

**MINUTES
CLARENCE REGIONAL LIBRARY COMMITTEE 13 August 2020
VIA MICROSOFT TEAMS**

PRESENT:

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

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

Meeting opened at 10:30am

1. Acknowledgement of Traditional Custodians

Cllr Peter Ellem

2. APOLOGIES

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

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

3. Disclosure of Conflict of Interest

Nil

4. CONFIRMATION OF MINUTES – 14 May 2020

Moved: Jill Haynes
Second: Cllr Peter Ellem

Adopted

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

5.1 ABC COSTINGS FOR CRL

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

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

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

5.2 CLARENCE REGIONAL LIBRARY AGREEMENT

Recommendation

That the Committee:

- Acknowledge the Clarence Valley Council adoption on the 23 June of the extension of the Clarence Regional Library Agreement until July 2022.
- And acknowledge the adoption of the extension by Bellingen Shire Council on the 24 June 2020.

Moved: Cllr Karen Toms

Second: Jill Haynes

Adopted

5.3 CLARENCE REGIONAL LIBRARY MARKETING PLAN

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

Recommendation

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

Moved: Cllr Karen Toms

Second: Jill Haynes

Adopted

5.4 REPLACEMENT OF RFID SECURITY GATES FOR GRAFTON LIBRARY

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

Recommendation

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

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

Moved: Cllr Karen Toms
Second: Jill Haynes

Adopted

5.5 POLICY REVIEW UPDATES

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

Recommendation

That the Clarence Regional Library Committee:

- Note the adoption of the *Volunteer Policy*, *Childrens and Young Adult Policy* and the *Internet Policy* by the Clarence Valley Council.
- Note the requirement for the *Clarence Regional Library Collection Development Policy*, to be placed on 28 days public display for review and comment.

Moved: Cllr Peter Ellem
Second: Jill Haynes

Adopted

6. Correspondence

In-coming:

Regional Librarian noted a number of positive commendations via letter and email from the public regarding the *click/call & collect* service operating during the Covid-19 shutdown.

Bellingen Shire Librarian noted that a report was being prepared for Bellingen Shire Council on the commendations Bellingen Shire Libraries had received during the Covid-19 shutdown.

Out-going: Nil

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

Media Releases:

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

7. Executive Officer's Reports -

7.1 REGIONAL LIBRARY REVIEW

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

Recommendation

That the Clarence Regional Library Committee:

1. Defer consideration of a review of library services until the Clarence Regional Library Marketing Plan has been completed and presented to the CRL Committee
2. Provide time for Bellingen Shire Council to consider their requirements for the review.

Moved: Cllr Karen Toms
 Second: Jill Haynes

Adopted

8. Regional Library Reports -

8.1 CONTRIBUTIONS FOR 2020/21 FINANCIAL YEAR

Recommendation

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

Moved: Jill Haynes
 Second: Cllr Karen Toms

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

Adopted

8.2 DVD COLLECTIONS

Recommendation

That the committee note the DVD collection acquisitions.

Moved: Cllr Karen Toms

Second: Jill Haynes

Adopted

8.3 NSW PUBLIC LIBRARIES STATISTICAL COMPARISON 2018/19

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

Recommendation

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

Moved: Cllr Karen Toms

Second: Jill Haynes

Adopted

NOTE:

Alison Pattinson returned to the meeting at 11:20am

CRLC recommitted items 5.2 – 8.3 to enable a quorum vote

Alison Pattinson voted in the Affirmative

8.4 QUARTERLY INCOME AND EXPENDITURE SHEETS

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

Recommendation

That the:

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

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

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

Moved: Cllr Karen Toms
Second: Alison Pattinson

Adopted

9. Items for Information

9.1 NSWPLA North East Zone Meeting – 28 May – Armidale

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

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

10. Additional Matters

Clarence Regional Library scheduled Committee Meetings for 2020:

14 November – Urunga

11. Items for next meeting

11.1 CRL Strategic Plan review

11.2 CRL Marketing Plan

11.3 revisit Library Review

NOTE:

Alison Pattinson left the meeting at 11:45 am

Meeting Closed: 11:47 am

Next meeting: Thursday 12 November – Urunga

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

CLARENCE REGIONAL LIBRARY ADVISORY COMMITTEE

AGENDA

A Meeting of the **CLARENCE REGIONAL LIBRARY ADVISORY COMMITTEE** has been convened for **10:30pm** on **13 August 2020** at the **SIR EARLE PAGE LIBRARY AND EDUCATION CENTRE, 126 Pound Street GRAFTON NSW, BELLINGEN SHIRE LIBRARY, Hyde Street BELLINGEN NSW**

BUSINESS

1. Acknowledgement of Traditional Custodians
2. Apologies
3. Disclosure of Conflict of Interest
4. Confirmation of Minutes – 14 May 2020
5. Business arising from the Minutes – Meeting Held 14 May 2020
 - 5.1 ABC costings for CRL
 - 5.2 Clarence Regional Library Agreement
 - 5.3 Marketing/Promotional Plan update
 - 5.4 RFID Security gates update
 - 5.5 Policy review update
- 6 Correspondence
 - In-coming:
 - Out-going:
 - Media Releases:
 - 6/7/2020 – CVC – Behind the book cover tour – Jenn J McLeod
 - 25/6/2020 – CVC – ending click/call & collect
 - 25/6/20 – CVC – Iluka change of hours survey
 - 15/06/20 - CVC – reopening libraries phase 2
 - 27/05/20 – CVC – libraries begin to reopen
 - 04/06/20 – CRL – Launching Dyslexic Font Collection
 - 21/05/20 – CRL – Library and Information Week

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

15/05/20 – CRL – Thousands of loans despite the library being closed

28/05/20 – BSC – Council's customer service centre & branch libraries reopen

7 Executive Officer's Reports -

7.1 Regional Library Review

8 Regional Library Reports –

8.1 Contributions for 2020/21 financial year

8.2 DVD Collection update

8.3 NSW Public Libraries Statistical Comparison 2018/19

8.4 4th Quarter Income and Expenditure spreadsheet

9 Items for Information

9.1 NSWPLA North East Zone Meeting – 28 May – Armidale - update

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

10 Additional Matters

Clarence Regional Library scheduled Committee Meetings for 2020:

13 August – Grafton

14 November – Urunga

11 Items for next meeting

Meeting Closed:

Next meeting: 14 November – Urunga

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



**MINUTES
CLARENCE REGIONAL LIBRARY COMMITTEE 14 May 2020
VIA WEBEX**

PRESENT:

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

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

Meeting opened at 10:30am

1. Acknowledgement of Traditional Custodians

a. – Cllr Karen Toms

2. APOLOGIES

Nil

3. Disclosure of Conflict of Interest

Nil

4. CONFIRMATION OF MINUTES –13 February 2020

Moved: Cllr Karen Toms

Second: Jill Haynes

Adopted

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

5.1 ABC COSTINGS FOR CRL

To date there had been no recent contact between finance sections, discussion covered what was needed to resolve the outstanding questions from Bellingen.

Recommendation

That:

- Regional Librarian resend through Minutes relating to ABC costings

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

enquiries

- The methodology for the ABC Costings is forwarded to the committee
- The CRLC note the removal of Councillor costings from the CRL ABC costings.

Moved: Cllr Toni Wright-Turner

Second: Jill Haynes/Alison Pattinson

Adopted

Items 8.5 and 8.6 requested to be moved up the agenda

Recommendation:

That items 8.5 and 8.6 to be addressed at this point in the meeting as Alison Pattinson has another meeting to attend.

Moved: Cllr Karen Toms

Second: Cllr Peter Ellem

Adopted

8.5 CLARENCE REGIONAL LIBRARY AGREEMENT

The change of date in the Local Government elections has impacted on the timetable for signing a new Clarence Regional Library Agreement.

Recommendation

That the committee endorse the extension of the Clarence Regional Library Agreement until 1 July 2022.

Moved: Cllr Toni Wright-Turner

Second: Cllr Karen Toms

Adopted

8.6 QUARTERLY INCOME AND EXPENDITURE SHEETS

Details provided 4th quarter expenditure of the CRL and the draft 2019/20 Budget.

Recommendation

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

That:

1. The report on the Quarterly Income and Expenditure Sheet is noted by the Committee.
2. The Committee agrees to leave the State Library Subsidies with each Council's public library service until the end of the extended Regional Library Agreement due on 30 June 2022.
3. A review be prepared on the Senior Library Officer (Digital Engagement) position funding for the August Committee meeting.
4. The Finance section of CVC to clarify questions on notice.

Moved: Cllr Peter Ellem
Second: Alison Pattinson

Adopted

5.2 OVERDUE FINES REMOVAL UPDATE

Regional Librarian provided information on the positive response to the removal of fees.

Recommendation

1. That the Committee note the adoption of the removal of overdue library fees from both Clarence Valley and Bellingen Shire Councils.
2. Note the schedule for implementing the removal of the fees from the Clarence Regional Library Fees and Charges Schedule and the revision of the Clarence Regional Library Fee Waiving Policy.

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

Adopted

5.3 CLARENCE REGIONAL LIBRARY MARKETING PLAN

Recommendation

That the Committee note the progress of the development of a marketing plan for

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

the Clarence Regional Library

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

Adopted

5.4 REPLACEMENT OF RFID SECURITY GATES FOR GRAFTON LIBRARY

Recommendation

1. The Committee note the progress of the replacement of the RFID (Radio Frequency Identification) security gates in the Sir Earle Page Library and Education Centre.
2. The Committee endorse the \$35,000 expenditure on the Wide Installation Gates that include the People Counter technology.

Moved: Cllr Karen Toms
Second: Cllr Peter Ellem

Adopted

6. Correspondence

In-coming: CVC Correspondence re Local Government elections and committees

Out-going:

Media Releases:

CVC 20/2/2020 Grafton Library charges Electric Vehicle revolution

CVC 26/2/2020 get Connected is b@ck Clarence Valley Libraries

CVC 10/3/2020 Top-selling author Jenn J Mcleod tours the Clarence Valley

CVC 16/3/2020 protecting Clarence Valley library team and community members

CVC 18 March 2020 Extended Wi-Fi hours

CVC 19/3/2020 Library public events and programs suspended until May

CVC 24/3/2020 If you want to access Clarence Valley Libraries – online is the best option

CRL 8/4/2020 Libraries keep connecting in a COVID-19 world

CRL 30/3/2020 Library LEGO Legends go online

CRL 1/4/2020 Library Fines are going, going, gone!

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

7. Executive Officer's Reports

NIL

8. Regional Library Reports -

8.1 COLLECTION NEEDS SURVEY – CHILDREN

Library staff were commended for initiating communication with our regions youngest demographic.

Recommendation

The Committee note the result of the CRL Collection Needs Survey for Children and endorse the recommendations:

- That the Team Leader (Regional Resources) investigate buying multiple copies of titles by the top 10 popular authors so that there are copies in each branch.
- That the Team Leader (Regional Resources) investigate making the Junior Fiction and Junior Easy (picture book) collections a static collection.

Moved: Cllr Karen Toms
Second: Jill Haynes

Adopted

8.2 COLLECTION DEVELOPMENT POLICY REVIEW

Brief discussion around the changes in policy and why they were needed.

Recommendation

That the *Clarence Regional Library Collection Development Policy* be updated to reflect the following changes:

- R 18+ rated DVD's will be added to the collection on a case-by-case basis. Consideration will be given to critically acclaimed or award winning films and TV series.
- Removal of the Issues in Society collection
- Removal of the Australian Bureau of Statistics publications form the

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

Reference Collection Statement

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

Adopted

8.3 CRL POLICIES FOR REVIEW: INTERNET POLICY, CHILDRENS AND YOUNG ADULT POLICY AND VOLUNTEER POLICY

Discussion considered the need for all volunteers to hold a *Working With Children Check* number.

Recommendation

That the progress of the policy review process be noted.

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

Adopted

8.4 DIGITAL COLLECTIONS

Discussion revolved around the spike in usage of eResources as a direct result of the COVID-19 crisis and the positive result of more library and community members being aware of the library's eLibrary resources.

Recommendation

That The CRL Committee note the continuing increase in eResource usage for the 3rd quarter of 2019/20.

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

Adopted

9. Items for Information

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

9.1 NSWPLA North East Zone Meeting – 28 May – Armidale

- This meeting will now be run remotely via *BlueJeans* as a result of the COVID-19 crisis. The Regional Librarian to forward agenda once they are available.

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

10. Additional Matters

Clarence Regional Library scheduled Committee Meetings for 2020:

13 February - Grafton

14 May – Bellingen

13 August – Grafton

14 November – Urunga

11. Items for next meeting

11.1 DVD Collection

Meeting Closed: 12:02pm

Next meeting: Thursday 13 August – Grafton

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

Media release

For Immediate Release

25 June 2020

Do you want a say in Iluka Library's opening hours? Next Wednesday 1 July Clarence Valley libraries are launching a short survey for its Iluka community asking for feedback on changing the days Iluka is open for regular access.

The library has already had a lot of informal conversations with community members about the benefits of changing the opening days from Monday, Wednesday & Friday to consecutive days, Wednesday, Thursday & Friday and we are now looking at more formal feedback through this survey process.

You will be able to access the survey via council's *Clarence Conversations* by clicking on the "Have your say" link on the front of the council website. There will also be links on the library website www.crl.nsw.gov.au and social media pages and if you prefer, Tracy, the Library Officer for Iluka Library, will also have printed versions for you to complete at Iluka library.

"We want as many residents and visitors to Iluka library to complete the survey as possible, it's easy and there's only 4 questions" says Tracy.

The survey will be open for the month of July, "it's always great to be able to hear from our community and we encourage everyone in Iluka to respond" the Regional Librarian Mrs Breward said.

Media release

For Immediate Release

15 June 2020

Next week all Clarence Valley libraries are re-opening their doors, giving members access to 130,000+ books.

From June 22, library members will once again be able to visit their local library to select books, DVDs and magazines from the shelves as libraries move into phase two of re-opening.

“Nothing beats visiting your library to see what’s on the shelves and select your own books,” Mrs Breward said.

“In phase two libraries re-open however access will be controlled with restricted visitor numbers and hours, and of course there will be a lot of hand sanitiser and social distancing prompts to keep all of our library lovers **safe**.”

“Our members have had continued access to their library throughout Covid-19 closures using our *click/call & collect* service which has been very popular. We’ll continue to run this service but we’re really excited to be able welcome members back into their libraries so they can select books themselves. This is a big step in the right direction.”

Phase 2 of re-opening your libraries

From June 22:

- All Clarence Valley libraries will re-open with COVID-19 restrictions in place.
- Library visitors must have a library card.
- Opening hours: Grafton Library 10am – 2pm; Maclean, Yamba and Iluka libraries 10am -12pm.
- Visitor numbers will be restricted and vary between libraries. Access will be on a ‘one-in-one-out’ basis. We appreciate your patience.
- All visitors will be required to sign in.
- Visits will be limited to a maximum of 45-min.
- Access to WiFi will only be available outside library buildings.
- No newspaper access.
- Meeting rooms and study rooms remain closed.
- No seating will be available at libraries.
- PC bookings will continue to be available by appointment only.
- Social distancing will be enforced and all visitors will be required to hand sanitise on entry and exit
- Our *click/call & collect* service will continue.
- All returned items will be quarantined for 72 hours.

- The mobile library will be open for browsing, with one person/family permitted inside at a time.

For more information visit www.crl.nsw.gov.au or give your local library a call.

Media Release

For Immediate Release

4 June, 2020

Clarence Regional Library is expanding its collection with two super new additions – **dyslexic friendly books** and *indyreads*.

This week Clarence Valley libraries introduced dyslexic print books to its collection including 190 children's titles and 80 adult titles.

