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MINUTES
CLARENCE REGIONAL LIBRARY COMMITTEE 4 November 20211
Grafton Library Meeting rooms & online MS Teams meeting

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

Clarence Valley Council
Cllr Peter Ellem (Chair)
Cllr Karen Toms
Justin Putze (Executive Officer)
Kathryn Breward Regional Librarian
Victoria Keane (Team Leader Regional resources)
Nigel Longstaff (Finance & Asset Strategy Planner)

Meeting opened at 10:34am

1. **Acknowledgement of Traditional Custodians**

   Cllr Karen Toms

2. **APOLOGIES**

   NIL

3. **AGM – election of Chair and Deputy Chair**

   Elections postponed until 2022 due to Councillors in caretaker mode prior to December council elections. Elections to be held at the February 2022 meeting of the Committee.

4. **Disclosure of Conflict of Interest**

   Nil

5. **CONFIRMATION OF MINUTES – 14 May 2021**

   Moved: Cllr Karen Toms
   Second: Alison Pattinson

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

Adopted

6. Business arising from the Minutes – Meeting held 13 August 2021

6.1   UPDATE ON RECRUITMENT OF DIGITAL ENGAGEMENT POSITION

<u>Recommendation</u>

That the CRL Committee note the progress of the recruitment for the Grade 8 Senior Library Officer (Digital Engagement).

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

Adopted

6.2   FINAL 4TH QUARTER INCOME & EXPENDITURE SHEETS

The outstanding items from the last meeting have been finalised in the attached spreadsheet whilst the body of the report remains the same.

<u>Recommendation</u>

That:

- The Report on the 4th Quarter Income and Expenditure Sheet for 2020/21 with the following:

- *Line 22* – final *Leave Accruals* is $45,31.73

- *Line 88* – final *Interest on Investments* is $9,919.89

is noted by the Committee.

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

Adopted

6.3   UPDATED ANNUAL BUDGET 2021/22

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

The outstanding items from the last meeting have been finalised in the attached spreadsheet whilst the body of the report remains the same.

Recommendation

That:

- The Clarence Regional Library Budget for 2021/22 with the following updates:

- *Line 24 – Leave Accruals* is $50,594

- *Line 90 – Interest on Investments* is $7,342.00

    is endorsed by the Committee.

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

    Adopted

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7. Financial Papers

7.a NUTS AND BOLTS OVERVIEW OF BUDGET LINE ITEMS

Clarence Valley Council's Finance & Asset Strategy Planner provided a detailed demonstration of the new financial spreadsheet for the quarterly reporting and long term financial forecasting.

Recommendation

That the CRL Committee:
- Agree to move the CRL Computer Reserve of $30,656.74 into the CRL Reserve to create one Reserve for the Regional Library.
- Agree to the new quarterly financial reporting spreadsheet and long term financial forecasting as demonstrated.

    Moved: Justin Putze
    Second: Alison Pattinson

    Adopted

7.1 LIBRARY AGREEMENT FUNDING FORMULA OPTIONS

This report provides information on the options for the Clarence Regional Library Agreement Funding Formula.

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

Bellingen Shire COUNCIL

clarence VALLEY COUNCIL

your library–your place
CLARENCE VALLEY

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<u>Recommendation</u>

That the CRL Committee:
- Note that further modelling is required to include the planned Dorrigo Library expansion prior to a decision on the Funding Formula for the CRL Agreement.
- Thank Nigel Longstaff for his presentation to the Committee and acknowledge that he will be back to present the updates to the formula for the February 2022 meeting of the CRL Committee.

Moved: Justin Putze
Second: Cllr Toni Wright-Turner

Adopted

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7.2   1ST QUARTER INCOME AND EXPENDITURE SPREADSHEET

This report provides information on the 1st quarter for 2021/22.

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<u>Recommendation</u>

That:
The Report on the 1st Quarter Income and Expenditure Sheet for 2021/22 is noted by the Committee

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

Adopted

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7.3   10 YEAR CRL RESERVE FORECAST – SEPTEMBER 2021

No report was provided for this item as it was discussed as part of the Funding Formula and long term planning for the CRL in item 7.1.

8. Executive Officer's Reports – Nil

9. Regional Library Reports -

9.1   NEW TECHNOLOGIES

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<u>Recommendation</u>

That the Committee notes the new technologies that have been introduced to the library service.

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

Adopted

9.2   CRL STRATEGIC PLAN UPDATE

<u>Recommendation</u>

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

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

Adopted

9.3   DRAFT NEW LIBRARY AGREEMENT 2022

<u>Recommendation</u>

The CRL Committee:
- Acknowledges the different library models available
- Agrees to continue with the current Regional Library Model – a Modified Hybrid Model
- Endorses the functions of the CRL
- Agrees that the report is to be presented at the CRL Committee meeting in February 2022 to the incoming Councillors on the committee

Moved: Cllr Karen Toms
Second: Rowena Sierant

> Adopted

10. Correspondence

In-coming:

- State Library Subsidy letters for Bellingen and Clarence Valley Councils
- Bellingen and Clarence Public Library Infrastructure grants 2021-22

Out-going: CVC State Library Funding Strategy 2021/22 Subsidy forms

Media Releases:

CVC – 16/8/2021 click/call & collect – its back

CVC – 10/9/2021 libraries reopen after lockdown

Noted

11.   Items for Information

12.   Additional Matters

12.1   INFOGRAPHICS 2020/21 AND THE COMPARISON SPREADSHEET

Noted

Chair – Cllr Peter Ellem wished to thank the current elected members and library staff for their courtesy and the assistance provided to him as Chair and wished everyone well over the Christmas break.

Alison Pattinson thanked Cllr Ellem for his Chairmanship and thanked Cllrs Karen Toms and Toni Wright-Turner for their contribution to the CRL Committee.

11.   Items for next meeting

1. CRL Local Studies Strategy update
2. CRL Circulation & Membership Policy review

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

3. New Library Agreement

4. New Funding Formula

5. CRL Work Plan 2022

Meeting Closed: 1:07pm

Next meeting: to be confirmed – dates to be checked include 10 and 17 February 2022

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 Friday **4 November 2021** at the **GRAFTON LIBRARY, 126 Pound Street GRAFTON NSW.**

BUSINESS

1. Acknowledgement of Traditional Custodians

2. Apologies

3. AGM - Election of Chair and Deputy Chair

    Nominated Chair:

    Nominated Deputy Chair:

4. Disclosure of Conflict of Interest

5. Confirmation of Minutes – 13 August 2021

6. Business arising from the Minutes – Meeting Held 13 August 2021

    6.1 Update on Recruitment of Digital Engagement position

    6.2 final 4th quarter income and expenditure sheets

    6.3 updated Annual Budget 2021/22

7. Financial Papers

    7.a Nuts and bolts overview of budget line items

    7.1 Library Agreement Funding Formula options

    7.2 1st Quarter Income and Expenditure Spreadsheet

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

Bellingen Shire COUNCIL

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7.3 10 yr CRL Reserve forecast September 2021

8. Executive Officer's Reports - nil

9. Regional Library Reports –

   9.1   New technologies

   9.2   CRL Strategic Plan Update

   9.3   Draft New Library Agreement 2022

10. Correspondence

    In-coming:

    - State Library Subsidy letters for Bellingen and Clarence Valley Councils

    - Bellingen and Clarence Public Library Infrastructure grants 2021-22

    Out-going: CVC State Library Funding Strategy 2021/22 Subsidy forms

    Media Releases:

    CVC – 16/8/2021 click/call & collect – its back

    CVC – 10/9/2021 libraries reopen after lockdown

11. Items for Information

12. Additional Matters:

    12.1 Infographics 2020/21 and the comparison spreadsheet

13. Items for next meeting

    1.   CRL Local Studies Strategy update

    2.   CRL Circulation & Membership Policy review

    3.   New Library Agreement

    4.   CRL Work Plan 2022

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

Bellingen Shire COUNCIL

clarence VALLEY COUNCIL

your library–your place CLARENCE VALLEY

Meeting Closed:

Next meeting:

ITEM: 6.1   No. 4/21 – UPDATE ON RECRUITMENT FOR DIGITAL ENGAGEMENT POSITION

Meeting:	Clarence Regional Library Committee	4 November 2021
Reviewed By:		
Attachment:	no	

REPORT SUMMARY

This report provides an update on the Recruitment process for the Grade 8 Senior Library Officer (Digital Engagement).

