.00	4,474.80	59%
Insurance	4,635.00	4,635.00	4,692.26	101%
	174,011.00	**186,511.00**	**157,119.43**	
Direct Collection costs				
Freight & cartage	15,375.00	15,375.00	14,321.85	93%
Book Maintenance	55,350.00	55,350.00	23,337.74	42%
	70,725.00	**70,725.00**	**37,659.59**	
Overhead costs				
Admin and Management (ABC Cost Distribution)	113,441.00	113,441.00	94,534.30	83%
Admin/Operating	27,368.00	27,368.00	13,192.91	48%
Promotional expenses	17,938.00	17,938.00	8,583.24	48%
	158,747.00	**158,747.00**	**116,310.45**	
Total Expenditure	**853,188.00**	**865,688.00**	**626,035.14**	
Excess / (Shortfall)	**212,387.00**	**221,887.00**	**189,072.50**	85%

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				
Recurrent				
Bookstock	300,800.00	300,800.00	202,298.17	67%
Furniture & Equipment	5,400.00	5,400.00	4,629.37	86%
	306,200.00	306,200.00	206,927.54	
Non-Recurrent				
Nil at this stage	0.00	0.00	0.00	
Nil at this stage	0.00	0.00	0.00	
	0.00	0.00	0.00	
Total Expenditure	**306,200.00**	**306,200.00**	**206,927.54**	
Excess / (Shortfall)	**-306,200.00**	**-306,200.00**	**-206,927.54**	68%

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

Balance of CRL Reserve	Based on Original budget figures	Based on Revised budget figures
Opening Balance as at 1/7/16	$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