"These books are printed with a font designed to alleviate some of the difficulties typically reported by readers with dyslexia, such as swapping or flipping letters and skipping lines without noticing," Regional Resources team leader, Victoria Keane said.

"Our community have asked for books in dyslexic font with a focus on empowering children with dyslexia to discover the joy of reading. It's really great to be able to meet community needs with this collection."

Books that are in dyslexic print can be identified by a white spot on the spine. To reserve these books head to www.crl.nsw.gov.au and type 'dyslexic books' in the search engine, or give your local library a call.

Also this week Clarence Valley Libraries have celebrated the launch of the innovative new platform *indyreads* that gives library members free access to over 11,000 new ebooks and audiobooks.

Developed by the State Library of NSW, *indyreads* includes fiction titles by well-known and popular authors, independent Australian and international publishers, poetry collections, cookbooks, educational books, local studies resources and much more.

"*indyreads* is a great addition, adding even more variety to our library collection. I am particularly enjoying being able to access such a wealth of fiction by Australian authors," Mrs Keane said.

The *indyreads* collection can be accessed from the eLibrary on Clarence Regional Library's website or library app.

Media release

For Immediate Release

21 May 2020

Library and Information Week is one of the busiest weeks at Clarence Valley libraries and 2020 is no exception.

This year Library and Information Week runs from 25–31 May and the theme is Create.

The biggest event across all libraries is National Simultaneous Storytime, an annual event that aims for one million children across Australia to read the same story at the same time.

This year's story is *Whitney and Britney Chicken Divas* by Australian author and illustrator, Lucinda Gifford.

"We usually welcome over 100 preschoolers into our libraries for Simultaneous Storytime but this year, because we're closed, we're moving the storytime online," Regional Librarian, Kathryn Breward said.

The libraries have distributed resource packs and *Whitney and Britney* colouring-in competitions to preschools and children across the Clarence Valley to keep them connected to the national storytelling event.

"On Wednesday at 11am I'll be wearing my feather boa ready to read *Whitney and Britney Chicken Divas* on our YouTube channel. We're hoping kids across the region will get dressed up and tune in to read the story with us and all the other children across the country."

Other events planned across the week include two online poetry competitions for students, a digital puzzle, Library Technicians Day and a virtual Biggest Morning Tea to help raise money and awareness for the Cancer Council – something Clarence Valley libraries do every year.

"Now more than ever people are turning to libraries to get them through these tough times so we're also using Library and Information Week to celebrate the amazing and creative ways our library service is rising to the challenge to support our communities through the pandemic," Mrs Breward said.

"Our members have had ongoing access to their library throughout the isolation period so there's a lot to celebrate."

For details on Library and Information week at Your Library visit www.crl.nsw.gov.au .

Media Release

For Immediate Release

15 May 2020

Clarence Regional Library has seen record-breaking numbers of loans despite being officially closed since March.

The library's *click/call & collect* service has seen over 15,000 loans since it was set up seven weeks ago to allow borrowers to safely collect pre-ordered books from the front door of their local library.

"We've had 15,248 items loaned and 11,228 reservations placed across all of our libraries," Regional Librarian, Kathryn Breward said.

"We're so pleased that we've been able to safely connect our members to their library during these COVID-19 times."

The library's online eLibrary has also seen a big uptake with over 4000 digital loans processed in April.

"Our eLibrary is like a digital highway in peak hour – it's getting so much traffic," Mrs Breward said.

"Every week numbers keep going up."

Downloads of the new Clarence Regional Library app are also going up with 922 downloads since March.

Mrs Breward said they were hoping to reach 1000 downloads by the end of May.

More Clarence Regional Library Statistics for April:

- Over 1100 eMagazines were borrowed. Top downloads were *Woman's Day*, *New Idea*, *Better Homes and Gardens*.
- The most popular eAudiobook was *Persuader* by Lee Childs.
- The most popular eBook was *Without a Doubt* by Fleur McDonald
- Another big ticket eBook for April was *Riders of the Purple Sage* by Zane Grey. It was first published in 1912 and it's a Western.
- 128 people have signed up to be CRL members since libraries closed.

As restrictions ease, Clarence Valley Libraries are once again preparing for change.

"We're putting plans in place for a staged re-opening, but safety will be our number one priority," Mrs Breward said.

"For now we're focusing on *click/call & collect* and our eLibrary."

ITEM: 5.2 No. 3/20 – CLARENCE REGIONAL LIBRARY AGREEMENT**Meeting:** Clarence Regional Library Committee

13 August 2020

Reviewed By:**Attachment:** no**REPORT SUMMARY**

Report provides an update on the extension of the Clarence Regional Library Agreement until July 2022.

OFFICER RECOMMENDATION

That the Committee:

- Acknowledge the adoption of the extension of the Clarence Regional Library Agreement until July 2022.

LINKAGE TO CVC COMMUNITY PLAN

Theme **1 Society**

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

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

LINKAGE TO BSC COMMUNITY VISION 2030

Theme 2: Community Wellbeing

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

BACKGROUND

To keep the alignment of the election of the new council, followed by the nomination of new CRL Committee members, followed by the signing of a new CRL Agreement, the current CRL Agreement would need to be extended until 30 June 2022.

This extension of the CRL Agreement would also extend the period of the current funding formula for the CRL Contributions. The State Library Subsidy payments which were voted to remain with each of the individual councils until the end of the current CRL Agreement would also be extended.

On the 25 March 2020 the Minister of Local Government announced that the September 2020 Local Government elections would be postponed for 12 months until September 2021 to address the risks posed by COVID-19.

KEY ISSUES

At the 23 June Clarence Valley Council meeting the extension of the Clarence Regional Library Agreement until 1 July 2022 was adopted.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	Nil

ITEM: 5.3 No. 3/20 – CLARENCE REGIONAL LIBRARY MARKETING PLAN UPDATE

Meeting:	Clarence Regional Library Committee	13 August 2020
Reviewed By:		
Attachment:	nil	

REPORT SUMMARY

Report provides an update on the progress of developing a marketing plan for the Clarence Regional Library as per the CRL Strategic Plan 2012-2020

OFFICER RECOMMENDATION

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

LINKAGE TO CVC COMMUNITY PLAN

Theme	1 Society
Objective	1.3 We will have a diverse and creative culture
Strategy	1.3.1 Support arts, learning, cultural services, community events and festivals

LINKAGE TO BSC COMMUNITY VISION 2030

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

BACKGROUND

After Consultation with staff the Senior Library Officer (Digital Engagement) was engaged in addition to her regular hours and duties to undertake the research, planning, development and drafting of the CRL Marketing Plan.

An initial planning meeting has been conducted in order to determine the next steps in the process and a further meeting was undertaken to present the planning outline for the remainder of the project.

KEY ISSUES

A SWOT Analysis has since been prepared and distributed for discussion and feedback. Small team meetings will be scheduled for discussion and completion of this analysis, online meetings will be facilitated where needed.

Due to Covid-19 limitations and secondment to the CVC Bluett Award Project, the Officer has not had capacity to progress this project further.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	

ITEM: 5.4 No. 2/20 – REPLACEMENT OF RFID SECURITY GATES FOR GRAFTON LIBRARY

Meeting:	Clarence Regional Library Committee	13 August 2020
Reviewed By:		
Attachment:	no	

REPORT SUMMARY

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

OFFICER RECOMMENDATION

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

LINKAGE TO CVC COMMUNITY PLAN

Theme **1 Society**

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

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

LINKAGE TO BSC COMMUNITY VISION 2030

Theme 2: Community Wellbeing

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

BACKGROUND

The RFID supplier was contacted for an updated quote for the purchase of the Wide Installation Gates, the new quote dated 14 April 2020 has come in at \$35,000 due to “currency fluctuations”. The supplier is also offering a gate without the People Counter technology included at a price of \$20,088.00. The People Counter option is vital for statistics gathering for the State Library Annual reporting and for Council KPIs, we would still need to spend additional funds to provide an alternative option to the current integrated system of security gate and people counter technology.

It is recommended we go with the original Wide Installation Gates for this reason.

KEY ISSUES

A per the adopted expenditure schedule for the CRL Reserve adopted in February 2013 the full replacement amount for the security gates is part of the ongoing maintenance of the RFID system. The full replacement costs for the Grafton Security Gates will be funded from the CRL Reserve as will any other RFID equipment that requires repairs or replacement.

The Gates have been ordered and we are awaiting delivery for install. The supplier is unable to install interstate due to the COVID-19 restrictions on travel, at the moment.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	NIL

ITEM: 5.5 No. 3/20 – POLICY REVIEW UPDATES

Meeting:	Clarence Regional Library Committee	14 May 2020
Reviewed By:		
Attachment:	no	

REPORT SUMMARY

This report provides an update on the review of the *Clarence Regional Library Collection Development Policy*, *Volunteer Policy*, *Childrens and Young Adult Policy* and the *Internet Policy*.

OFFICER RECOMMENDATION

That the Clarence Regional Library Committee:

- Note the adoption of the *Volunteer Policy*, *Childrens and Young Adult Policy* and the *Internet Policy* by the Clarence Valley Council.
- Note the requirement for the *Clarence Regional Library Collection Development Policy*, to be placed on 28 days public display for review and comment.

LINKAGE TO CVC COMMUNITY PLAN

Theme **1 Society**

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

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

LINKAGE TO BSC COMMUNITY VISION 2030

Theme 2: Community Wellbeing

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

BACKGROUND

The *Volunteer Policy*, *Childrens and Young Adult Policy* and the *Internet Policy* by the Clarence Valley Council have been reviewed in line with Clarence Valley Council's policy review schedule and endorsed for adoption by the Clarence Regional Library Committee 14 May 2020. Minor updates, which do not change the intent of the policies have been incorporated as follows:

- The Volunteer Policy includes that a Working With Children Check (WWCC) be required for all volunteers.
- The Internet policy includes:
 - a. Definitions
 - b. an additional statement on ethical use of the internet within the Library and possible consequences of accessing inappropriate material.
 - c. Acknowledgment to Indigenous peoples about information regarding Indigenous peoples presented online.
 - d. Cyber safety information

- The Children's and Young Adults' Policy has no significant change, only minor updates for referenced materials and legislation.

These Policies were adopted at the 23 June Clarence Valley Council meeting.

For the *Clarence Regional Library Collection Development Policy* the following has been recommended and adopted by Council, that:

1. *The Clarence Regional Library Collection Development Policy* be updated to reflect the following changes and be placed on exhibition for a period of 28 days for public comment:

a) R18+ rated DVD's will be added to the collection on a case-by-case basis. Consideration will be given to critically acclaimed or award winning films and TV series.

b) Removal of the Issues in Society collection.

c) Removal of the Australian Bureau of Statistics publications from the Reference Collection Statement.

2. On completion of the exhibition period, if there are no submissions which conflict with the intent of the policy, it be adopted.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	Nil

ITEM: 7.1 No. 3/20 – REGIONAL LIBRARY REVIEW

Meeting:	Clarence Regional Library Committee	13 August 2020
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

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

OFFICER RECOMMENDATION

That the Committee

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

LINKAGE TO CVC COMMUNITY PLAN

Theme **1 Society**

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

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

LINKAGE TO BSC COMMUNITY VISION 2030

Theme 2: Community Wellbeing

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

BACKGROUND

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

KEY ISSUES

Preliminary ideas for discussion to include in the review are:-

- Efficiency and effectiveness of the services as benchmarked against NSW figures and other jurisdictions. What is the world trend?.
- The efficiency and effectiveness of the current Regional Library service and staffing ratio's
- Are we supplying the right balance of services – book stock v online and evidence we are purchasing the right stock.

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

Prepared by	Des Schroder
Attachment	Clarence Regional Library: Review for Future Planning 2017 CRL – 2017 Review to do list – reviewed July 2020

ITEM: 8.1 No. 3/20 – CONTRIBUTIONS FOR 2020/21 FINANCIAL YEAR

Meeting:	Clarence Regional Library Committee	13 August 2020
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides the per capita contribution for member Councils to the Clarence Regional Library budget for the 2020/21 financial year.

OFFICER'S RECOMMENDATION

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

BACKGROUND

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

Item 10.3 An agreed formula shall be used to determine the budget Contribution for each Member Council which shall be based on a per capita rate contribution.

Contribution = Population x Per Capita Rate

*Item 10.3.1 Specified amount of Contribution from each Member will be provided when the population figures are released by the Australian Bureau of Statistics (ABS), generally in March of each year. The population is determined by the ABS report **3218.0 Regional Population Growth, Australia Table 1. Estimated Resident Population, Local Government Areas, New South Wales.***

The annual increase for this contribution is based on the following formula:

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

Per capita increase = Rate peg + X% = 4% rate per year

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

ISSUES

The rate peg determined for 2020/21 is 2.6% (See Rate Peg media release attached) the additional percentage contribution will therefore be 1.4%.

Bellingen Shire Council's (BSC) Estimated Resident Population as at 30 June 2019 (released by the ABS 25 March 2020) is 12,996. Clarence Valley Council's (CVC) Estimated Resident Population as at 30 June 2019 (released by the ABS 25 March 2020) is 51,662.

Total per capita contribution for 2020/21 for each council is as follows:

- CVC of \$957,441.51 and
- BSC of \$240,852.27

Clarence Valley Council will further contribute \$26,346.00 towards the Regional Librarians wage to cover time spent administering CVC Public Libraries. (This is based on 20% of the current wage costs for the Regional Librarian).

Prepared by	Kathryn Breward – Regional Librarian
Attachment	CRLC media-release-2020-21-rate-peg-for-nsw-local- councils-12-september-2019

ITEM: 8.2 No. 2/20 – DVD COLLECTIONS

Meeting: Clarence Regional Library Committee
Reviewed By:
Attachment: no

13 August 2020

REPORT SUMMARY

This report provides information on the CRL DVD collection.

OFFICER RECOMMENDATION

That the committee note the DVD collection acquisitions.

LINKAGE TO CVC COMMUNITY PLAN

Theme **1 Society**

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

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

LINKAGE TO BSC COMMUNITY VISION 2030

Theme 2: Community Wellbeing

Objective:

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

BACKGROUND

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

The Clarence Regional Library introduced a DVD collection for loan in 2011/12, committing a portion of the collections budget to starting the collection with 2,060 titles.

The demand for this collection continues to grow and in 2019/20 the number of DVD titles held increased from the 2018/2019 figure of 11,385 to 12,171. Due to COVID-19 and Clarence Regional Libraries being closed for the last quarter of 2019/20 loans of DVD's were less than the previous year but still healthy at 49,988. The purchase of DVDs continues to be supplemented with DVDs donated to the library. A high proportion of the *Requests for Purchase* from customers are DVD's, particularly those required to maintain a series.

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

Movie DVD New	16
Movie DVD Classic	4
World Film DVD	4
Childrens DVD	12
Lifestyle DVD	4
Documentary DVD	4
TV Series DVD	10
ABC/BBC/SBS	8
Anime	4
Seasonal	12 yearly

KEY ISSUES

During the 2019/20 financial year, we increased the number of copies of in demand popular movies supplied at time of release from 2 to 4. This change has meant that wait times for reservations to be satisfied has been reduced and reduced the need to order extra copies to satisfy heavy reserves.

Combined with continued purchasing and the selection of quality DVD donations, the Clarence Regional Libraries continue to offer a regular supply of quality DVDs to borrowers. The service has established itself as a lender of a wide variety of DVDs including Movies, Childrens and Teens DVDs, Television series, documentaries, travel, cooking and Music DVDs, and is supplementing the standing order with selections of quality titles from supplier lists and donations.

Prepared by	Victoria Keane – Team Leader (Regional Resources)
Attachment	NIL

ITEM: 8.3	No. 3/20 – NSW PUBLIC LIBRARIES STATISTICAL COMPARISON 2018/19	
Meeting:	Clarence Regional Library Committee	13 August 2020
Reviewed By:		
Attachment:	No	

REPORT SUMMARY

This report provides an overview of the performance of the Clarence Regional Library (CRL) as reported in the Public Library Statistics 2018/19 Report.