OFFICER RECOMMENDATION

That the CRL Committee note the progress of the recruitment for the Grade 8 Senior Library Officer (Digital Engagement).

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 position was advertised on the Clarence Valley Council website on the 2 July for a period of 3 weeks. Interviews occurred Wednesday 18 August. At closure of the application period, five applications were received, of these the Selection Panel interviewed 2 applicants.

KEY ISSUES

Both applicants were considered suitable for the position, the applicant with more library relevant experience was offered the position. This application was withdrawn however, a result of Covid border closures and lockdowns.

The position was offered to the second applicant and accepted, Katie Wright commenced in her new role on 18 October. We are very happy to have her join the Regional Library Team.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	no

ITEM: 6.2   No. 4/21 – FINAL 4TH QUARTER INCOME AND EXPENDITURE SHEET

Meeting: Clarence Regional Library Committee   4 November 2021
Reviewed By:
Attachment: yes

REPORT SUMMARY

This report provides updated information on the 4th quarter for 2020/21.

OFFICER RECOMMENDATION

That:

- The Report on the 4th Quarter Income and Expenditure Sheet for 2020/21 is noted by the Committee.

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

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

- *Line 12 - Grant Library (State)* – this indicates the *Vintage Film Club Grant* as revenue received in the 4th quarter - NSW Communities & Justice - Combating Social Isolation for Seniors Grant. Project 997438 - Your *Vintage Film Club*, received June 2021.
- *Line 22 - Leave Accruals* Year end transaction posting for this line item still to occur. Assume budgeted amount at a minimum.
- *Line 23 Workers Compensation* - Reflects lower costs for the organisation CVC as a whole for 2020-21 (85% organisation wide)
- *Line 28 – Subscriptions & Databases* – each year we review how our subscriptions and databases are used by our community and endeavour to source additional subscriptions as they reach the market. For example, we are currently reviewing a new streaming kid's radio service – *Kinderling* this as an approximate annual cost depending on population of around $2000. This budget gives flexibility to be able to subscribe to new services as they become available.
- *Line 29 – Telephone* Budget has been consolidated Organisation-wide - will be included as an allocated cost in future years

- *Line 33 – Freight & Cartage* is high due to the extra boxing sent as a result of Covid restrictions last financial year.
- *Line 34 – Book Maintenance* – is a result of supply chain issues relating to Covid and less stock being processed by our suppliers. Our Book maintenance supplies are purchased in bulk and this means one year we spend more then the next to refresh these supplies.
- *Line 38 – Admin/Operating* - Purchases lower than anticipated. Postage lower by 15% ($1,429); Printing & Stationery lower by 29% ($2,611) – includes $14,416 *Vintage Film Club* budget items that have not been spent at the time of this report. The remaining $5,198 is the *Get Connected* programme funding from the *CRL Computer Reserve.* Will need to review to ensure it is being costed correctly via the timesheet system.
- *Line 60 – furniture & equipment* – includes replacement RFID Security Gates for Grafton, a replacement circ. assist and other equipment, including: DVD Spinners sneeze guards, tension barriers, Ipads for digital devices grant.
- *Line 88 – interest estimate as per Budget* – Year-end transaction posting for this line item still to occur. Interest will be possibly lower due to declining investment returns.
- *Line 90 – Estimated balance as at 30/6/2021* – CRL Reserve $738960.22 the actual *Leave Accruals* have to be calculated and included in this figure. At a minimum $46,478.00 should be taken from this amount once the calculation is complete for the organisation.

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. 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	4th Quarter income and expenditure sheet as at 30 June 2021 updated September 2021

ITEM: 6.3   No. 4/21 – UPDATED ANNUAL BUDGET 2021/22

Meeting:	Clarence Regional Library Committee	4 November 2021
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides updated information on the 2021/22 Clarence Regional Library Budget.

OFFICER RECOMMENDATION

That:

- The Report on the Clarence Regional Library Budget for 2021/22 is endorsed by the Committee.

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

Items of note in the 2021/22 Annual CRL Budget include:

- *Line 12 - Grant Library (State)* – this will need to be updated to include the remaining funds to be carried over from the previous year for the *Vintage Film Club Grant* as revenue received in the 4th quarter from NSW Communities & Justice - Combating Social Isolation for Seniors Grant.
- *Note* - also an additional line needs to be added to include *State Library subsidies* received from each LGA as per the minute 17 February 2021:

    Recommendation

    That the CRL Committee agree to:

    Returning 25% of the State Library Subsidies to CRL from 2021/22 and 50% in 2022/23 to preserve the CRL Reserve at a reasonable level and:

- Endorse a figure of $200,000 as an estimated base rate for effectively covering potential redundancies.
- Provide a Book Vote to maintain the library Collection at appropriate levels, age and quality.
- Provide funds for another two User/Non-user Surveys conducted by a contractor over the next 10yrs.

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

Adopted

o There will also need to be a budget variation for CVC once the final amount is indicated by the State Library (usually March the following year ie) 2022)

- *Line 59 – Book Stock –* set at $300,000 as agreed
- *Line 76 – O*pening *Balance* of the CRL Reserve as at 1/7/2021 is $560,032.59 this is based the *Revised Budgeted* amount from the 2020/21 4th quarter spreadsheet and is correct at the time of preparing the budget for 2021/22.
- *Line 90 – Estimated balance as at 30/6/2021 –* CRL Reserve $511,445.59 is the *Budgeted* amount based on the original figure in *line 76* above. Once final year-end calculations are complete, the *Actual* amount can be added to the quarterly spreadsheets**.**

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. 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	CRL Annual Budget 2021/22 updated September 2021

ITEM: 7.1 No. 4/21 – LIBRARY AGREEMENT FUNDING FORMULA OPTIONS

Meeting:	Clarence Regional Library Committee	4 November 2021
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides information on the options for the Clarence Regional Library Agreement Funding Formula.

OFFICER RECOMMENDATION

That the CRL Committee endorse a funding formula of the following:

Option 1 - Per capita increase set at 2% per year including the rate peg with a reduced State subsidy of X%.

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

At the May 2021 CRLC meeting the following recommendation regarding the State Library Subsidy payments to the CRL for the next 2 years was endorsed.