OFFICER RECOMMENDATION

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

LINKAGE TO CVC COMMUNITY PLAN

Theme **1 Society**

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

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

LINKAGE TO BSC COMMUNITY VISION 2030

Theme 2: Community Wellbeing

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

BACKGROUND

NSW public library statistics have been gathered and reported by the State Library of NSW since 1973.

Data has been provided by member Councils of the CRL for the period July 2018 to June 2019 and provides a significant body of data to gauge the relative performance of all the public libraries across the State. A scale of 1 to 90 is used to rank performance against other public libraries where appropriate. This represents the total number of library services for 2018/19 and includes stand-alone libraries and regional or joint libraries where up to 10 local councils have entered into a written agreement to provide combined services.

KEY ISSUES

State-wide Facts:

- Physical visits to public libraries were 33 million in 2018/19.
- Loans of collection items are significant, 40.2 million in 2018/19.
- Virtual visits to public library websites were 12.1 million 2018/19.
- Internet bookings in public libraries including Wi-Fi were 10.1 million in 2018/19. Wi-Fi bookings account

for the majority of these bookings.

- There were 1,505,026 eBook loans, an increase of 84% from 2012/13 to 2018/19.
- Local government expenditure on public libraries has grown from \$90,854,826 in 1990 to \$437,796,542 in 2018/19. State Government expenditure grew from \$13,126,718 to \$24,528,000 in 2018/19 (with an additional \$5.3m through the Regional Cultural Fund). Funding by LGA's continues to grow in absolute terms.

CRL Facts:

A selection of criteria has been used to provide an overview of the change in performance of the CRL over previous years and with reference to the NSW average across all public libraries. The data being reported addresses not only the collection, which is the core responsibility of the CRL Committee, but also staff comparisons that will be of interest to each member Council.

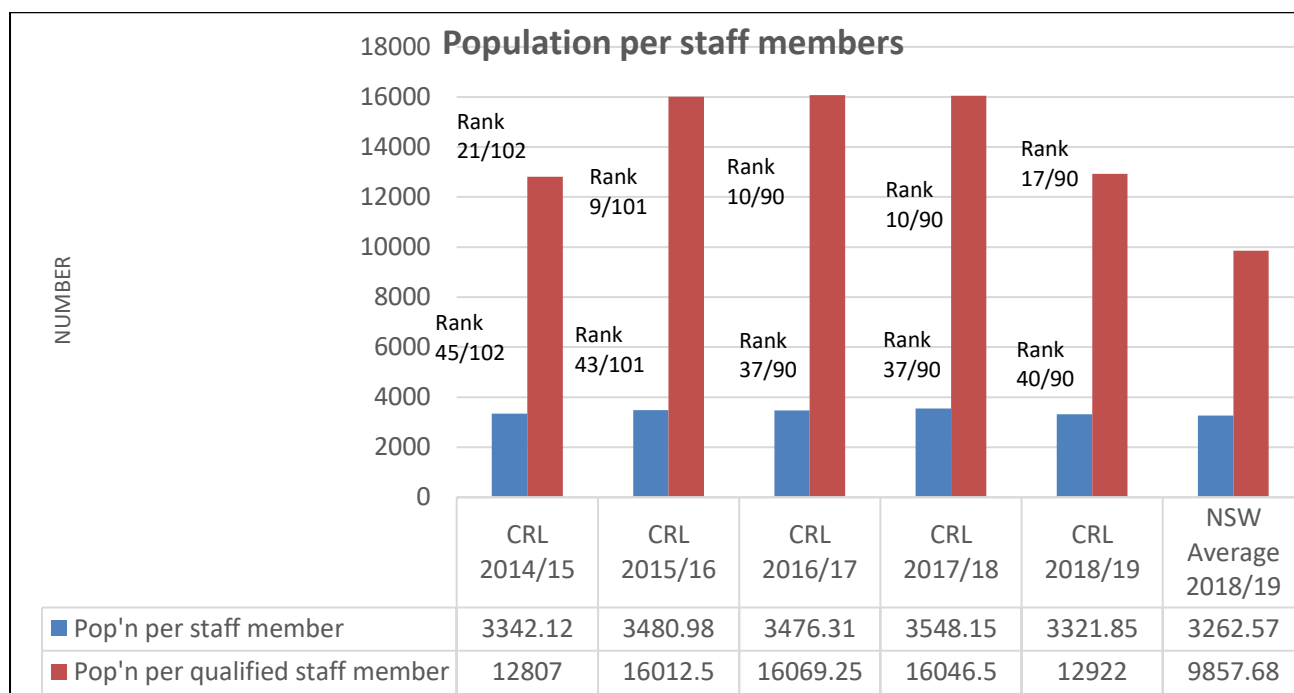
In summary, the data shows where we have successfully maintained our middle ranking in key areas of the collection. It clearly demonstrates to the funding body that the CRL is effective in managing collection development improvements.

Staffing levels have remained static during this reporting period and therefore that data does not demonstrate improvement.

Population Comparisons:

Population per staff member in the Clarence Valley Council and Bellingen Shires that make up the CRL is 2% above the State average this has decreased from the 8.4% above the NSW average for last year. In this result, the determining factor is the fluctuation in population for both LGAs over the 12 month period and an increase in casual staffing levels for Bellingen Shire Libraries.

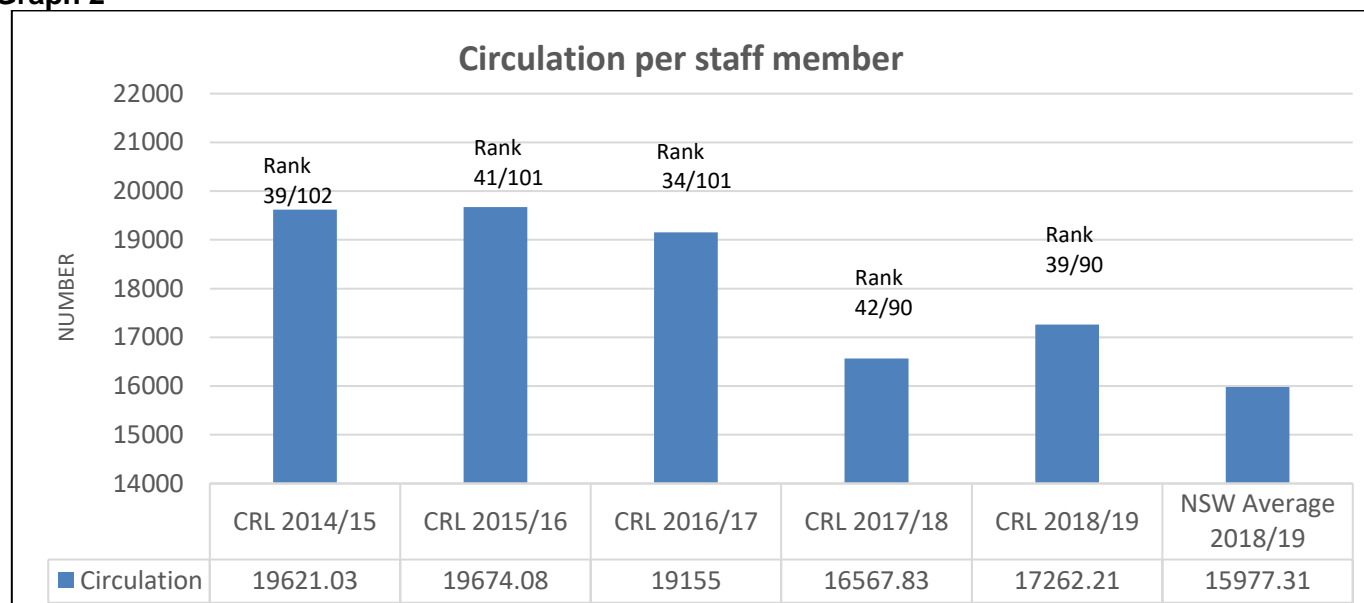
Graph 1



The population per qualified staff member is 31% higher than the State average. Whilst this is a reduction from the previous high of 64.4% above the State, this continues to place a potential workload on the small number of staff who have formal library qualifications far greater than what is experienced generally in public library services across the state and is evidenced in our relative ranking (the higher the ranking the better in this instance).

This information must be considered with respect to the actual amount of lending activity undertaken by staff. Graph 2 indicates that the current amount of lending activity undertaken by our staff is 8% above the state average for the year, while this is a reduction from the 2016/17 result of 12.6% above the then State Average it is an increase on the 2017/18 result of 1% above the State Average for that year (which was also higher last year). This increases the physical burden on individual staff, particularly those operating in single staffed locations.

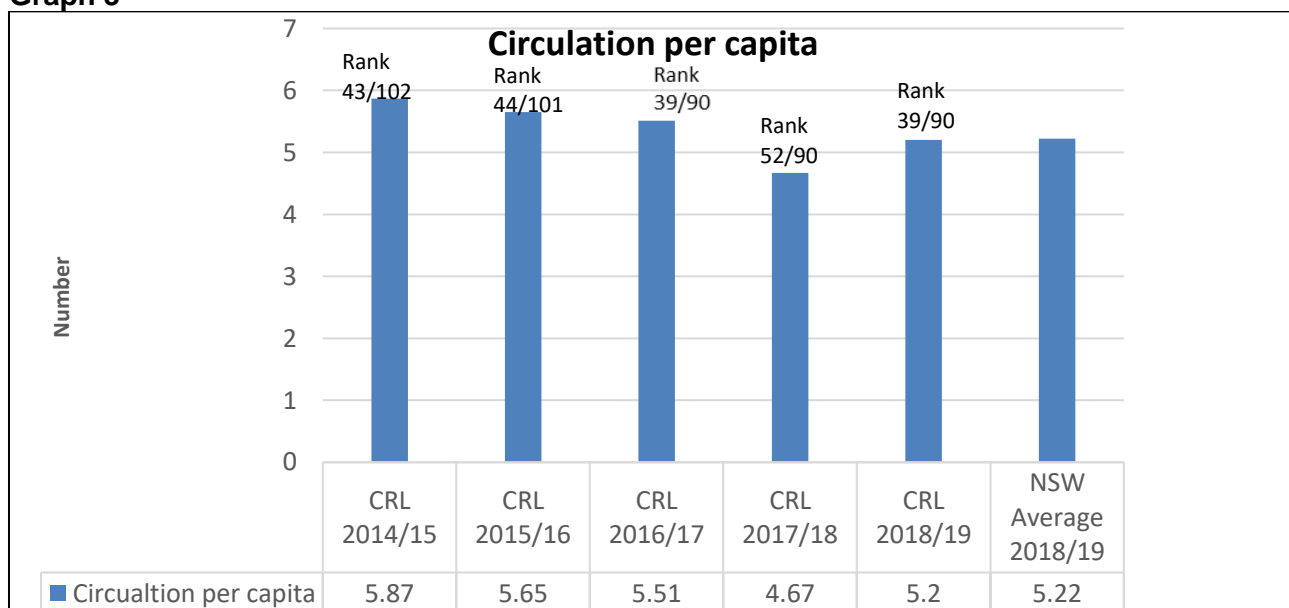
Graph 2



Circulation / Borrowing:

Our overall circulation (borrowing) of items per capita has increased from last years result (Graph 3) we are now 0.4% behind the State Average. We will continue to monitor this, with improved discard schedule we should continue to see an improved circulation. We are also reviewing the type of items purchased in light of changing reading patterns that have been noted in the industry over the last 2 years. Our Rank against the rest of the State has also improved back to its 2016/17 position.

Graph 3

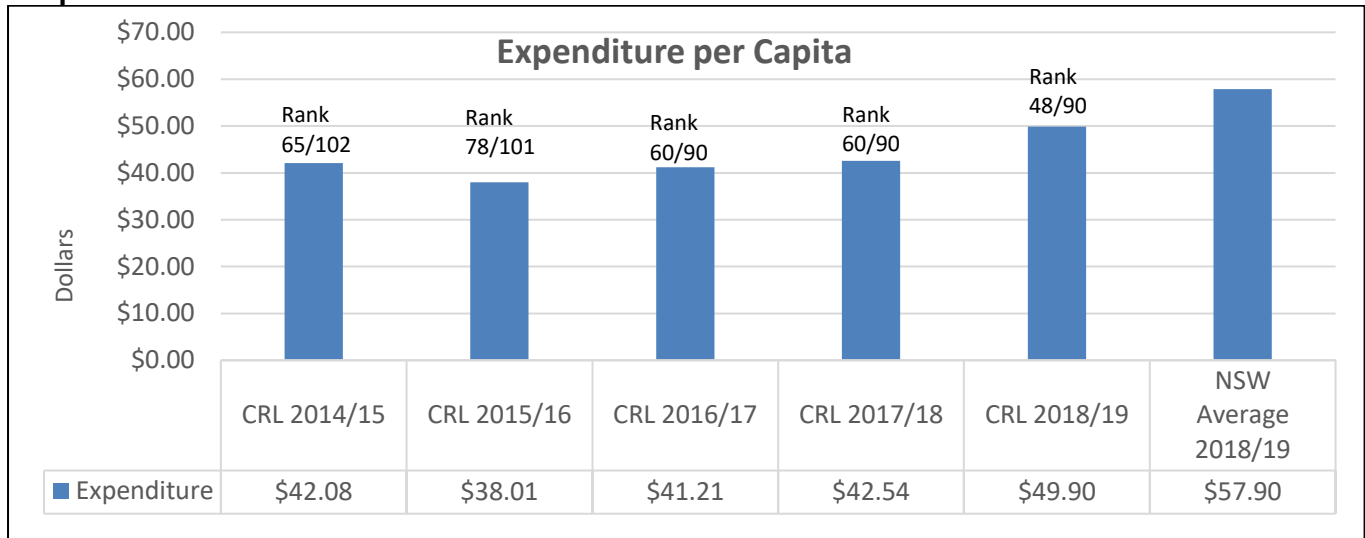


Total Expenditure on Library Services:

The total expenditure on library services per capita is 14% below the State Average (Graph 4). This is an improvement on the previous year's 16.4% and also on 2016/17's result of 21% below the State Average. This result comes from the CRL agreed funding formula increase for each year.

Our ranking compared across the State has also improved.