> *Recommendation*

> *That the CRL Committee agree to:*

> *Returning 25% of the State Library Subsidies to CRL from 2021/22 and 50% in 2022/23 to preserve the CRL Reserve at a reasonable level and:*

> - *Endorse a figure of $200,000 as an estimated base rate for effectively covering potential redundancies.*

- *Provide a Book Vote to maintain the library Collection at appropriate levels, age and quality.*
- *Provide funds for another two User/Non-user Surveys conducted by a contractor over the next 10yrs.*

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

Adopted

This was adopted at the September Clarence Valley Council Meeting and is incorporated into the funding options presented.

As part of the discussion for item *10.1 RAMIFICATIONS OF POSTPONED COUNCIL ELECTIONS:*

Discussion covered the need for modelling around the funding formula as part of the new CRL Agreement review. The committee determined that modelling be undertaken for a 2%, 3% and 4% annual increase in funding across 10 years with the effects on collection and operations predicated.

KEY ISSUES

The 2018 forecasting spreadsheet used for determining the current funding formula has been revised to enable the funding formula options to be developed.

All assumptions are in line with Clarence Valley Council financial assumptions used in the 10 year Operational and the Long Term Forecast assumptions.

Assumptions include:
- State Library subsidies set at $ 2.65 2021/22 and $2.85 ongoing into the future
- Rate peg = 2.5%
- Interest on investments = 1%
- Wage growth at 2% increase per year
- Expenditure at 2% increase per year
- Workers comp at 2.6% increase per year
- Average cost per stock item = $20.00
- Target stock number = 132,000
- Target stock item replacement = 13,200
- Regional Librarian Wages & Overheads consists of 20% of the following allocations:

Ord Hours
Award Allowances
Public Holidays
Sick Leave
Training (wages only)
Annual Leave
Long Service Leave
Super 10%
Workers Comp 2.6%
Motor Vehicle

• Population is based ABS 3218.0 Regional Population Estimates by local Government Area published in March/ April each year for the preceding year. (State Library base their per capita funding on the same population estimates).

Elements in spreadsheet that are adjustable to show different funding outcomes across the 10 years include:

• Percentage of State Library Subsidies that the CRL receives from BSC and CVC Public Libraries
• Rate peg + X% increase
• Cost per book is set at $20 but can be adjusted up or down in price

The options provided include:

1. Per capita increase set at 2% per year
2. Per capita increase set at 3% per year
3. Per capita increase set at 4% per year

Based on the levels of the CRL combined Reserves as indicated

4. Per capita increase set at 2% per year combined with 50% State subsidy

Prepared by	Kathryn Breward - Regional Librarian
Attachment	CRL 2021-22 Forecasts 2%, 3%, 4% and CRL Reserves summary comparison

ITEM: 7.2   No. 4/21 – 1st QUARTER INCOME AND EXPENDITURE SHEET

Meeting:	Clarence Regional Library Committee	4 November 2021
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides information on the 1st quarter for 2020/21.

OFFICER RECOMMENDATION

That:

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

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

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

- *Line 11 – BSC contributions* - reflects the change in population and 4% increase on last financial year
- *12&13 – State Library Library (State)* – this has yet to be transferred across to CRL and BSC still needs to be invoiced for this.
- *Line 29 - Computer System costs* – these relate to when our subscriptions fall due.
- *Line 30 – Subscriptions & Databases* – on target this quarter, each year we review how our subscriptions and databases are used by our community and endeavour to source additional subscriptions as they reach the market. For example, we have added *Kinderling* kids streaming radio to our suite of subscriptions ($3,144.90).
- *Line 31 – Telephone* Budget has been consolidated Organisation-wide and should not appear as a separate cost – will have to investigate this further.
- *Line 35 – Freight & Cartage* is tracking just under the quarter amount expected.

- *Line 36 – Book Maintenance* – is tracking well under expected levels, this continues to be a result of supply chain issues relating to Covid and less stock being processed by our suppliers. Our Book maintenance supplies are purchased in bulk and this means one year we spend more then the next to refresh these supplies.
- *Line 40 – Admin/Operating* - Purchases lower than anticipated. Postage lower by 15% ($1,429); Printing & Stationery lower by 29% ($2,611) – includes $14,416 *Vintage Film Club* budget items that have not been spent at the time of this report. The remaining $5,198 is the *Get Connected* programme funding from the *CRL Computer Reserve.* Will need to review to ensure it is being costed correctly via the timesheet system.
- *Line 41* – Promotional – this has been underspent to date but with the Digital Engagement position now being filled, strategic planning around expenditure will see this improve.
- *Line 60 – furniture & equipment* – last year it included replacement RFID Security Gates for Grafton, a replacement circ. assist and other equipment, including: DVD Spinners sneeze guards, tension barriers, Ipads for digital devices grant.
- Line 61 – *Book Stock* – underspent for the quarter however this should be rectified in the lead up to Christmas in the 2nd qtr. as the publishing output expands to accommodate the Christmas season.
- *Line 88 – interest estimate as per Budget* – Year-end transaction posting for this line item still to occur. Interest will be possibly lower due to declining investment returns.

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. 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	4th Quarter income and expenditure sheet as at 30 September 2022

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
1st Quarter - 2021/22 Revenue and Expenditure - OPERATIONAL

	Actuals to 30/09/2020	Original Budget 2021/22	Actuals to 30/09/2021	% Actual vs Revised Budget
Revenue				
Contributions CVC Pub Library	230,027.50	976,590.00	244,147.50	25%
Contributions CVC Pub Lib (Regional Lib Wage)	6,586.50	39,112.00	9,778.00	25%
Contributions BSC Pub Library	60,216.43	233,249.00	63,315.26	27%
State Subsidy Contribution CVC (25%)	0.00	50,366.00	12,591.50	25%
State Subsidy Contribution BSC (25%)	0.00	23,766.00	5,941.50	25%
Grant Library (State)	0.00	0.00	0.00	0%
Revenues from users	135.27	0.00	142.39	0%
Sundry Revenues	1,340.83	0.00	1,169.84	0%
Total Revenue	**298,306.53**	**1,323,083.00**	**337,085.99**	**25%**
Expenditure				
Workforce related				
Salaries & Employment	100,015.33	439,162.00	96,154.54	22%
Public Holidays	0.00	19,019.00	1,426.95	8%
Superannuation	10,120.25	49,476.00	9,687.24	20%
Leave Accruals	11,737.02	50,425.00	0.00	0%
Workers Compensation	2,690.24	12,861.00	2,645.47	21%
Motor vehicle costs	1,875.00	7,500.00	1,875.00	25%
	126,437.84	**578,443.00**	**111,789.20**	**19%**
Site & Equipment costs				
Computer system costs	57,152.11	128,709.00	73,514.83	57%
Subscriptions/Databases	44,833.59	126,666.00	31,539.10	25%
Telephone	-1,683.87	0.00	1,412.00	0%
Insurance	0.00	2,222.00	0.00	0%
	100,301.83	**257,597.00**	**106,465.93**	**41%**
Direct Collection costs				
Freight & cartage	4,276.99	19,500.00	4,316.32	22%
Book Maintenance	10,026.40	65,000.00	8,222.39	13%
	14,303.39	**84,500.00**	**12,538.71**	**15%**
Overhead costs				
Admin and Management (ABC Cost Distribution)	30,062.52	120,250.00	30,062.50	25%
Admin/Operating	6,758.43	29,200.00	2,031.21	7%
Promotional expenses	4,997.63	20,000.00	1,821.24	9%
	41,818.58	**169,450.00**	**33,914.95**	**20%**
Total Expenditure	**282,861.64**	**1,089,990.00**	**264,708.79**	**24%**
Excess / (Shortfall)	**15,444.89**	**233,093.00**	**72,377.20**	**31%**

	CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT			
	2021/22 Revenue and Expenditure - CAPITAL			
	Actuals to 30/09/2020	**Original Budget 2021/22**	**Actuals to 30/09/2021**	**% Actual vs Revised Budget**
Revenue				
Asset Disposal	-1,034.09	0.00	-979.48	0%
Total Revenue	**0.00**	**0.00**	**-979.48**	**0%**
Expenditure				
Recurrent				
Bookstock	67,810.24	300,000.00	43,941.64	15%
Furniture & Equipment	19,476.57	0.00	0.00	0%
	87,286.81	300,000.00	43,941.64	15%
Non-Recurrent				
Nil at this stage	0.00	0.00	0.00	0%
Nil at this stage	0.00	0.00	0.00	0%
	0.00	0.00	0.00	0%
Total Expenditure	87,286.81	300,000.00	43,941.64	15%
Excess / (Shortfall)	**-87,286.81**	**-300,000.00**	**-44,921.12**	**15%** The shortfall is the amount to be transferred from the CRL reserve and has a direct corellation with the net operating result

Balance of CRL Reserve	Based on Original budget figures	Based on Actual 30/06/2021 Reserve Balance
Opening Balance as at 1/7/21	$560,032.59	$734,211.92
Less transfers from reserve:		
Capital expenditure incl books	$300,000.00	$300,000.00
Prior year book vote c/fwd	$0.00	$0.00
Add:		
Estimated operating transfer to reserve	$233,093.00	$233,093.00
Other Capital Revenue	$0.00	$0.00
Balance of reserve net of interest	$493,125.59	$667,304.92
Interest estimate as per Budget	-$18,320.00	-$18,320.00
Estimated balance as at 30/6/22	$511,445.59	$685,624.92

ITEM: 9.1   No. 4/21 – NEW TECHNOLOGIES

Meeting: Clarence Regional Library Committee   4 November 2021
Reviewed By:
Attachment: no

REPORT SUMMARY

Update on new technologies within the Clarence Regional Library

OFFICER RECOMMENDATION

That the Committee notes the new technologies that have been introduced to the library service

LINKAGE TO *CVC COMMUNITY PLAN*

Theme   **1 Society**

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

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

LINKAGE TO *BSC COMMUNITY VISION 2030*

Theme 2:   Community Wellbeing

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

BACKGROUND

In the CRL Strategic Action Plan *Item 1.2.8 New Technologies* key actions include implementation of iPad use at Library and Regional level and to provide a range for new technologies for members to experience.

KEY ISSUES

There have been a number of new technologies implemented in Clarence Regional Libraries.

Mobile phone/device charging stations were purchased for Grafton, Bellingen, Iluka, Maclean and Yamba libraries All compartments are equipped with a power outlet and a 2.4 amp USB port, so you can charge most devices including iPads, tablets, laptops, mobile phones and Chromebooks. Library members can charge their device in a secure locker whilst they browse the collection or use the computers. All that is required is a USB or power cord. The secure digital locking system is easy to operate and each individual locker is conveniently operated by the central control panel where you simply follow the prompts on the screen.

Team Leaders and all libraries received new iPads in June 2019. The iPads have been utilised by libraries to manage events using the Events module, take photos for use on social media and demonstrate Library apps to borrowers. Team Leaders have used the iPads to engage on social media and for collection maintenance when visiting libraries.

iPad stands, light boxes and editing equipment for filming were purchased as part of the pivot to digital and social engagement during the COVID lockdown in 2020. This need was identified in particular for the Library YouTube channel and has enabled the library service to expand its digital content and engagement with *Library minutes*, craft tutorials and *KidsTube*.

CVC:

An interactive table was purchased for Grafton Library in 2019. The touch screen table allows visitors to the library to view our current digital exhibitions, council development plans, council intramaps, local history photos, as well as play with digital puzzles.

The library has had exhibitions of historic photos from the Jacaranda Festival and the Pelican Playhouse. Local photographer Minya Rose exhibited 22 images from her black and white portrait series "We're in this together".

Grant funding enabled Clarence Valley Libraries to purchase five iPads for use by borrowers over 55 as part of our *Get Connected* program. The iPads are available for loan and have access to data. Library apps are preloaded and general technical support from staff is provided.

A new print management system at Grafton Library has been implemented with air printing the next step. Air printing will allow visitors to print directly from their devices without having to book a computer.

Grant funding was received to purchase iPad pens to run *digital daydreaming workshops* during the 2021/2022 summer holidays. Participants of these workshops will use photographs of spaces and places and digitally design artwork and installations onto them.

BSC:

A CD cleaner was purchased for Bellingen Library. BSC libraries are now able to clean dirty DVD's and audiobooks onsite. Previously these items were sent to Regional Services meaning they were unavailable to borrow for up to three weeks.

Bellingen Shire Libraries received grant funding to purchase 6 iPads for use by senior members of the community.

Prepared by	Victoria Keane – Team Leader (Regional Resources)
Attachment	no

ITEM: 9.2   No. 4/21 – CRL STRATEGIC PLAN UPDATE

Meeting:	Clarence Regional Library Committee	4 November 2021
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

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

LINKAGE TO *CVC COMMUNITY PLAN*

OFFICER RECOMMENDATION

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

Theme   1 Our Society

Objective   1.3 We will have a diverse and creative culture

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

LINKAGE TO *BSC COMMUNITY VISION 2030*

Theme 2:   Community Wellbeing

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

BACKGROUND

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

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

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

KEY ISSUES

The previous Review of the CRL Strategic Action Plan occurred in September 2020. The review in 2021 tracks the changes since then. Overall, the achievements over the past two years have been substantial (Refer Attachment 1: CRL Strategic Plan 2012 – 2022 Progress report – September 2021). These include:

Key Achievements:
CRL:
- Increased usage of library App
- Development of digital collections – increased spending on eMagazines, eAudio, eBooks – huge increase in borrowing since Covid
- NBN for Iluka completed 2021
- Further databases added – BeamaFilm, Libby, Kinderling
- Targeted outreach services developed for seniors in their *Get Connected* sessions, Story time, and Live n Loud youth events, school Holiday activities
- Social networking – Instagram, Facebook, YouTube, Pinterest, Flickr developed
    - YouTube - Increase in number of YouTube films and increase in community access since Covid
- Themed and targeted eNewsletters continue monthly with increased engagement
- Visible library identity continues to be developed
- Enhanced collection management through introduction of RFID and Spydus Collections Module
- Collection arrangement incorporating best practice, integration of collections, separating Local Studies
- Expansion of Aboriginal resources and targeted marketing
    - Dual signage developed for Bellingen Libraries
    - Development of acknowledgement of country signage for all locations
    - Introduction of specific Aboriginal Collection artwork for advertising
- Process streamlining
    - Additional grade 2 Library support assistant - CRL
    - Additional grade 8 Senior Library Officer (Digital Engagement) – CRL
- Policy review and development including;
    - Local Studies Collection development Policy
    - Childrens and Young Adults policy
    - Collection Development Policy
    - Volunteer Policy
    - Internet Policy
    - Fee waiving policy
- Community Book Selection activities – these have been affected by Covid restrictions in the last 12 months
- Educational & recreational programs and activities – Preservation workshops, *Get Connected* program – these have been affected by Covid restrictions and where possible we have looked at online alternative delivery models for the shot term.
- eSmart status achieved in 2018