Graph 4

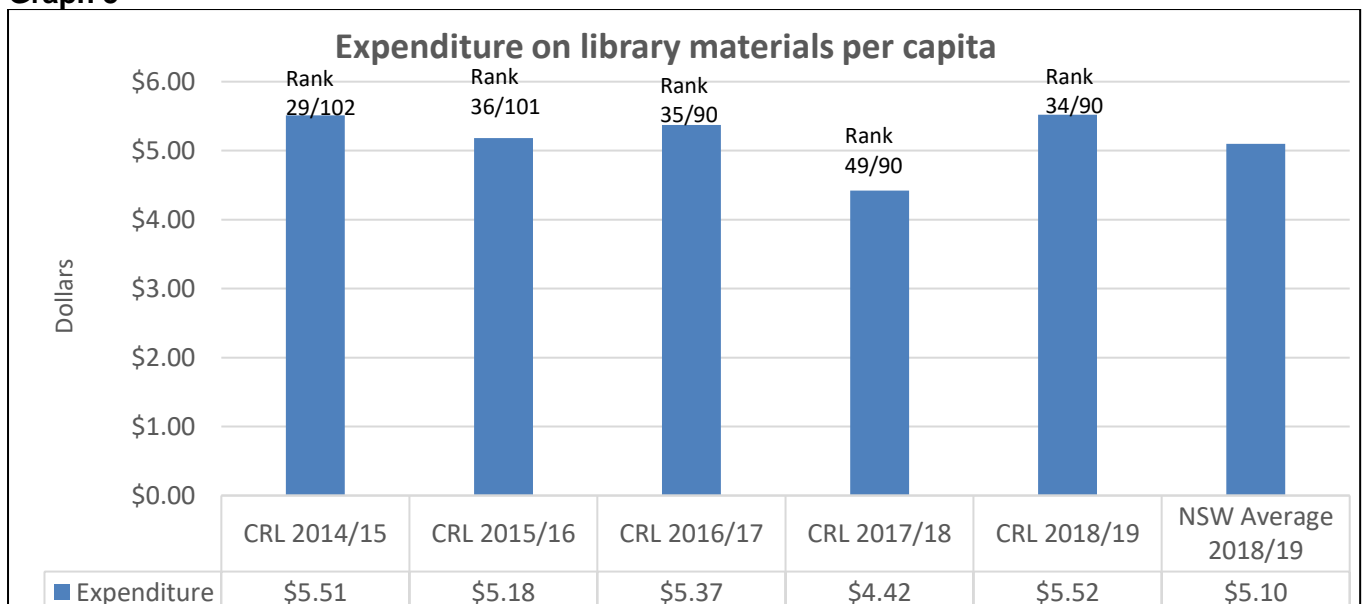


Expenditure on Library Materials:

Our expenditure on library materials per capita has increased on the previous years results, and our rank has improved against the State. We are 8% above the State Average in expenditure on library materials (Graph 5) this year and this puts us back to where we have previously been (last years result the first time in 5 years we had been below the average). The rollover of unspent book vote funds not spent in the previous financial year did not occur in 2017/18 (the first time since 2011/12 financial year). This was done in order to provide a breathing space for staff to catch up on discards from the collection as this had been lagging behind purchases and the physical spaces in our libraries were at capacity. The rollover of unspent book stock money in 2018/19 brings the region back to its previous per capita levels.

The rollover of unspent funds from book vote needs to be reviewed each year in order to reflect the collection needs.

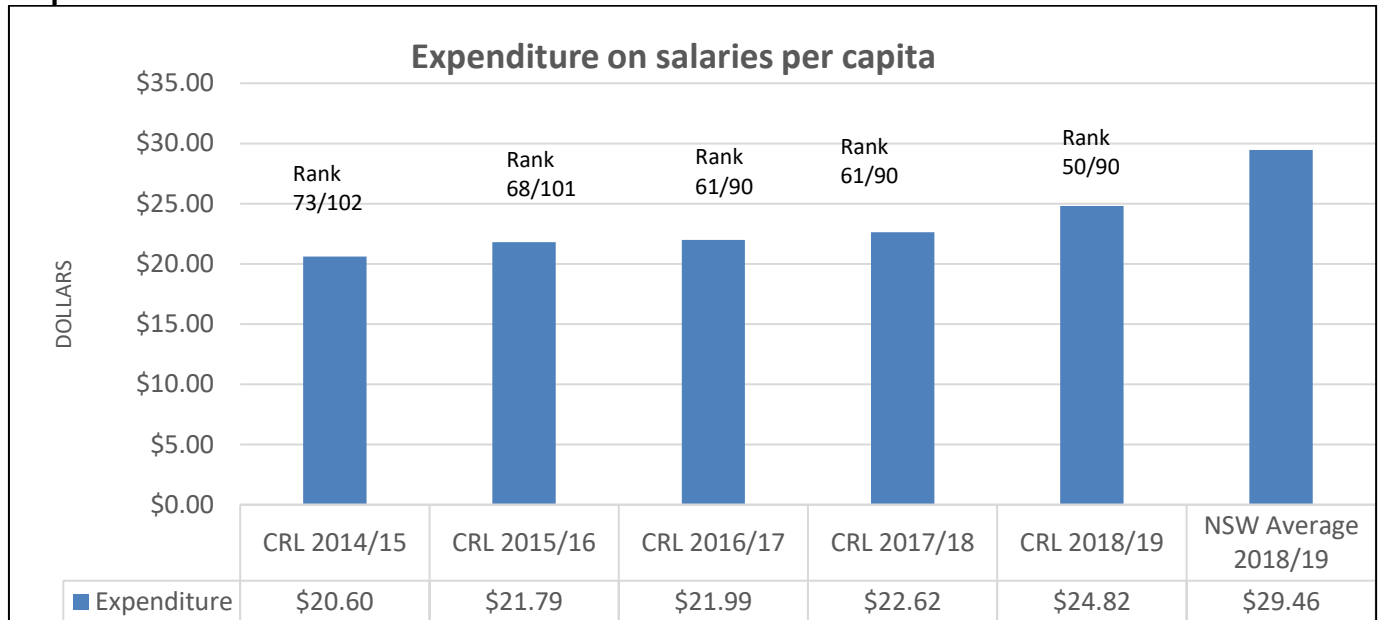
Graph 5



Expenditure on Salaries:

Our expenditure on salaries per capita improved slightly last year at 16% behind the State Average. The CRL ranking has also increased by 11 places (the lower the rank the higher the expenditure) (Graph 6). Any changes in this result are due to staff achieving competencies at higher steps in the salary structure and CPI increases.

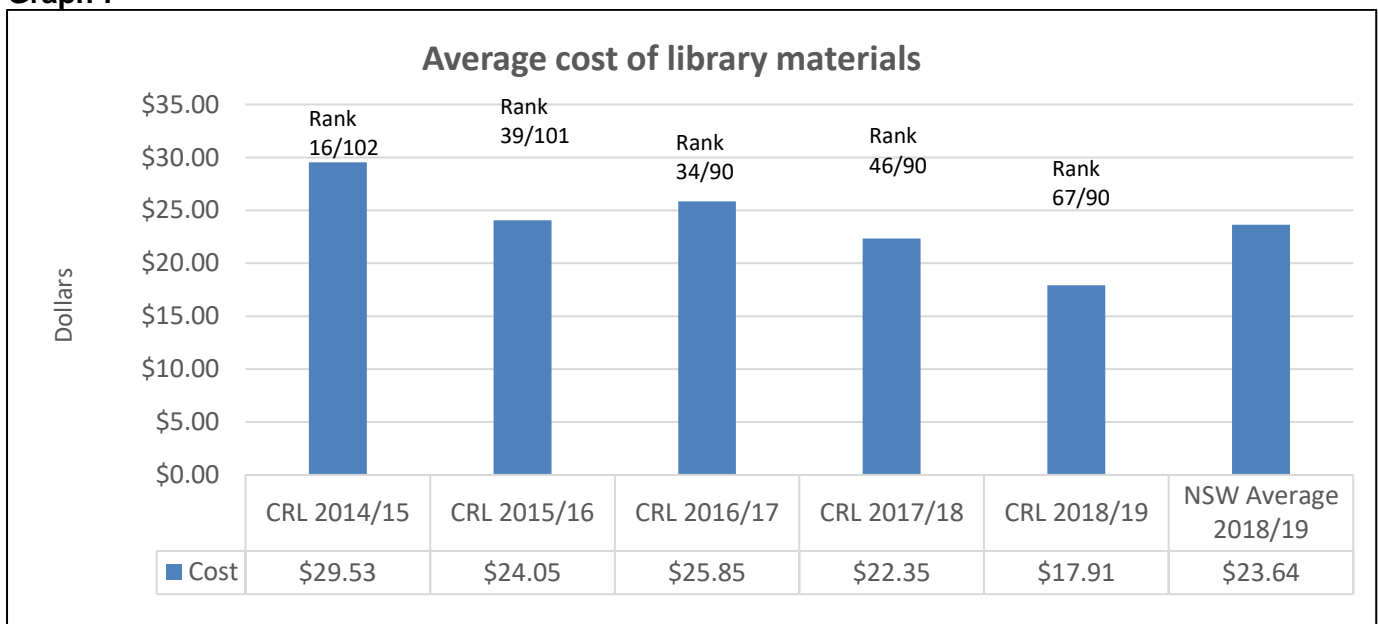
Graph 6



Cost of Library Materials:

The average cost of our library materials for this financial year is 24% lower than the average across the State. This is a turn around from the previous 2 year's results. The Regional Library negotiates annually with our suppliers for the best possible discounts available, as well, our purchasing focus changes from year to year depending on which sections of the Collection needs focus on. This outcome will continue to be monitored into the future. There are elements of the collection which are more expensive on average to purchase than other areas i.e) audio reads, large print and Aboriginal items. For 2019/20 and 2020/21 financial years the focus has and will be on improving our Large Print and eAudio collections which may result in an increase in the average cost of library materials in these years.

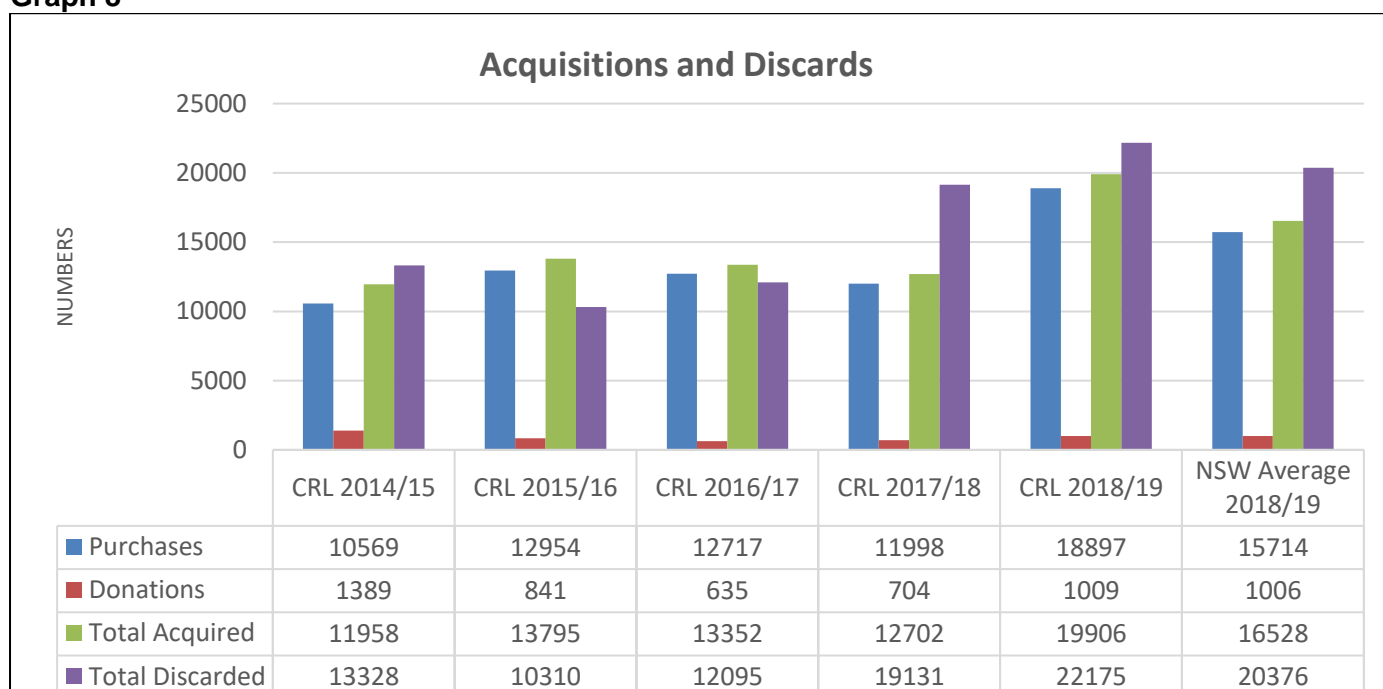
Graph 7



Acquisitions and Discards:

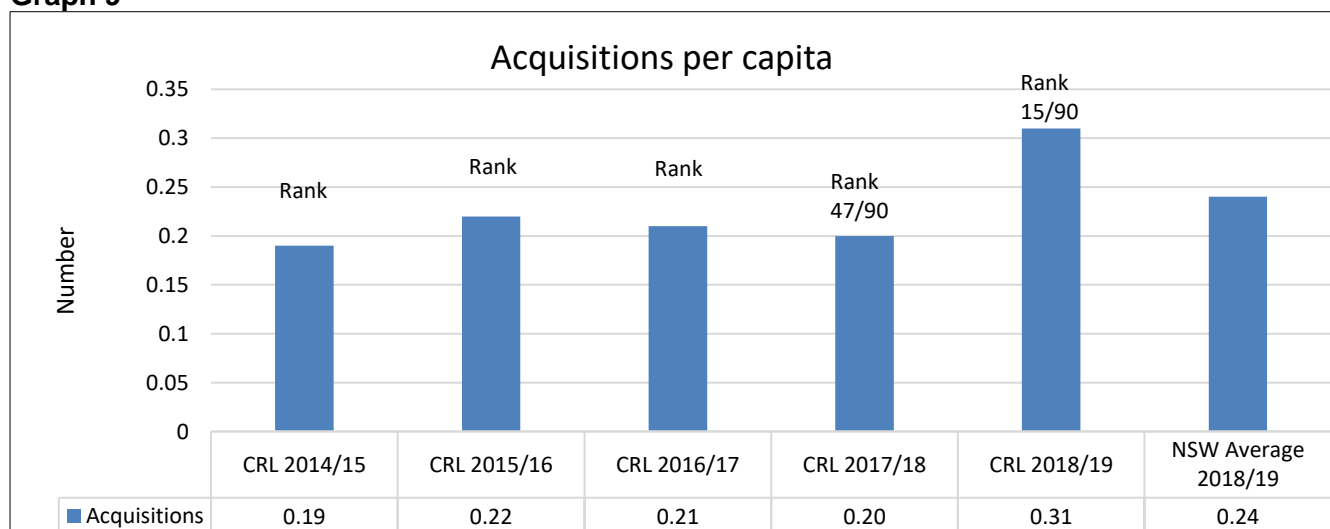
The total number of purchased items is 57.5% higher than last year; and is 20% higher than the State Average (Graph 8). We continue to maximise the book vote expenditure where possible, utilising standing orders and content profiling. The acquisitions here also do not account for the increased eBook, eAudio or eMagazine purchases we have acquired digitally. This year the number discarded is higher than our purchases, in order to bring back to balance our stock levels. We do not have the floor space to significantly increase the size of our collections, this is a constant juggle, as a number of our library spaces are under the recommended floor space for our growing populations. Deselection of stock is a very labour intensive activity for staff and is a task that has to be prioritised around service desk responsibilities, programming and the acquisition processing of new stock. The ideal is to have similar amounts of new stock and deselected stock each year.