- Surveys:
    - Childrens Survey 2020
    - Marketing Survey 2020
- Improved promotional and DVD displays for each location
- Collection in shelf displays and shelf guides developed
- Newspaper advertising developed to highlight services and collections
- Device charging stations purchased for Bellingen, Grafton, Iluka, Maclean & Yamba – marketing developed to distribute through local businesses
- Child play centres purchased for all locations to enhance toddler experience in the library – these have been withdrawn from use since Covid-19 became an issue
- Ipads replaced
- Interactive table purchased for Grafton Library – used as an exhibition space with multiple curated image collections being developed in the last 12 months including
    - *Embracing life Portrait exhibition*
    - *Nymboida 2019 fires Digital Photography Exhibution*
    - Pelican playhouse – productions
    - Jack Griffin – My cycling Life
    - Jacaranda History
    - *Minya Rose - I we're in this together*
- Spydus upgrades in 2018 and 2020
    - New Managed Services Agreement signed September 2020 (5 year contract)

Libraries:
- BSC
    - Dorrigo Hours survey 2018 (BSC)
    - hours increased
    - Libraries opened an additional 6.5 hours per week from April 2019.
    - All libraries are now open from 10am Tuesday to Thursday and do not shut for lunch in Bellingen.
    - Urunga - open through two lunch hours
    - Dorrigo - open through two lunch hour
    - Successful Public Library Infrastructure Grant to expand Dorrigo Library - $482,800
- CVC
    - CVC restructure in 2019 saw increased grades and qualification level for Yaegl country library team and Mobile Library
    - Iluka - hours have changed to consecutive days - Wednesday, Thursday, Friday by public demand
    - Yamba – hours increased – WER – 2 additional hours on Wednesdays since Covid
    - Maclean – hours increased- WER – extra half hour Saturdays in line with starting time for other CVC libraries since Covid
- CVC - Popup library being developed and rolled out to suitable events
- Mobile library service operations continued to be developed and programming expanded
- Greater range of activities and events
- Partnerships with other services to promote libraries and their role in the community
- Delivery of Home Library Services
- Staff professional development
    - CRL - Sparkle customer service training

- o CRL - eSmart online training
- o CRL – State Library Reference Group
- o CRL – Spydus upgrade training
- o CVC - Cultural skills training
- o CVC – Code of conduct training
- Book Clubs meeting in libraries
- Writer's groups meeting in libraries
- 3D printer programs developed and implemented
- Successful Yamba Community Hub Grant $11 Million to include new expanded Yamba Library facility
- Successful Public Library Infrastructure Grant for Yaegl Library refurbishment project - $274,960

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

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

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

Prepared by	Kathryn Breward - Regional Librarian
Attachment	CRL revised Strategic Action Plan 2012-2022 September 2021 review

ITEM: 9.3   No. 4/21 – DRAFT NEW LIBRARY AGREEMENT 2022

Meeting:	Clarence Regional Library Committee	4 November 2021
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides information on the Regional Library Agreement that was due to expire on the 30 June 2022.

OFFICER RECOMMENDATION

The CRL Committee:

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

BACKGROUND

This report detail the changes to the Library Agreement to date.

Items:

2.1   *A joint library service to be known as the Clarence Regional Library (hereafter called CRL) shall operate throughout the entirety of the areas of the Councils.*

5.9   *Member Councils shall make quarterly payments in membership contributions to the CRL, in accordance with clause 10 of this Agreement.*

9.7   *If a quorum is not present at a meeting, the Executive Officer has the power to make recommendations on behalf of the Advisory Committee to the Executive Council on matters arising from that meeting.*

The replaces the previous wording:

The Executive Council shall not implement any policy initiatives relating to the CRL Service without first consulting with the Committee.

All of these changes above are based on review of other Regional Services that also have similar statements in their Library Agreements.

4.1.10 *Appoint its Director of Environment, Planning & Community as the Executive Officer of the CRL;*

This needs to be amended to reflect the change in reporting structure for the Regional Library service in Clarence Valley Council and should now read: *Appoint its Manager Cultural, Community and Industry as the Executive Officer of the CRL;*

10.2   *The Delegating Councils shall make a payment each year to the Executive Council for the CRL Service.* <mark>*The amount payable shall be determined in the annual budget for the CRL, and for the Delegating Council shall be calculated on a per capita basis plus the subsidy receivable from the State Government. The Executive Council shall also contribute toward the budget on a per capita basis plus the subsidy receivable from the State Government.*</mark>

Proposed wording for this item:

The Delegating Councils shall make a payment each year to the Executive Council for the CRL Service. The amount payable shall be determined in the annual budget for the CRL and for the Executive Council and Delegating Council shall be calculated on a per capita basis.

The Subsidy receivable from the State Government by both Executive and Delegating councils will also contribute to the CRL budget based on the following schedule:

2022/23 50% of the State Subsidy payments to go towards the CRL Budget.

2023/24 onwards - this needs to be determined by the CRL Committee and Adopted by both councils.

The yellow highlights needs to be amended to reflect what is going to happen with the State Subsidy payments for each council.

The current decision for the State *Library subsidies* received from each LGA as per the minute 17 February 2021 reads as:

> <u>*Recommendation*</u>
>
> *That the CRL Committee agree to:*
>
> *Returning 25% of the State Library Subsidies to CRL from 2021/22 and 50% in 2022/23 to preserve the CRL Reserve at a reasonable level.*

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*

This item is subject to a separate report – item 7.3 Library Agreement Funding Formulas

KEY ISSUES

Further to the above items, the following has been identified as a discussion point also:

- Is it necessary to define the role of the Executive Officer?
    - Previously when the Executive Officer was not a member of the CRL Committee they were not entitled to vote. When 3 delegates were agreed to per council the Executive Officer was the named staff representative for the Clarence Valley Council, at this point they were then able to vote as a member of the committee.   Also historically the Executive Officer from time to time presented reports and papers relating to the CRL service.

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
Budget - 2021/22 Revenue and Expenditure - OPERATIONAL

	Original Budget 2021/22	Budget Adjustments (Council minuted)	Budget Adjustments (to go to Council)	Revised Budget
Revenue				
Contributions CVC Pub Library	976,590.00	0.00	20,309.00	996,899.00
Contributions CVC Pub Lib (Regional Lib Wage)	39,112.00	0.00	-12,971.00	26,141.00
Contributions BSC Pub Library	233,249.00	0.00	19,994.00	253,243.00
State Subsidy Contribution CVC (25%)	50,366.00	0.00	13.00	50,379.00
State Subsidy Contribution BSC (25%)	23,766.00	0.00	70.00	23,836.00
Grant Library (State)	0.00	0.00	0.00	0.00
Revenues from users	0.00	0.00	750.00	750.00
Sundry Revenues	0.00	0.00	2,500.00	2,500.00
Total Revenue	**1,323,083.00**	**0.00**	**30,665.00**	**1,353,748.00**
Expenditure				
Workforce related				
Salaries & Employment	439,162.00	0.00	28,099.00	467,261.00
Public Holidays	19,019.00	0.00	-521.00	18,498.00
Superannuation	49,476.00	0.00	-1,311.00	48,165.00
Leave Accruals	50,425.00	0.00	169.00	50,594.00
Workers Compensation	12,861.00	0.00	692.00	13,553.00
Motor vehicle costs	7,500.00	0.00	0.00	7,500.00
	578,443.00	**0.00**	**27,128.00**	**605,571.00**
Site & Equipment costs				
Computer system costs	128,709.00	0.00	-6,479.00	122,230.00
Subscriptions/Databses	126,666.00	0.00	-20,458.00	106,208.00
Telephone	0.00	0.00	250.00	250.00
Insurance	2,222.00	0.00	0.00	2,222.00
	257,597.00	**0.00**	**-26,687.00**	**230,910.00**
Direct Collection costs				
Freight & cartage	19,500.00	0.00	0.00	19,500.00
Book Maintenance	65,000.00	0.00	0.00	65,000.00
	84,500.00	**0.00**	**0.00**	**84,500.00**
Overhead costs				
Admin and Management (ABC Cost Distribution)	120,250.00	0.00	0.00	120,250.00
Admin/Operating	29,200.00	0.00	750.00	29,950.00
Promotional expenses	20,000.00	0.00	0.00	20,000.00
	169,450.00	**0.00**	**750.00**	**170,200.00**
Total Expenditure	**1,089,990.00**	**0.00**	**1,191.00**	**1,091,181.00**
Excess / (Shortfall)	**233,093.00**	**0.00**	**29,474.00**	**262,567.00**