Graph 8



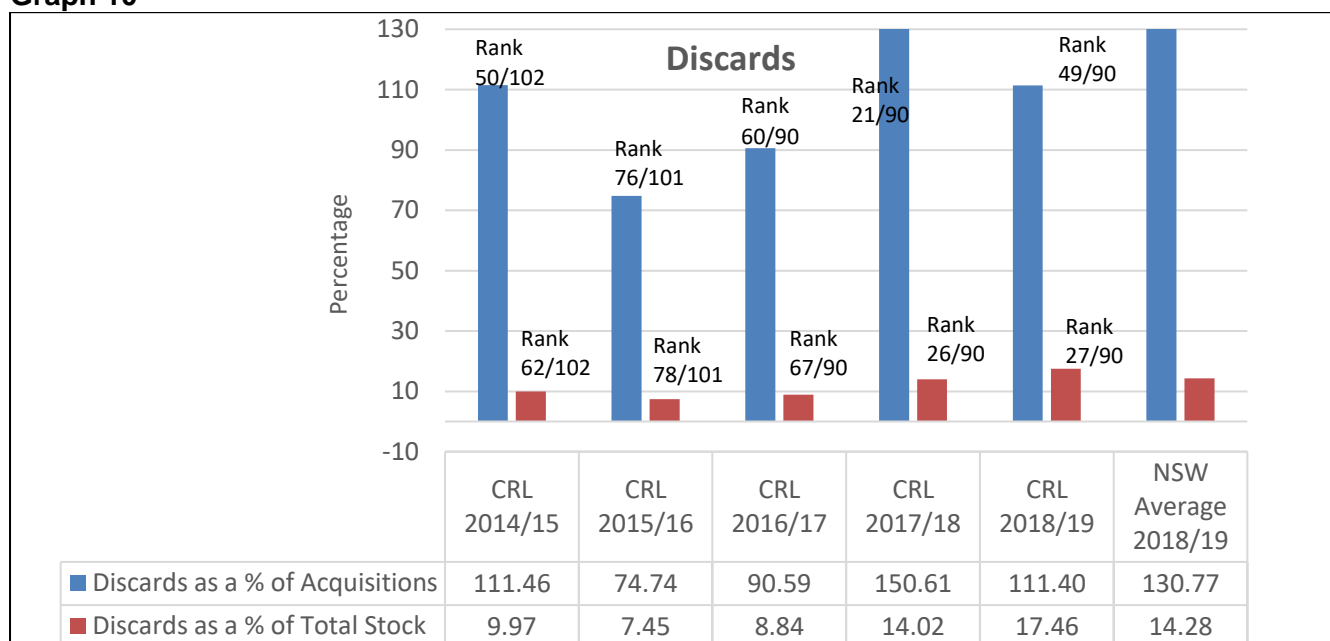
Our total acquisitions per capita is higher than the current State Average this year and our State Ranking has improved to 15 out of 90. This has redressed the lower figure from the previous year where we were 6% behind the State Average for the year. Once again this number does not account for the increased acquisition of eBook, eAudio or eMagazine purchases we have acquired digitally.

Graph 9



Discarded stock represented 111.4% (Graph 10) of our acquisitions (new stock for the 2018/19 year). This is 15% under the State Average for the year. This result continues to reflect the increased push by the Regional Library team to catch-up the amount of discards to our acquisitions levels of previous years. This redresses the need identified in the previous 2 years reporting for this table. All static libraries had been reporting overstocked shelves and there was a need to address this. Our rank has slipped against *Discards as a % of Acquisitions* for this year whilst our rank against *Discards as a % against Total Stock* has improved slightly.

Graph 10

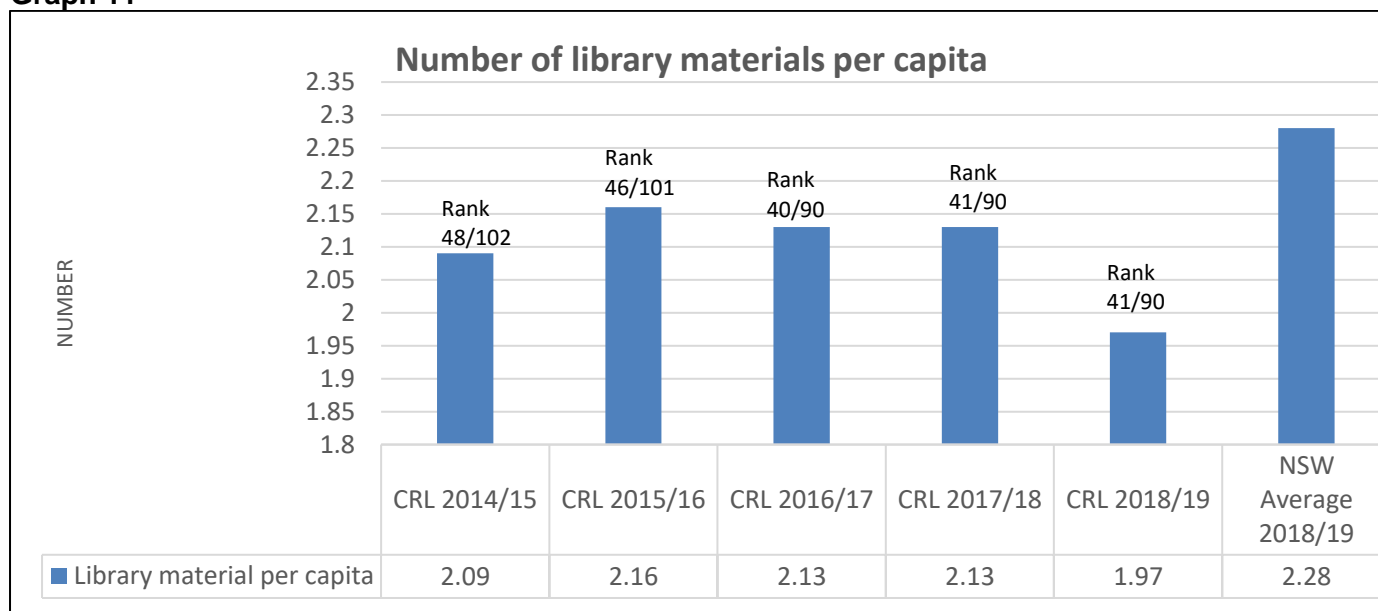


Library Materials:

The CRL's library materials per capita has gone down slightly this year, however our ranking remains the same as last year's result (Graph 11). We remain at 13.6% below the State Average the same as last year.

The issue we are continuing to juggle with is overstocking in our smaller libraries at their current size, we need to continue to consider eResource alternatives for stock as they do not take up shelf space in our libraries.

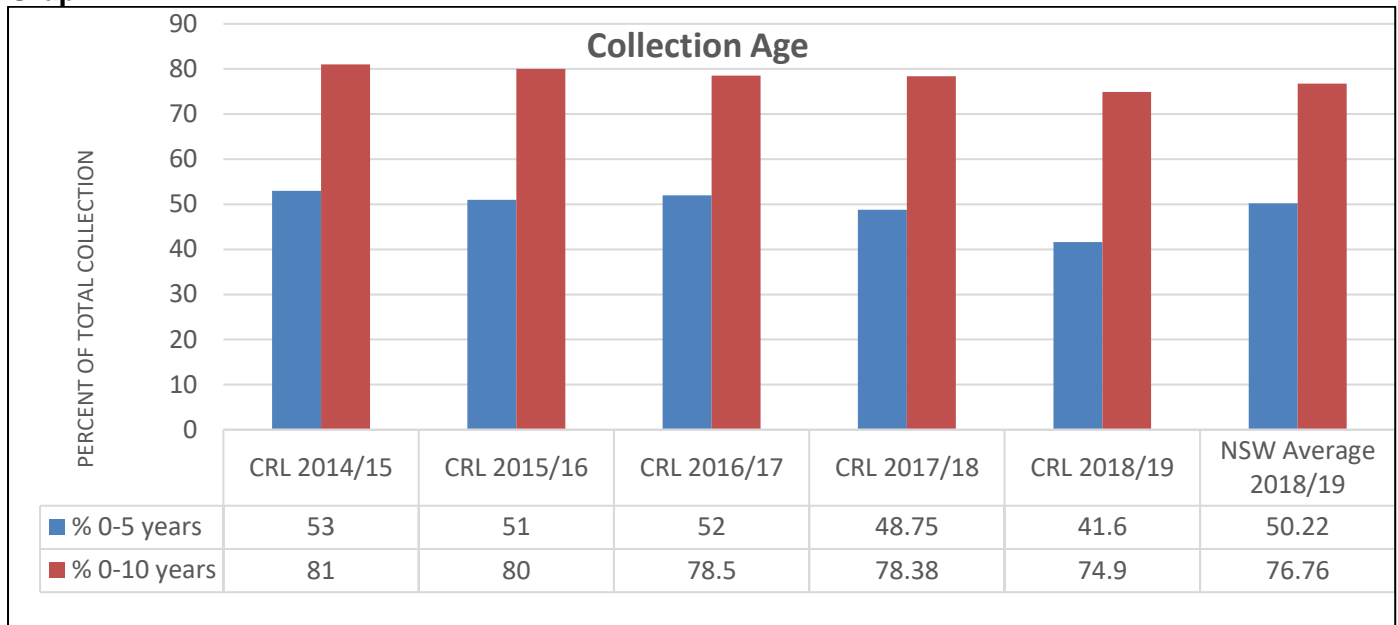
Graph 11



Collection Age:

The age of our collection has shown the collective improvement of the investment in our book stock and targeted weeding program of older stock (Graph 12). We are 17% below the State Average for 0-5 yrs and a 2.4% below the State Average for 0-10 yrs. Continued weeding that reflect our acquisitions levels should maintain and improve these levels.

Graph 12



Total Stock:

Our collection size is regularly reviewed in terms of the space we have available, for some of our collections the space is restrictive: for example, YA Fiction and Audio books, deselection schedules are planned and regularly updated on advice from staff. It is in the eResources where our collections have potential to grow. These include eBooks, eAudio, eMagazines, local images catalogued and digitised into the collection etc. we continue to work at stock levels on our shelves in order to provide the best access to our community members.

Note: 10,000 of these items are from our eResource collection available through our catalogue, website and App.

Graph 13

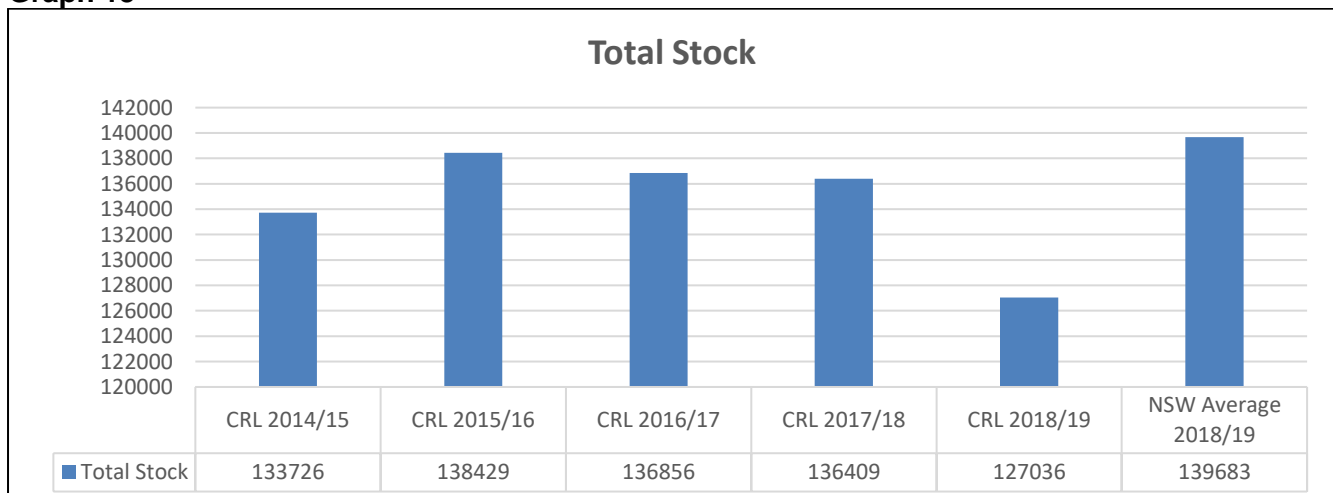




























Table 1: Summary of Performance 2018/19

Criteria	2018/19 compared to previous year	2018/19 compared to State-wide average	Comment
Population per staff member			The number of residents per staff member decreased against the previous year but is still higher than the State Average.
Population per qualified staff member			The number of residents per qualified staff member decreased against the previous year but is still higher than the State Average.
Circulation per Staff member			Increased against previous years result and 8% above the State Average.
Circulation per capita			Increased on last years result and 0.4% behind State Average, this is an increase on last year's comparison with the State average.
Expenditure per Capita		 	Improved on last year's results. 14% below the State Average is also an improvement from 16.4%, our ranking compared with rest of State results has improved also.
Expenditure on Library materials per capita			Improved across both and now 8% above State Average.
Expenditure on salaries per capita			16% behind State Average, rank improved by 11 places.
Number of Library material per capita		 	13.6% below State Average. Improved ranking remains the same.
Average cost of library materials			Improving compared to State at 24% lower than State Average. Improved from previous year, costs lower than previous year.
Acquisitions per capita			Increased on last year and compared to State Average. We are spending more on eResources.
Discards as a % of Acquisitions			Lower this year and lower than the State Average. We still need to keep up with weeding regime in response to previous years where it hasn't been enough.
Discards as a % of Total Stock			Improved this year in State Average. We need to increase discard regime, same as previous comment.
Age of library Materials			Similar to State Averages but need to increase weeding levels so stock remains relevant.
Total stock	 	 	Total stock levels are down from previous year, however they need to further reduce as the shelves have ongoing congestion issues. Stock below the State average we do not have standard size libraries to accommodate our growing population needs, hence congestion is occurring.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Nil

ITEM: 8.4 No. 3/20 – 4TH QUARTER INCOME AND EXPENDITURE SHEETS

Meeting:	Clarence Regional Library Committee	13 August 2020
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides information on the progress of the Budget for the 4th Quarter of 2019/20, an indication of unspent monies and the projected amount that will go into Reserve at the end of the Financial Year as well as the projected Budget for 2020/21.

OFFICER RECOMMENDATION

That the:

- The answers to the questions on notice are noted by the Committee.
- Report on the Quarterly Income and Expenditure Sheet is noted by the Committee.
- Report on the 2020/21 projected budget is endorsed.

LINKAGE TO CVC COMMUNITY PLAN

Theme **1 Society**

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

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

LINKAGE TO BSC COMMUNITY VISION 2030

Theme 2: Community Wellbeing

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

BACKGROUND

Finance Officer Responses to questions taken on notice are detailed below from the 14 May 2020 email sent to CRL Committee members:

1. Computer Systems Costs – Actuals appear high to budget

- Computer System costs are a consolidated figure of Materials, Internet Fees and Computer Maintenance.
- Materials Actual to Budget is \$6,536 to \$3,912 -

Total Expense includes various equipment items purchased which have be reallocated to Operational PJ as they are under the asset threshold for capitalization.

These include: Barcode Scanner \$3,650 and Filing cabinets, light box, armchairs and disk cleaner \$1,900 for a total of \$5,550. The budget for these items is in the Furn/Fitting PJ – budget can be reallocated but when looked at as a CC – not required.

- Internet Fees Actual to Budget is \$8,571 to \$8,820

Total Expense includes Sept Internet Fees which were double other months and new cables to a total of \$1,735 – These expenses are additional to anticipated. [These cables were part of the setup of the Grafton Surface table and the funds came from the CRL Reserve for this additional cost.](#)

- Computer Maintenance Actual to Budget is \$135,500 to \$114,504

Total Expense includes Spydus for period previous to 19/20 \$50,000. Invoices was received too late to treat as an EOY accrual.

The current year subscription \$51,450 commences from 30/9/19 and so 3 months of that value will be an EOY accrual to 20/21 \$12,863 which is how the required additional budget of \$37,500 was calculated:

ie. \$50,000 - \$12,863 = \$37,137 (rounded up to nearest \$500)

2. Databases (Subscriptions) Costs – Actuals appear high to budget

- Subscriptions Actual to Budget is \$93,855 to \$82,266

There was an increase to the budget of \$12,270 to cover the Mango Subscription and Surface Table Annual License. Total expenses includes Bolinda Borrowbox eAudiobooks \$27,275 which does not appear to have been accounted for in the original budget unless it was included and therefore covered by Bookvote.

3. ABC Methodology

Please see the following current breakdown for the ABC costs:

The 20-21 Draft Budget includes the following ABC Amounts

Account Details	20-21 Draft Budget	Driver
6978 - ABC Distrib - Information technology	29,180.00	No of Active User Accounts (software) & No Laptops (Hardware)
6979 - ABC Distrib - Workforce Development	21,617.00	No of positions
6980 - ABC Distrib - Records	1,268.00	No of Active ECM Users
6983 - ABC Distrib - Financial Accounting and Compliance	4,412.00	3yr Average of Income & Expenditure streams per section
6984 - ABC Distrib - Management Accounting	2,133.00	3yr Average of Income & Expenditure streams per section
6985 - ABC Distrib - Corporate Systems	6,373.00	No of Active User Accounts
6987 - ABC Distrib - Payment of Employees	4,092.00	No of positions
6988 - ABC Distrib - Payment of Suppliers	27,341.00	No of Invoices processed by project number
6990 - ABC Distrib - Procurement & Contract Management	6,442.00	No of Orders Raised
	102,858.00	

4. Bellinghen Contributions Cost – per Capita

The calculation of the per Capita Contribution from Bellinghen and CVC Public Libraries has been reviewed and is correct based on the appropriate ABS Population Figures. Contribution from BSC is calculated as follows:

2019-20 per capita contributions

Member	2018 -19 per capita rate	Increase - 4%	2019 - 20 per capita rate	Poplulation ABS 24 April 2018	Total Contribution
Bellingen	\$17.13	\$6.85	\$17.82	12963	\$ 230,938.44

Billing to date for 2019/20 is:

Drag a column header here to group by that column					
Account Details	Actuals	Commitments	Totals	Budget	
▶ 6157 - Project Revenues	0.00	0.00	0.00	0.00	
6232 - Bellingen Shire - Per Capita	- 230,938.00	0.00	- 230,938.00	- 230,938.44	
6234 - Bellingen Shire - Subsidy	0.00	0.00	0.00	0.00	
6238 - Bellingen Special Local Projects	0.00	0.00	0.00	0.00	

5. Contributions towards Regional Librarian position

The calculation of the CRL Contribution towards the Regional Librarian have been reviewed and can confirm that it is 20% of total cost.

Income & Expenditure – 4th Quarter & 2020/21 estimated Budget

KEY ISSUES

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

- This is an estimate of the 4th Quarter result as the Leave Accruals have not yet been loaded in.
- *Salaries and employment* Includes contracted and casual Staff salary budgeted amounts. Budget Variation posted for casual \$27K and additional staff position.
- *Computer System* - includes Spydus Fees in arrears 18/19 and in advance \$100K - One-off budget variation posted \$37.5K to correct this.
- *Subscriptions and databases* are down as purchase of eResources (eBooks, eMagazine and eAudio through Bolinda's BorrowBox and RBdigital is now coming from the Capitol funding rather than this operational budget line). The annual renewal of individual databases ie) Haynes and Story box Library, including the annual subscription for the BorrowBox lending platform are funded from this budget line. This means that the book stock budget will need to be varied by \$42,000 to accommodate eResources capitol expenditure for 2019/20 financial year.
- *Freight and cartage* is overspent spent, and a budget variation has been posted.
- *Book maintenance* continues to track along with new stock purchases.
- *Admin/operating* - Budget Variation \$15K for CRL Marketing Plan posted. Printing & Stationery budget consolidated Organisation-wide - will be included as an allocated cost in future years.
- *Book stock* is currently showing 73% expended this should go up once the final EOFY processing has been completed.
- *Furniture & Equipment* - Includes RFID Security Gates and other equipment incl additional \$10K for RFID Gates

Budget 2020/21

Items of note include:

- This budget is based on the average expenditure from the Regional Library over the last 3 years.
- The contributions for CVC and BSC are currently showing the previous Financial Year's contribution, a Budget Variation will need to be made to adjust to the current years amounts of:

- CVC - \$957,441.51
- BSC - \$240,852.27
 - This has come about as the population figures for this current year come out after the budget process is complete.
- The 4% increase in council contributions this year comes to approximately \$47,250.00 this is also not reflected in this budget. The following areas will be targeted for this money:
 - Increasing eAudio and Dyslexic collections
 - Refreshing Large print collection
 - Enhancing our Library App features
 - Increasing our databases as opportunity arises
 - Local social media harvesting software development
- *Revenue from users* - Overdue fees revenue has been removed
- *Salary & employment* - Includes contract Digital Engagement officer position and casual salary amounts
- *Computer System Costs* - includes Spydus Fees in arrears 18/19 and in advance \$100K - One-off budget variation posted \$37.5K to correct this.
- *Subscriptions & databases* - includes \$27K Bolinda BorrowBox in advance plus other subscriptions
- *Telephone* - Telephone Budget has been consolidated Organisation-wide - will be included as an allocated cost from now on.
- *Freight & cartage* - Budget Variation \$2,500 posted
- *Admin & operating* - Budget Variation \$15K for CRL Marketing Plan posted.
- *Printing & Stationery* budget consolidated Organisation-wide - will be included as an allocated cost in future years.
- *CRL Reserve* – estimated CRL Reserve at end of 2020/21 financial year is down to \$791,294.57
 - This also included the removal of \$35,000 for the Regional Library Review
 - Further areas of expenditure that may need to be accommodated include:
 - replacement of the larger RFID equipment ie) Bellingen security gates or the DIY Kiosks
- the need to consider adding RFID gates to all other libraries

NOTE: The definition of eResources as capital or operational –

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

Prepared by	Kathryn Breward - Regional Librarian
Attachment	income and expenditure sheet

CRL Review 2017 - to do list

State Library Recommendation	Responsible party	Comment
1. Commence planning for new or extended libraries for Iluka, Maclean, Yamba, Dorrigo and Urunga.	CVC & BSC	<p>BSC - Urunga Library extension and refurbishment completed. Opening of library held Feb 14th 2020. Grants from State Library and RFC.</p> <p>Dorrigo Library concept design in preparation for extension of library to meet State Library guidelines. Plan to submit proposal for State Library Public Library Infrastructure grants.</p> <p>CVC - Precinct plans completed for Yamba & Maclean Libraries</p>
2. Consult Mobile & Outreach Services, NSW public libraries: Practice, standards and guidelines for ideas for services and pop-ups	CVC – Katrina/Peter	CVC - Done – Project: Go Mobile! repeatedly consulted on service
3. Plan to extend the opening hours at Grafton Library	CVC – Katrina/Kathryn	CVC - Investigated – no plan developed
4. Open Bellingen Library on Monday and Maclean Library on Wednesday using the existing staffing, or consider providing outreach on these days.	<p>BSC - Surinder</p> <p>CVC – Kathryn/Katrina/Angela</p>	<p>BSC – Opening hours extended at Bellingen by an additional 4 hours per week (not including Mondays). Consideration for Monday opening ongoing, but funding the extra hours is an issue.</p> <p>CVC - not progressed</p>

5. Consider investigating partnerships with Headspace, local health care providers, agricultural groups, and other potential partners.	CRL CVC BSC	BSC - New grant Connect and Go Go Go a partnership with Neighbourhood Care Network and 2BBB community radio.
6. Investigate maker related partnerships to connect the library and the community.	CRL CVC BSC	BSC - No action to date. CVC - Investigated, carried out and continuing
7. Work at increasing library connections with the local Aboriginal land councils and other relevant groups.	CRL CVC BSC	BSC - Signage at all BSC libraries in Gumbanggyirr language. New sign for Urunga Library by indigenous artist Brentyn Lugnan. Exploration of indigenous oral histories for State Library project. CVC - Continuing - Gummyaney Preschool visits and exhibition, Land councils re wording for Welcome signage, Cultural school holiday activities with local supplier CVC staff consultative working group initiated
8. Investigate connecting with Indigenous digital excellence.	CRL CVC BSC	CRL/CVC - Investigated – Heritage VR grant scoped
9. Clarence Regional Library work towards increasing the FTE, with the median of one staff member per 3000 people as the goal.	CRLC CVC BSC	CVC - Draft report for CVC additional staff – not progressed
10. Clarence Regional Library work towards increasing the number of qualified staff to 6.4 FTE.	CRLC CVC BSC	CVC restructure helped address this. CVC = 9.46 FTE <ul style="list-style-type: none"> CRL Digital engagement officer

		<ul style="list-style-type: none"> • CRL library support assistant = 7.1 FTE for CRL
11. It is recommended that additional technology training be provided to library staff with the aim of increasing the skills of all library staff, building capacity across the network.	CRL – Regional Services staff	
12. It is recommended that regular reference training updates are provided to staff.	CRL – Regional Services staff	CRL - A regular training schedule has not been implemented; staff are encouraged to attend reference webinars when they are held.
13. It is recommended that the use of volunteers in the libraries comply with the ALIA Statement on voluntary work in library and information services	BSC - Surinder	BSC - The use of volunteers in all BSC libraries comply with the ALIA statement on voluntary work in library and information services
14. Extend the trial of videoconference for some of the meetings of library staff.	CRL CVC BSC	<p>BSC - Zoom was used for one staff meeting during COVID with all BSC staff participating. Systems are in place to use again if required.</p> <p>CVC – Skype & webex have been used for staff meetings during Covid-19</p>
15. It is recommended that the Find legal answers collection is regularly updated based on the information provided from the State Library of NSW	CRL - Marty	CRL - Collection audited in 2018 and withdrawn titles deleted from stock in line with lists received from the State Library. Collection due for another audit in August 2020.
16. It is recommended that the sign for Aboriginal Studies is changed to Aboriginal collection or Aboriginal resource collection.	BSC - Surinder	BSC - Sign now reads Indigenous collection in English and Gumbanggyirr
17. It is recommended that the purchasing ratios are altered to increase the size of higher performing collections. In particular, there should be	CRL – Regional Services - Marty	CRL - Adult fiction budget increased in the 2019/20 and 2020/21 financial years. Junior

slight increases in expenditure for junior (all formats), fiction (all age groups), and periodicals. This increase can be funded by a slight decrease in expenditure on adult non-fiction.		fiction budget increased and extra money spent on buying multiple titles of popular authors. Adult Non fiction budget reduced in 2019/20 financial year. Periodical expenditure is static due to some titles ceasing publication.
18. It is recommended that the collecting profile for the non-fiction collection is reviewed to better reflect the interests of the community.	CRL – Regional Services - Marty	Review of the circulation of no-fiction has shown which areas need a boost in titles. Collection Needs survey conducted in 2018 led to feedback from borrowers on popular areas of the non fiction collection
19. It is recommended that where possible non-fiction records are obtained as part of purchasing items.	CRL – Regional Services - Marty	This has not progressed, with reduced expenditure on the non fiction collection inhouse staff are able to catalogue titles.
20. It is recommended that scoping is done to plan for collecting digital photographs and ephemera.	CRL – Regional Services - Marty	This has not progressed
21. It is recommended that other aspects of the collection management cycle (cataloguing and processing) are investigated with suppliers to evaluate whether there would be a financial benefit in outsourcing in order to redirect resources to direct client services.	CRL – Regional Services - Marty	This has not progressed

Clarence Regional Library: Review for future planning

A State Library of NSW Review, 2017



Enriching
— The value of public
libraries in NSW —
Communities

People
Places
— A guide for public
library buildings —

Living
Learning
Libraries
— Standards and guidelines
for NSW Public Libraries —

Contents

1 Preamble	7
2 Executive Summary	8
3: State Library recommendations (by category).....	8
4. Review process	10
4.1 Terms of reference	10
4.2 Methods.....	10
4.3 Standards and guidelines.....	10
4.4 NSW public library trends	11
5. Clarence Regional Library: the councils.....	11
5.1 Clarence Valley Council	11
5.2 Bellingen Shire Council	12
5.3 Shared characteristics.....	12
6. About the library service.....	12
6.1 Clarence Valley Council	15
6.2 Bellingen Shire Council	17
7. Library buildings.....	17
7.1 Grafton Library	19
7.2 Iluka Library	20
7.3 Maclean Library	21
7.4 Yamba Library	22
7.5 Bellingen Library	23
7.6 Dorrigo Library.....	24
7.7 Urunga Library.....	25
7.8 Mobile Library	26
7.9 Plan for the future with library buildings	26
8. Opening hours.....	27
9. Changing communities	28
9.1 Local factors.....	29
9.2 Maker spaces, digital skills, economic benefits	29
10. Staff structure and skills.....	31
10.1 Staffing levels	31
10.2 Staff roles	32
10.3 Use of volunteers	33
11. Communication.....	34
12 Collection management	34

12.1 Collection performance.....	36
12.2 Collection management processes	38
12.2.1 Selection.....	38
12.2.2 Ordering	38
12.2.3 Accessioning	38
12.2.4 Cataloguing	38
12.2.5 Processing	39
12.2.6 Weeding	40
12.2.7 Stocktake.....	40
12.3 Local studies	40
12.4 Cost of acquiring and managing collections	43
12.5 Efficiency of current model of collection development.....	43
13: Conclusion	45
Appendix 1: Measurement parameters	46
Appendix 2: Recommended sizes for library spaces	50
Appendix 3: Library spaces	51
Appendix 4: Skills.....	54

Project Name	Clarence Regional Library: Review for future planning
File	File number 55557
Document Title	Review Report
Document Version	1.1
Version Date	11 September 2017
Document Status	Final - authorised by Philippa Scarf, A/Manager Public Library Services

1 Preamble

This review was conducted by the State Library of NSW at the invitation Kathryn Breward, Regional Librarian, Clarence Valley Council, in accordance with the Library Act 1939¹, sections:

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

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

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

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

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

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

2 Executive Summary

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

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

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

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

Detailed discussion occurs through the report, and a range of recommendations are provided. The State Library considers that priorities for improving Clarence Regional Library's services to the community include:

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

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

3: State Library recommendations (by category)

Plan for future library buildings

1. Commence planning for new or extended libraries for Iluka, Maclean, Yamba, Dorrig and Urunga.
2. Consult *Mobile & Outreach Services, NSW public libraries: Practice, standards and guidelines* for ideas for services and pop-ups²

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

Opening hours

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

Local factors

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

Maker spaces, digital skills, economic benefits

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

Staffing levels

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

Staff roles

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

Use of volunteers

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

Communication

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

Collection management

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

Collection performance

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

Collection management processes

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

4. Review process

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

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

4.1 Terms of reference

The terms of reference for the review are to:

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

4.2 Methods

The review includes:

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

4.3 Standards and guidelines

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

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

4.4 NSW public library trends

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

High usage of facilities and collections:

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

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

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

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

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

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

5. Clarence Regional Library: the councils

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

5.1 Clarence Valley Council

In the 2016 Census:

- *there were 50,671 people in Clarence Valley (A) (Local Government Areas)*

- 49.6% were male and 50.4% were female
- Aboriginal and/or Torres Strait Islander people made up 6.3% of the population³.
- The population of the Clarence Valley Council has approximately half the population at Grafton, and the majority of the remaining population live in Maclean, Iluka and Yamba, with some smaller villages and communities.
- The median age is 49, while for both NSW and Australia the median age is 38 years.
- 3.2% of people speak a language other than English at home.
- *The median weekly personal income for people aged 15 years and over in Clarence Valley (A) (Local Government Areas) was \$477⁴.* The median weekly income for NSW is \$664 and for Australia \$662.
- 23% of people do not access the internet at home.

5.2 Bellingen Shire Council

In the 2016 Census:

- *there were 12,668 people in Bellingen (A) (Local Government Areas)*
- 48.3% were male and 51.7% were female. Aboriginal and/or Torres Strait Islander people made up 3.5% of the population⁵.
- The median age is 49, while for both NSW and Australia the median age is 38.
- 4.5% of people speak a language other than English at home.
- *The median weekly personal income for people aged 15 years and over in Bellingen (A) (Local Government Areas) was \$515⁶.* The median weekly income for NSW is \$664 and for Australia \$662.
- 8.3% of people do not access to the internet at home.