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
Budget - 2021/22 Revenue and Expenditure - CAPITAL

	Original Budget 2021/22	Budget Adjustments (Council minuted)	Budget Adjustments (to go to Council)	Revised Budget
Revenue				
Asset Disposal	0.00	0.00	3,000.00	3,000.00
Total Revenue	**0.00**	**0.00**	**3,000.00**	**3,000.00**
Expenditure				
Recurrent				
Bookstock	300,000.00	0.00	0.00	300,000.00
Furniture & Equipment	0.00	4,085.00	0.00	4,085.00
	300,000.00	**4,085.00**	**0.00**	**304,085.00**
Non-Recurrent				
Nil at this stage	0.00	0.00	0.00	0.00
Nil at this stage	0.00	0.00	0.00	0.00
	0.00	**0.00**	**0.00**	**0.00**
Total Expenditure	**300,000.00**	**4,085.00**	**0.00**	**304,085.00**
Excess / (Shortfall)	**-300,000.00**	**-4,085.00**	**3,000.00**	**-301,085.00**

Balance of CRL Reserve	Based on Original budget figures	Budget Adjustments (Council minuted)	Budget Adjustments (to go to Council)	Revised Reserve Balance
Opening Balance as at 1/7/21	$560,032.59			$734,212.00
Less transfers from reserve:				
Capital expenditure incl books	$300,000.00	$4,085.00	$0.00	$304,085.00
Prior year book vote c/fwd	$0.00	$0.00	$0.00	$0.00
Add:				
Estimated operating transfer to reserve	$233,093.00	$0.00	$29,474.00	$262,567.00
Other Capital Revenue	$0.00	$0.00	$0.00	$0.00
Balance of reserve net of interest	$493,125.59			$692,694.00
Interest estimate as per Budget	-$18,320.00	$0.00	$10,978.00	-$7,342.00
Estimated balance as at 30/6/22	$511,445.59			$700,036.00

Prepared by	Kathryn Breward – Regional Librarian
Attachment	Draft CRL Agreement 2022

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
4th Quarter - 2020/21 Revenue and Expenditure - OPERATIONAL

	Original Budget 2020/21	Revised Budget as at 30/06/2021	Actuals to 30/06/2021	% Actual vs Revised Budget
Revenue				
Contributions CVC Pub Library	920,110.00	957,442.00	957,442.00	100%
Contributions CVC Pub Lib (Regional Lib Wage)	23,000.00	26,346.00	38,346.00	146%
Contributions BSC Pub Library	230,940.00	240,852.00	240,986.34	100%
Grant Library (State)	0.00	0.00	31,395.00	0%
Revenues from users	0.00	0.00	941.11	0%
Sundry Revenues	0.00	0.00	2,940.67	0%
Total Revenue	**1,174,050.00**	**1,224,640.00**	**1,272,051.12**	**104%**
Expenditure				
Workforce related				
Salaries & Employment	460,585.00	456,130.00	407,774.89	89%
Public Holidays	18,173.00	17,991.00	12,575.84	70%
Superannuation	44,891.00	44,442.00	42,866.77	96%
Leave Accruals	46,948.00	46,478.00	45,310.73	97%
Workers Compensation	12,287.00	12,165.00	10,350.59	85%
Motor vehicle costs	7,500.00	7,500.00	7,500.00	100%
	590,384.00	**584,706.00**	**526,378.82**	
Site & Equipment costs				
Computer system costs	128,709.00	128,709.00	126,705.69	98%
Subscriptions/Databases	126,666.00	126,666.00	104,274.42	82%
Telephone	0.00	0.00	219.43	0%
Insurance	1,725.00	1,933.00	1,928.34	100%
	257,100.00	**257,308.00**	**233,127.88**	
Direct Collection costs				
Freight & cartage	19,500.00	19,500.00	24,036.43	123%
Book Maintenance	65,000.00	65,000.00	48,737.70	75%
	84,500.00	**84,500.00**	**72,774.13**	
Overhead costs				
Admin and Management (ABC Cost Distribution)	120,250.00	120,250.00	120,250.00	100%
Admin/Operating	29,200.00	48,814.00	30,191.07	62%
Promotional expenses	20,000.00	20,000.00	19,556.31	98%
	169,450.00	**189,064.00**	**169,997.38**	**90%**
Total Expenditure	**1,101,434.00**	**1,115,578.00**	**1,002,278.21**	**90%**
Excess / (Shortfall)	**72,616.00**	**109,062.00**	**269,772.91**	**247%**

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
2020/21 Revenue and Expenditure - CAPITAL

		Original Budget 2020/21	Revised Budget as at 30/06/2021	Actuals to 30/06/2021	% Actual vs Revised Budget	
50						
51						
52						
53	**Revenue**					
54	Asset Disposal	0.00	0.00	0.00	0%	
55	**Total Revenue**	**0.00**	**0.00**	**0.00**	**0%**	
56						
57	**Expenditure**					
58	Recurrent					
59	Bookstock	345,000.00	363,869.00	327,720.17	90%	
60	Furniture & Equipment	0.00	0.00	31,369.39	0%	
61		**345,000.00**	**363,869.00**	**359,089.56**	**99%**	
62	Non-Recurrent					
63	Nil at this stage	0.00	0.00	0.00	0%	
64	Nil at this stage	0.00	0.00	0.00	0%	
65		**0.00**	**0.00**	**0.00**	**0%**	
66						
67	**Total Expenditure**	**345,000.00**	**363,869.00**	**359,089.56**	**99%**	
68						
69						
70	Excess / (Shortfall)	**-345,000.00**	**-363,869.00**	**-359,089.56**	**99%**	The shortfall is the amount to be transferred from the CRL reserve and has a direct corellation with the net operating result
71						
72						
73						

	Balance of CRL Reserve	Based on Original budget figures	Based on Revised budget figures	Based on Estimated Actual figures	
74	**Balance of CRL Reserve**				
75					
76	Opening Balance as at 1/7/20	$795,033.59	$795,033.59	$795,033.59	RA 41125
77	Less transfers from reserve:				
78	Capital expenditure incl books	$345,000.00	$363,869.00	$359,089.56	
79	Prior year book vote c/fwd	$0.00	$0.00	$0.00	
80	Other - allow for impacts of grant funded projects	$0.00	0.00	$12,081.65	
81					
82	Add:				
83	Estimated operating transfer to reserve	$72,616.00	$109,062.00	$269,772.91	
84	Other Capital Revenue		$0.00	$0.00	
85					
86	Balance of reserve net of interest	$522,649.59	$540,226.59	$693,635.29	
87					
88	Interest estimate as per Budget	-$19,806.00	-$19,806.00	-$9,919.89	
89					
90	Estimated balance as at 30/6/21	$542,455.59	$560,032.59	$703,555.18	RA 41125
91					
92	Balance of Library Computer Replacement Reserve			$30,656.74	RA 41127
93					
94	**Total Library Reserve**			**$734,211.92**	
95					