5.3 Shared characteristics

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

6. About the library service

The Clarence Regional Library customer service charter states that:

The Clarence Regional Library Service aims to provide: a contemporary, welcoming,

³ 2016 Census QuickStats Clarence Valley Council

http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA11730?opendocument
released 27 June 2017 [accessed 27 June 2017]

⁴ 2016 Census QuickStats Clarence Valley Council

http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA11730?opendocument
released 27 June 2017 [accessed 27 June 2017]

⁵ 2016 Census QuickStats Bellingen Shire Council

http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA10600?opendocument
released 27 June 2017 [accessed 27 June 2017]

⁶ 2016 Census QuickStats Bellingen Shire Council

http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA10600?opendocument
released 27 June 2017 [accessed 27 June 2017]

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

It also states that the regional library service:

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

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

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

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

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

The website has clear navigation with links to the social media being used by the library. The use of social media promotes library services and records information. There is strong identification for both Clarence Valley Council and Bellingen Shire Council with both clearly shown on the website, with relevant links to the libraries in each council. There have been some library surveys done including user/non-user and digital literacy. It is helpful that the results of these surveys are available online. The policies and services are easy to find, and the website is appealing. The social media used include Instagram, Pinterest, Flickr, YouTube and Google+ and is branded for the region. The Instagram account is being used more and is providing an excellent promotion of the library service. The author talks are being recorded and made available on the library YouTube channel⁹. This is an excellent way to make the talks available across the whole region

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

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

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

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

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

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

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

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

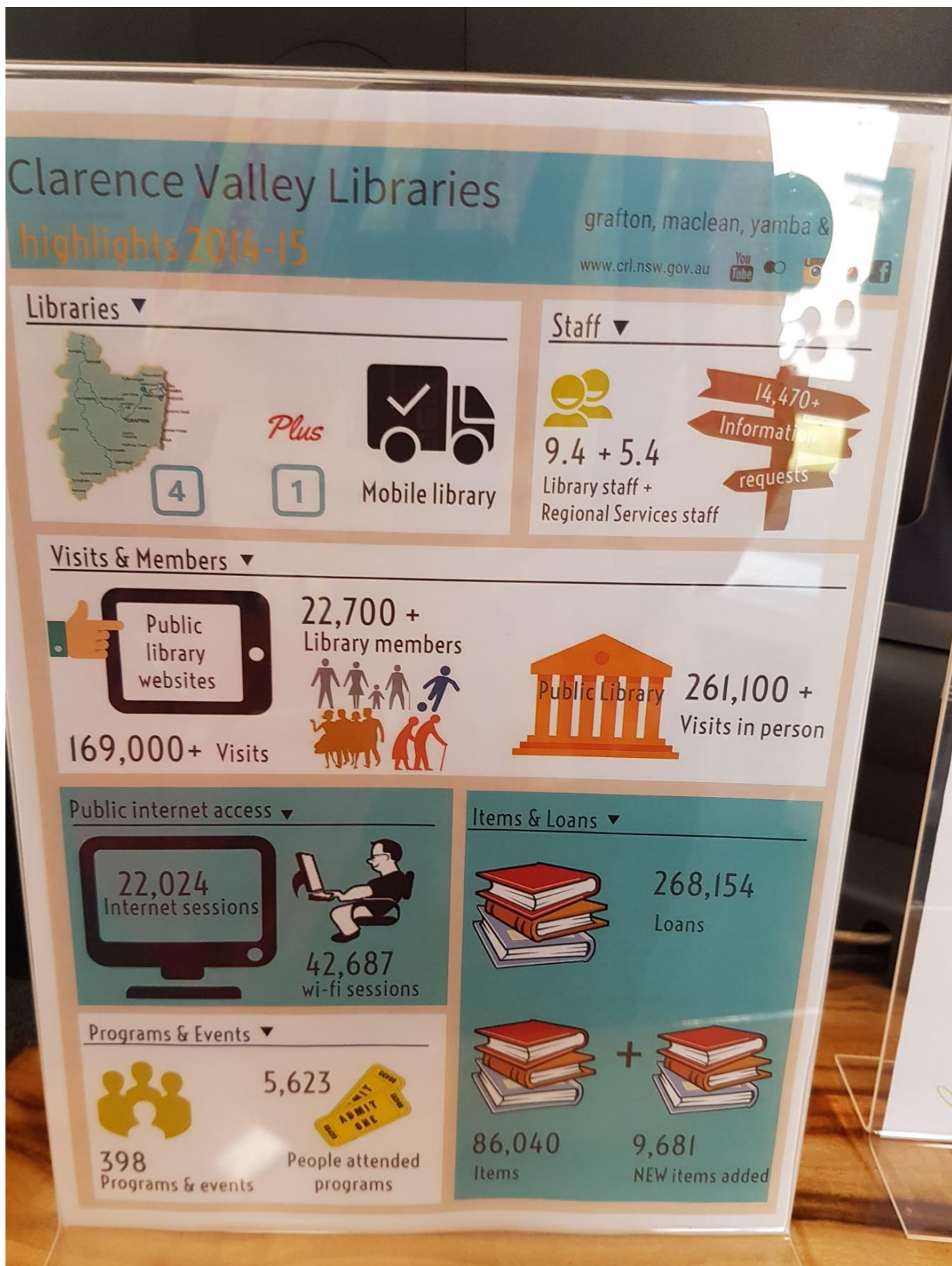
Home library services is run as a distributed service which fits the population centres of the councils. The home library service runs are relatively small which would seem to indicate either a very fit older population or a limited capacity to provide delivery services. These are communities where increased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

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

6.1 Clarence Valley Council

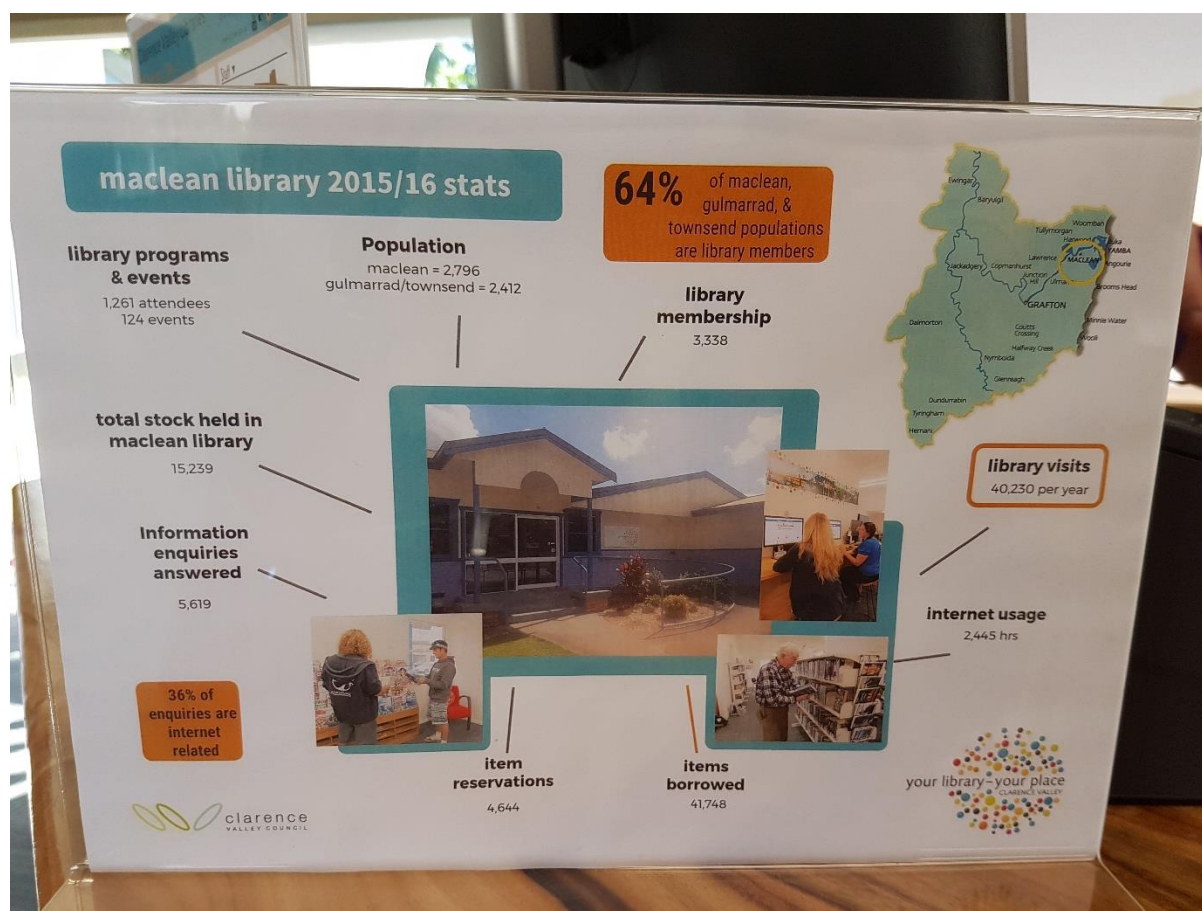
In each of the Clarence Valley Council Libraries there was an infographic with the council-wide library statistics. This was in a prominent location at each site. See photo below for example.

Photograph 1 Infographic of Clarence Valley Library statistics, at Maclean Library



There was also an infographic showing the statistics for each branch, illustrating a local area perspective as well as a council-wide perspective.

Photograph 2 example of Maclean Library statistics as an infographic



It was helpful to see these statistics in each branch as it highlights the value to the community. These infographics are also available on the information page for each library as part of the regional library website¹⁰.

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

6.2 Bellingen Shire Council

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

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

7. Library buildings

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

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

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

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

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

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



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

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

7.1 Grafton Library

Size of current library: 1,982sq metres

Date built: 2014

Date last extended/refurbished: 2014

Population catchment 10 year projection: 27,900

Preferred size of library: this library is to size



Photograph 4 Interior view of Grafton Library

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

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

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

7.2 Iluka Library

Size of current library: 140sq metres

Date built: 1999

Date last extended/refurbished: 1999

Population catchment 10 year projection: 6976

Preferred size of library: 480sq metres



Photograph 5 Interior photograph of Iluka Library

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

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

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

7.3 Maclean Library

Size of current library: 346sq metres

Date built: 1940

Date last extended/refurbished: 2014

Population catchment 10 year projection: 10,462

Preferred size of library: 722 sq metres



Photograph 6 Exterior of Maclean Library

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

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

7.4 Yamba Library

Size of current library: 202.25sq metres

Date built: 1983

Date last extended/refurbished: 2008

Population catchment 10 year projection: 10,462

Preferred size of library: 722sq metres



Photograph 7 Interior view of Yamba Library

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

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

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

7.5 Bellinghen Library

Size of current library: 440sq metres

Date built: 2008

Date last extended/refurbished: 2008

Population catchment 10 year projection: 4585

Preferred size of library: 452 sq metres



Photograph 8 Interior photograph of Bellinghen Library

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

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

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

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

7.6 Dorriggo Library

Size of current library: 177.5 sq metres

Date built: 1994

Date last extended/refurbished: 2016

Population catchment 10 year projection: 3930

Preferred size of library: 271 sq metres



Photograph 9 Interior of Dorriggo Library

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

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

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

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

7.7 Urunga Library

Size of current library: 240 sq metres

Date built: 1985

Date last extended/refurbished: 1985

Population catchment 10 year projection: 4585

Preferred size of library: 316



Photograph 10 Interior photograph of Urunga Library

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

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

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

7.8 Mobile Library

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

7.9 Plan for the future with library buildings

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

Table 1 Projected library building sizes

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

Note: The 10% attributed to the Mobile library has been added to the Grafton Library.

*Calculated using population benchmarks for each population size

+Calculated using service benchmarks

++Note: this does not include the space required for the Regional Headquarters

+++Size difference with Urunga is because of being the central library for the shire.

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

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

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

The State Library has worked with architects from fjmt studio to develop a series of library floor plan templates. These templates include library layouts of various sizes and additional modules that can be put together to create usable library spaces of different sizes. These modules could be used to extend existing library spaces, for example to include additional seating areas or a meeting room. The indicative plans for 190sq m, 250 sq m, 500sq m and 1000sq m libraries are available on the State Library of NSW website¹⁴. These templates may help with planning for new or extended libraries.

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

Recommendation – plan for future library buildings

1. Commence planning for new or extended libraries for Iluka, Maclean, Yamba, Dorrigo and Urunga.
2. Consult *Mobile & Outreach Services, NSW public libraries: Practice, standards and guidelines* for ideas for services and pop-ups¹⁵

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

8. Opening hours

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

Table 2 Library opening hours

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

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

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

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

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

Bellingen	28.5
Dorrigo	27
Urunga	26.5

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

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

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

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

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

Recommendation – opening hours

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

9. Changing communities

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

9.1 Local factors

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

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

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

Recommendation – local factors

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

9.2 Maker spaces, digital skills, economic benefits

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

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

Making and craftivism (which combines craft and community engagement) can link to economic revival but also skills discovery. Port Macquarie Library has a good example with the Imaginarium¹⁷ (recording and design studio). The Arapahoe Library District in Colorado has a diverse range of technology for loan¹⁸ (including robots, solar lights and assistive devices) as well as recording studios, maker spaces and drop in demos (which are hands on technology discovery sessions and include tools from laser cutters and 3D printers to sewing machines). In both Port Macquarie and Arapahoe the technology is for the community to experiment with and to explore possibilities without having pre-planned outcomes. It helps to think of the library as an economic and creative hub for the community. Some of this is about reading skills, but it is also about a wide range of skills which can be facilitated by the library.

These kinds of spaces could provide connections or partnerships with local Aboriginal and/or Torres Strait Islander people and groups such as local land councils. As well there could be partnerships outside the area such as with Indigenous Digital Excellence¹⁹ who although based in Redfern work Australia-wide. This could be a key way to help increase the use of library services by local Aboriginal and/or Torres Strait Islander people.

When planning in this area, talking with the community is key. Who is making things? There is potential for seed libraries and community gardens. Perhaps the seed savers could teach others their skills and a 3D printer could be used to print labels for the plants, or to reproduce a scanned image of a plants or seeds²⁰. It is important that the idea of making is about community not about *stuff*. It is the connections which are powerful, and which the technology (whether 3D printer, seeds, or laser cutter for example) can facilitate. It is important to consider available partnerships and gaps in what the community can access. Many people have not seen a 3D printer in operation, or a laser cutter, and it is even more amazing to be able to create your own objects using these tools.

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

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

Recommendation – maker spaces, digital skills, economic benefits

6. Investigate maker related partnerships to connect the library and the community.

¹⁷ Imaginarium, Port Macquarie-Hastings Council <http://www.pmhc.nsw.gov.au/Facilities-and-Recreation/Libraries/Imaginarium> [accessed 4 July 2017]

¹⁸ Arapahoe District Library, technology <https://arapahoelibraries.org/browse/technology/> [accessed 4 July 2017]

¹⁹ Indigenous Digital Excellence <http://idx.org.au/> [accessed 2 July 2017]

²⁰ Dorrigo Library has a sales point for local seeds, which is managed by the local seed savers network. One is also planned for Bellingen Library. This is a different strategy to the free seed libraries in Nundle, Tamworth, Port Macquarie and Murwillumbah Libraries.

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

10. Staff structure and skills

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

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

10.1 Staffing levels

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

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

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

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

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

Recommendation – staffing levels

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

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

10.2 Staff roles

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

- *Keep abreast of the trends in technological innovation and their application in public libraries in order to provide efficient and effective use of technology as an integral feature of the Library's service to the target groups²².*

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

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

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

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

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

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

²² Information and quote from Clarence Regional Library position descriptions

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

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

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

Recommendation – staff roles

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

10.3 Use of volunteers

The Australian Library and Information Association (ALIA) has a *Statement on voluntary work in library and information services*. This notes that

ALIA affirms that volunteer workers must not replace appropriately trained and paid staff:

- *to compensate for the reduction, or withdrawal of services caused by inadequate staffing establishments, failure to fill vacant posts, or cutbacks in overall library and information services funding; or*
- *to establish and maintain library services or outreach programs which would normally be established and maintained by paid library staff.*

The replacement of trained, paid library staff by volunteers can only lead to a deterioration in the standard and the effectiveness of services, be wasteful of resources and be detrimental to the interests of library users²³.