ESTIMATED CRL RESERVE BALANCE - COMPARISON DEPENDING ON PER CAPITA PERCENTAGE INCREASE PER ANNUM

	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Reserve Balance											
2%	$707,120	$730,168	$889,471	$1,077,417	$1,265,817	$1,577,552	$1,865,382	$2,181,572	$2,502,988	$2,825,968	$3,149,351
3%	$707,120	$742,751	$928,142	$1,156,651	$1,401,110	$1,785,468	$2,163,614	$2,588,992	$3,039,709	$3,513,406	$4,010,287
4%	$707,120	$755,333	$967,066	$1,236,928	$1,539,089	$1,998,921	$2,471,826	$3,012,862	$3,601,852	$4,238,258	$4,924,224
Per Per Capita											
2%	$19.27	$19.66	$20.05	$20.45	$20.86	$21.28	$21.70	$22.14	$22.58	$23.03	$23.49
3%	$19.27	$19.85	$20.44	$21.06	$21.69	$22.34	$23.01	$23.70	$24.41	$25.14	$25.90
4%	$19.27	$20.04	$20.84	$21.68	$22.54	$23.45	$24.38	$25.36	$26.37	$27.43	$28.53

CLARENCE REGIONAL LIBRARY (CRL) 10 YEAR FORECASTS

CRL Income	Allocations Included	Description	2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Contributions			($1,236,774)	-$ 1,323,083.00	($1,350,498)	($1,465,864)	($1,658,060)	($1,695,428)	($1,733,760)	($1,873,381)	($1,914,201)	($1,956,069)	($1,999,012)	($2,043,059)	($2,088,238)
Other Revenue			($39,336)		($6,250)	($6,375)	($6,503)	($6,633)	($6,765)	($6,901)	($7,039)	($7,179)	($7,323)	($7,469)	($7,619)
		TOTAL OPERATING INCOME	($1,276,110)	-$ 1,299,317.00	($1,356,748)	($1,472,239)	($1,664,562)	($1,702,061)	($1,740,526)	($1,880,282)	($1,921,239)	($1,963,248)	($2,006,335)	($2,050,528)	($2,095,857)

CRL EXPENSES

	Allocations Included	Description	2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
50 - Salaries, Wages & Oncosts			$516,503	$ 570,943.00	$583,457	$599,301	$616,161	$634,182	$653,540	$674,079	$695,916	$719,183	$744,029	$770,619	$799,135
51 - Other Employee Costs			$3,757	$ -	$14,816	$17,812	$15,468	$15,777	$18,847	$16,470	$16,799	$19,889	$17,533	$17,884	$18,241
53 - Materials			$26,264	$ 12,300.00	$7,300	$7,446	$7,595	$7,747	$7,902	$8,060	$8,221	$8,385	$8,553	$8,724	$8,899
54 - Contractors & Consultancies			$83,022	$ 90,000.00	$90,300	$92,106	$118,948	$95,827	$97,744	$99,698	$129,692	$103,726	$105,801	$107,917	$110,075
57 - Insurance Expenses			$1,928	$ 2,222.00	$2,222	$2,266	$2,312	$2,358	$2,405	$2,453	$2,502	$2,552	$2,603	$2,655	$2,709
59 - Administration Expenses			$34,216	$ 38,700.00	$38,700	$39,474	$40,263	$41,069	$41,890	$42,728	$43,582	$44,454	$45,343	$46,250	$47,175
60 - Operating Expenses			$105,945	$ 120,409.00	$120,430	$128,740	$131,315	$133,941	$136,620	$139,352	$142,139	$144,982	$147,882	$150,839	$153,856
61 - Subscriptions & Memberships			$104,274	$ 126,666.00	$106,208	$108,332	$110,498	$112,708	$114,962	$117,262	$119,607	$121,999	$124,439	$126,928	$129,466
62 - Internal Expenses			$128,520	$ 127,750.00	$127,750	$130,305	$132,911	$135,569	$138,281	$141,046	$143,867	$146,745	$149,679	$152,673	$155,727
		TOTAL OPERATING EXPENDITURE	$1,004,429	$ 1,088,990.00	$1,091,181	$1,125,782	$1,175,471	$1,179,179	$1,212,191	$1,241,149	$1,302,327	$1,311,917	$1,345,863	$1,384,489	$1,425,283

BOOK STOCK INFORMATION

	Allocations Included	Description	2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Opening stock		Number of Books Held			132,000	132,000	132,000	135,000	138,000	141,000	144,000	144,000	144,000	144,000	144,000	144,000
acquisitions		New Acquitions			13,200	13,200	13,200	13,200	13,200	13,200	15,400	15,400	15,400	15,400	15,400	15,400
Yamba Book Increase		Additional Books			3,000		3,000	3,000	3,000	3,000						
Average item price (EX GST)				$ 20.00	$20.00	$20.40	$20.81	$21.22	$21.65	$22.08	$22.52	$22.97	$23.43	$23.90	$24.38
# weeded		Annual book disposals			13,200	13,200	13,200	13,200	13,200	13,200	15,400	15,400	15,400	15,400	15,400	15,400
Closing Stock		Number of Books Held			135,000	132,000	135,000	138,000	141,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000
Net Funds Available before Book Vote			$271,681	$ 210,327.00	$265,566	$346,457	$489,091	$522,882	$528,334	$639,133	$618,913	$651,331	$660,471	$666,039	$670,574
Bookvote Required		Acquisitions X Item Av Price	$327,720	$ 300,000.00	$300,000	$330,480	$337,090	$343,831	$350,708	$340,057	$346,858	$353,795	$360,871	$368,089	$375,450

ACCUMULATED RESERVES INFORMATION

	Allocations Included	Description	2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Reserve Opening - RA 41125 & 41127	CRL and Computer Reserve	Closing Bal Prior Yr	$825,690	$ 734,211.92	$734,212	$707,120	$730,168	$889,471	$1,077,417	$1,265,817	$1,577,552	$1,865,382	$2,181,572	$2,502,988	$2,825,968
Movement	Transfer to/from Reserve		($101,398)	-$ 89,673.00	($34,434)	$15,977	$152,001	$179,051	$177,626	$299,076	$272,055	$297,536	$299,600	$297,950	$295,124
Interest On Reserve Opening Balance			$9,920	$ 18,320.00	$7,342	$7,071	$7,302	$8,895	$10,774	$12,658	$15,776	$18,654	$21,816	$25,030	$28,260
Other Reserve Expenditure															
Reserve Closing Balance (Positive Figure - Funds Held, Negative - Overdrawn)			$734,212	$ 644,538.92	$707,120	$730,168	$889,471	$1,077,417	$1,265,817	$1,577,552	$1,865,382	$2,181,572	$2,502,988	$2,825,968	$3,149,351
Minimum Reserve Balance Determined				$ 308,899.00	$309,118	$316,578	$325,627	$330,159	$337,706	$344,931	$355,465	$360,929	$368,918	$377,467	$386,327
Staff entitlements	Leave entitlements, Restructures			$ 200,000.00	$200,000	$204,000	$208,080	$212,242	$216,486	$220,816	$225,232	$229,737	$234,332	$239,019	$243,799
Contingency 10% of Operating Expenditure	Provided for unforeseen events, Replacement of CRL Specific Assets other than Book Stock			$ 108,899.00	$109,118	$112,578	$117,547	$117,918	$121,219	$124,115	$130,233	$131,192	$134,586	$138,449	$142,528