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

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

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

Recommendation – use of volunteers

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

11. Communication

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

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

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

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

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

Recommendation – communication

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

12 Collection management

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

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

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

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

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

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

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

Greater diligence is needed in a few areas for example, there were out of date legal publications on display. The LIAC Librarian at the State Library can provide information to the Team Leader (Collection & Reference) to update resources. Emails are sent to notify libraries when to remove publications from the *Find legal answers* collection²⁵ and it is important that these are followed up.

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

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

Recommendation – collection management

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

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

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

12.1 Collection performance

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

Table 3 Collection size

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

*use of titles rather than issues

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

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

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

Table 4 Loan amounts and percentages

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

*use of titles rather than issues

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

Table 5 Turnover rates by collection

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

*use of titles rather than issues for this turnover

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

Recommendation – collection performance

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

12.2 Collection management processes

12.2.1 Selection

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

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

12.2.2 Ordering

The orders are placed online.

12.2.3 Accessioning

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

12.2.4 Cataloguing

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

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

on the one DVD, this is recorded. This information increases access for clients²⁶ as it gives them more ways to discover the item. Other items, such as Mills and Boon are catalogued with their series, number in the series and with author and title.

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

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

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

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

12.2.5 Processing

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

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

Table 6 Collection allocation based on population

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

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

12.2.6 Weeding

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

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

12.2.7 Stocktake

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

12.3 Local studies

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



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

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

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

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

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

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



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

12.4 Cost of acquiring and managing collections

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

Table 7 Cost of acquiring and managing collections

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

12.5 Efficiency of current model of collection development

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

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

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

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

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

Recommendation – collection management processes

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

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

13: Conclusion

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

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

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

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

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

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

Appendix 1: Measurement parameters

Living learning libraries: standards and guidelines for NSW public libraries

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

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

Developed by the State Library of NSW in consultation with NSW Public Libraries, on behalf of the then New South Wales Public Library Network Research Committee, these standards and guidelines are intended to assist public libraries and Councils to:

- evaluate current services
- set targets for improvement
- develop continuous improvement in library service delivery, and
- plan for future needs.

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

Three targets are described in the Standards:

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

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

²⁸ *Living Learning Libraries : standards and guidelines for NSW public libraries*, 6th Edition, December 2015, http://www.sl.nsw.gov.au/sites/default/files/living_learning_libraries_2015.pdf [accessed 26 June 2017]

²⁹ NSW Public Library Statistics 2014-15 <http://www.sl.nsw.gov.au/public-library-services/advice-best-practice/public-library-statistics> [accessed 15 March 2017]

S1 Expenditure on library materials per capita 2014/2015 data

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

S2 Borrowers (registered library members) as percentage of population

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

S5 Visits to library per capita

Clarence Regional Library	5.4
Baseline	4.5
Enhanced	5.0
Exemplary	5.4

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

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

S7 Qualified staff staffing level

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

S10. Items per capita

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

S11 Acquisitions per capita

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

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

S13. Turnover of stock

Clarence Regional Library	2.4
Baseline	3.06
Enhanced	4.21
Exemplary	4.99

S14. Circulation per capita

Clarence Regional Library	4.8
Baseline	5.51
Enhanced	6.54
Exemplary	7.71

S12 % of library collection purchased in last 5 years

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

S12 % of library collection purchased in last 10 years

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

S 17 Library programs

Number of programs 632:

Number of participants: 8791

Appendix 2: Recommended sizes for library spaces

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

Building Size Reckoner for Branch Libraries-using *People places* population based benchmarks³⁰

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

Note: The 10% attributed to the Mobile library has been added to the Grafton Library.

*Calculated using population benchmarks for each population size

+Calculated using service benchmarks

++Note: this does not include the space required for the Regional Headquarters

+++Size difference with Urunga is because of being the central library for the shire.

Current total floor area 3,510 square metres

Recommended size 4,620 square metres

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

Appendix 3: Library spaces

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

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

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

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

Collections

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

Reading and seating areas

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

Public access computers

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

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

Children and youth

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

Specialist

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

Staff areas

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

Ancillary, circulation and amenities

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

Additional services

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

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

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

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

Appendix 4: Skills

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

Anythink Libraries in Colorado has a list of thirteen core competencies³¹ which are complemented by job specific competencies. This list is about skills and attitude. It is a focus on the positive, continuing to learn, and helping clients.

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

Meredith Farkas proposed her list of skills for the 21st century librarian³² there are still relevant ideas to consider. Her core list is

1. Ability to embrace change
2. Comfort in the online medium
3. Ability to troubleshoot new technologies
4. Ability to easily learn new technologies
5. Ability to keep up with new ideas in technology and librarianship (enthusiasm for learning)

These are followed by her “higher level competencies” of

1. Project management skills
2. Ability to question and evaluate library services
3. Ability to evaluate the needs of all stakeholders
4. Vision to translate traditional library services into the online medium
5. Critical of technologies and ability to compare technologies
6. Ability to sell ideas/library services

³¹ Core competencies for Anythinkers June 2009
http://www.anythinklibraries.org/sites/default/files/imce_uploads/Microsoft%20Word%20-%20Core%20Competencies%20Cover%20Letter.pdf [accessed 22 June 2017]

³² Farkas, Meredith, Skills for the 21st century librarian, 17 July 2006
<http://meredith.wolfwater.com/wordpress/2006/07/17/skills-for-the-21st-century-librarian/> [accessed 22 June 2017]

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

A recent advertisement for a position, equivalent to a library assistant, at Library 21C, a public library in Colorado, lists the following skills and attributes³³:

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

³³ Position vacancy at Library21C

<http://www.ppld.org/sites/default/files/Employment/Vacancies/270020806.pdf> accessed 29 September 2015, not available 21 March 2017

Media release

Thursday, 12 September 2019

2020-21 RATE PEG FOR NSW LOCAL COUNCILS

Councils will be able to increase the revenue they can collect from rates by a maximum of 2.6% in 2020-21 under the rate peg announced today by the Independent Pricing and Regulatory Tribunal (IPART).

IPART Chair Dr Paul Paterson said the main drivers of the increase for next year are higher employee costs, and rising construction costs. Some of these increases have been offset by falling telecommunications, IT and energy costs.

The rate peg for 2020-21 is similar to the rate peg in recent years, which is 2.7% currently and was 2.3% last financial year.

“Our decision to release it three months earlier than in previous years, enables councils to better plan both their revenue and expenditure over the year ahead,” Dr Paterson said.

The rate peg is set by IPART each year by measuring changes in the Local Government Cost Index (LGCI), which includes changes in 26 cost components to establish the average costs faced by councils. Councils will be invited to participate in updating the LGCI in November 2019.

IPART has recognised that councils are facing cost pressures from increases in the Emergency Services Levy, which is one of the cost components in the index. Dr Paterson said, “Bringing forward councils’ ability to recoup costs associated with the Emergency Services Levy to the year after they are incurred, instead of two years later, will help councils adjust to these costs.”

Dr Paterson said the rate peg affects the general income councils can collect, which for most councils is solely from rates. Councils have discretion to increase general income up to the rate peg, by less than the rate peg or not at all. Actual rates are also impacted by property valuations.

“Since the rate peg applies to general income in total, and not to individual rate assessments, it is up to each council to determine whether to apply the allowed increase in full and how to allocate any increase between households, businesses and other ratepayer categories,” Dr Paterson said.

“Similarly, if councils want to increase their revenue by more than the rate peg, they will need to consult with their communities before applying to IPART for a special variation.”

Councils wishing to apply for a special rate variation must notify IPART by 29 November 2019.

A fact sheet on the rate peg is available on IPART’s website: www.ipart.nsw.gov.au.

Media Contact: Julie Sheather ☎ 02 9290 8403 ☎ 0409 514 643

More information is available at ipart.nsw.gov.au

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

	Original Budget 2019/20	Revised Budget as at 30/06/20	Actuals to 30/06/20	% Actual vs Revised Budget
Revenue				
Contributions CVC Pub Library	1,092,500.00	920,102.00	766,751.67	83%
Contributions CVC Pub Lib (Regional Lib Wage)	22,548.00	22,548.00	18,790.00	83%
Contributions BSC Pub Library	280,287.00	230,938.00	230,938.44	100%
Revenues from users	15,528.00	6,828.00	6,817.14	100%
Sundry Revenues	0.00	0.00	3,810.88	0%
Total Revenue	1,410,863.00	1,180,416.00	1,027,108.13	
Expenditure				
<u>Workforce related</u>				
Salaries & Employment	335,863.00	399,363.00	433,013.22	108%
Public Holidays	13,980.00	13,980.00	14,623.23	105%
Superannuation	35,976.00	35,976.00	41,256.89	115%
Leave Accruals	40,863.00	40,863.00	0.00	0%
Workers Compensation	10,980.00	8,686.00	8,207.90	94%
Motor vehicle costs	7,500.00	7,500.00	7,500.00	100%
	445,162.00	506,368.00	504,601.24	
<u>Site & Equipment costs</u>				
Computer system costs	89,736.00	127,236.00	135,506.05	106%
Subscriptions/Databases	69,996.00	82,266.00	52,258.11	64%
Telephone	7,584.00	0.00	0.00	0%
Insurance	5,136.00	5,136.00	1,643.14	32%
	172,452.00	214,638.00	189,407.30	
<u>Direct Collection costs</u>				
Freight & cartage	17,004.00	19,504.00	23,665.50	139%
Book Maintenance	0.00	77,000.00	58,146.54	0%
	17,004.00	96,504.00	81,812.04	
<u>Overhead costs</u>				
Admin and Management (ABC Cost Distribution)	79,741.00	79,741.00	79,741.00	100%
Admin/Operating	28,236.00	31,992.00	32,720.45	102%
Promotional expenses	12,144.00	20,000.00	20,094.64	100%
	120,121.00	131,733.00	132,556.09	
Total Expenditure	754,739.00	949,243.00	908,376.67	
 Excess / (Shortfall)	 656,124.00	 231,173.00	 118,731.46	 51%

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

	Original Budget 2019/20	Revised Budget as at 30/06/20	Actuals to 30/06/20	% Actual vs Revised Budget
Revenue				
Asset Disposal	0.00	0.00	-1,614.93	0%
Other Revenues	0.00	0.00	0.00	0%
Total Revenue	0.00	0.00	-1,614.93	
Expenditure				
<u>Recurrent</u>				
Bookstock	342,962.00	392,960.00	288,263.69	73%
Furniture & Equipment	0.00	128,150.00	79,016.61	0%
	342,962.00	521,110.00	367,280.30	
<u>Non-Recurrent</u>				
Nil at this stage	0.00	0.00	0.00	0%
Nil at this stage	0.00	0.00	0.00	0%
	0.00	0.00	0.00	
Total Expenditure	342,962.00	521,110.00	367,280.30	70%
Excess / (Shortfall)	-342,962.00	-521,110.00	-368,895.23	71% The shortfall is the amount to be transferred from the CRL reserve and has a direct correlation with the net operating result

	Based on Original budget figures	Based on Revised budget figures	Based on Estimated Actual figures
Balance of CRL Reserve			
Opening Balance as at 1/7/19 (Actual)	\$1,017,415.41	\$1,017,415.41	\$1,017,415.41
Less transfers from reserve:			
Capital expenditure incl books	\$342,962.00	\$521,110.00	\$367,280.30
Prior year book vote c/fwd	\$0.00	\$0.00	\$0.00
Add:			
Estimated operating transfer to reserve	\$656,124.00	\$231,173.00	\$118,731.46
Other Capital Revenue	\$0.00	\$0.00	\$0.00
Balance of reserve net of interest	\$1,330,577.41	\$727,478.41	\$768,866.57
Interest estimate as per Budget	-\$22,428.00	-\$22,428.00	-\$22,428.00
Estimated balance as at 30/6/20	\$1,353,005.41	\$749,906.41	\$791,294.57

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
2020/20 Revenue and Expenditure - OPERATIONAL

	Original Budget 2020/21	Revised Budget as at 31/07/20	Actuals to 31/07/20	% Actual vs Revised Budget
Revenue				
Contributions CVC Pub Library	920,110.00	920,110.00	-76,675.83	-8%
Contributions CVC Pub Lib (Regional Lib Wage)	23,000.00	23,000.00	-1,916.67	-8%
Contributions BSC Pub Library	0.00	0.00	0.00	0%
Revenues from users	0.00	0.00	-11.02	0%
Sundry Revenues	0.00	0.00	-84.54	0%
Total Revenue	943,110.00	943,110.00	-78,688.06	
Expenditure				
<u>Workforce related</u>				
Salaries & Employment	460,585.00	460,585.00	15,330.90	3%
Public Holidays	18,173.00	18,173.00	0.00	0%
Superannuation	44,891.00	44,891.00	0.00	0%
Leave Accruals	46,948.00	46,948.00	0.00	0%
Workers Compensation	12,287.00	12,287.00	0.00	0%
Motor vehicle costs	7,500.00	7,500.00	0.00	0%
	590,384.00	590,384.00	15,330.90	
<u>Site & Equipment costs</u>				
Computer system costs	128,709.00	128,709.00	797.05	1%
Subscriptions/Databases	126,666.00	126,666.00	16,711.08	13%
Telephone	0.00	0.00	-1,738.25	0%
Insurance	1,725.00	1,725.00	0.00	0%
	257,100.00	257,100.00	15,769.88	
<u>Direct Collection costs</u>				
Freight & cartage	19,500.00	19,500.00	9.09	0%
Book Maintenance	65,000.00	65,000.00	1,766.29	0%
	84,500.00	84,500.00	1,775.38	
<u>Overhead costs</u>				
Admin and Management (ABC Cost Distribution)	120,250.00	120,250.00	10,020.84	8%
Admin/Operating	29,200.00	29,200.00	363.74	1%
Promotional expenses	20,000.00	20,000.00	79.72	0%
	169,450.00	169,450.00	10,464.30	
Total Expenditure	1,101,434.00	1,101,434.00	43,340.46	
Excess / (Shortfall)	-158,324.00	-158,324.00	-122,028.52	77%

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

	Original Budget 2020/21	Revised Budget as at 31/07/20	Actuals to 31/07/20	% Actual vs Revised Budget
Revenue				
Asset Disposal	0.00	0.00	-164.74	0%
Total Revenue	0.00	0.00	-164.74	
Expenditure				
<u>Recurrent</u>				
Bookstock	345,000.00	345,000.00	1,710.54	0%
Furniture & Equipment	0.00	0.00	0.00	0%
	345,000.00	345,000.00	1,710.54	
<u>Non-Recurrent</u>				
Nil at this stage	0.00	0.00	0.00	0%
Nil at this stage	0.00	0.00	0.00	0%
	0.00	0.00	0.00	
Total Expenditure	345,000.00	345,000.00	1,710.54	0%
Excess / (Shortfall)	-345,000.00	-345,000.00	1,545.80	0% The shortfall is the amount to be transferred from the CRL reserve and has a direct correlation with the net operating result

	Based on Original budget figures	Based on Revised budget figures
Balance of CRL Reserve		
Opening Balance as at 1/7/20 (Pre-reconciliation Estimate)	\$791,294.57	\$791,294.57
Less transfers from reserve:		
Capital expenditure incl books	\$345,000.00	\$345,000.00
Prior year book vote c/fwd	\$0.00	\$0.00
 Add:		
Estimated operating transfer to reserve	-\$158,324.00	-\$158,324.00
Other Capital Revenue		\$0.00
 Balance of reserve net of interest	\$287,970.57	\$287,970.57
 Interest estimate as per Budget	-\$22,430.00	-\$22,430.00
 Estimated balance as at 30/6/21	\$310,400.57	\$310,400.57