CLARENCE REGIONAL LIBRARY (CRL) 10 YEAR FORECASTS

CRL Income	Allocations Included	Description	2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Contributions			($1,236,774)	-$ 1,323,083.00	($1,350,498)	($1,478,446)	($1,684,022)	($1,735,605)	($1,789,026)	($1,944,653)	($2,002,437)	($2,062,275)	($2,124,239)	($2,188,408)	($2,254,862)
Other Revenue			($39,336)		($6,250)	($6,375)	($6,503)	($6,633)	($6,765)	($6,901)	($7,039)	($7,179)	($7,323)	($7,469)	($7,619)
		TOTAL OPERATING INCOME	($1,276,110)	-$ 1,299,317.00	($1,356,748)	($1,484,821)	($1,690,524)	($1,742,237)	($1,795,791)	($1,951,553)	($2,009,476)	($2,069,454)	($2,131,562)	($2,195,877)	($2,262,480)

CRL EXPENSES			2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
50 - Salaries, Wages & Oncosts			$516,503	$ 570,943.00	$583,457	$599,301	$616,161	$634,182	$653,540	$674,079	$695,916	$719,183	$744,029	$770,619	$799,135
51 - Other Employee Costs			$3,757	$ -	$14,816	$17,812	$15,468	$15,777	$18,847	$16,470	$16,799	$19,889	$17,533	$17,884	$18,241
53 - Materials			$26,264	$ 12,300.00	$7,300	$7,446	$7,595	$7,747	$7,902	$8,060	$8,221	$8,385	$8,553	$8,724	$8,899
54 - Contractors & Consultancies			$83,022	$ 90,000.00	$90,300	$92,106	$118,948	$95,827	$97,744	$99,698	$129,692	$103,726	$105,801	$107,917	$110,075
57 - Insurance Expenses			$1,928	$ 2,222.00	$2,222	$2,266	$2,312	$2,358	$2,405	$2,453	$2,502	$2,552	$2,603	$2,655	$2,709
59 - Administration Expenses			$34,216	$ 38,700.00	$38,700	$39,474	$40,263	$41,069	$41,890	$42,728	$43,582	$44,454	$45,343	$46,250	$47,175
60 - Operating Expenses			$105,945	$ 120,409.00	$120,430	$128,740	$131,315	$133,941	$136,620	$139,352	$142,139	$144,982	$147,882	$150,839	$153,856
61 - Subscriptions & Memberships			$104,274	$ 126,666.00	$106,208	$108,332	$110,498	$112,708	$114,962	$117,262	$119,607	$121,999	$124,439	$126,928	$129,466
62 - Internal Expenses			$128,520	$ 127,750.00	$127,750	$130,305	$132,911	$135,569	$138,281	$141,046	$143,867	$146,745	$149,679	$152,673	$155,727
		TOTAL OPERATING EXPENDITURE	$1,004,429	$ 1,088,990.00	$1,091,181	$1,125,782	$1,175,471	$1,179,179	$1,212,191	$1,241,149	$1,302,327	$1,311,917	$1,345,863	$1,384,489	$1,425,283

BOOK STOCK INFORMATION

			2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Opening stock	Number of Books Held			132,000	132,000	132,000	135,000	138,000	141,000	144,000	144,000	144,000	144,000	144,000	144,000
acquisitions	New Acquitions			13,200	13,200	13,200	13,200	13,200	13,200	15,400	15,400	15,400	15,400	15,400	15,400
Yamba Book Increase	Additional Books			3,000		3,000	3,000	3,000	3,000						
Average item price (EX GST)				$ 20.00	$20.00	$20.40	$20.81	$21.22	$21.65	$22.08	$22.52	$22.97	$23.43	$23.90	$24.38
# weeded	Annual book disposals			13,200	13,200	13,200	13,200	13,200	13,200	15,400	15,400	15,400	15,400	15,400	15,400
Closing Stock	Number of Books Held			135,000	132,000	135,000	138,000	141,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000
Net Funds Available before Book Vote			$271,681	$ 210,327.00	$265,566	$359,039	$515,053	$563,059	$583,600	$710,404	$707,149	$757,537	$785,699	$811,388	$837,197
Bookvote Required		Acquisitions X Item Av Price	$327,720	$ 300,000.00	$300,000	$330,480	$337,090	$343,831	$350,708	$340,057	$346,858	$353,795	$360,871	$368,089	$375,450

ACCUMULATED RESERVES INFORMATION

			2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Reserve Opening - RA 41125 & 41127	CRL and Computer Reserve	Closing Bal Prior Yr	$825,690	$ 734,211.92	$734,212	$707,120	$742,751	$928,142	$1,156,651	$1,401,110	$1,785,468	$2,163,614	$2,588,992	$3,039,709	$3,513,406
Movement	Transfer to/from Reserve		($101,398)	-$ 89,673.00	($34,434)	$28,559	$177,964	$219,227	$232,892	$370,347	$360,291	$403,742	$424,827	$443,300	$461,747
Interest On Reserve Opening Balance			$9,920	$ 18,320.00	$7,342	$7,071	$7,428	$9,281	$11,567	$14,011	$17,855	$21,636	$25,890	$30,397	$35,134
Other Reserve Expenditure															
Reserve Closing Balance (Positive Figure - Funds Held, Negative - Overdrawn)			$734,212	$ 644,538.92	$707,120	$742,751	$928,142	$1,156,651	$1,401,110	$1,785,468	$2,163,614	$2,588,992	$3,039,709	$3,513,406	$4,010,287
Minimum Reserve Balance Determined				$ 308,899.00	$309,118	$316,578	$325,627	$330,159	$337,706	$344,931	$355,465	$360,929	$368,918	$377,467	$386,327
Staff entitlements	Leave entitlements, Restructures			$ 200,000.00	$200,000	$204,000	$208,080	$212,242	$216,486	$220,816	$225,232	$229,737	$234,332	$239,019	$243,799
Contingency 10% of Operating Expenditure	Provided for unforeseen events, Replacement of CRL Specific Assets other than Book Stock			$ 108,899.00	$109,118	$112,578	$117,547	$117,918	$121,219	$124,115	$130,233	$131,192	$134,586	$138,449	$142,528

CLARENCE REGIONAL LIBRARY (CRL) 10 YEAR FORECASTS

CRL Income	Allocations Included	Description		2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Contributions				($1,236,774)	-$ 1,323,083.00	($1,350,498)	($1,491,029)	($1,710,237)	($1,776,569)	($1,845,925)	($2,018,746)	($2,095,062)	($2,174,851)	($2,258,272)	($2,345,496)	($2,436,699)
Other Revenue				($39,336)		($6,250)	($6,375)	($6,503)	($6,633)	($6,765)	($6,901)	($7,039)	($7,179)	($7,323)	($7,469)	($7,619)
		TOTAL OPERATING INCOME		($1,276,110)	-$ 1,299,317.00	($1,356,748)	($1,497,404)	($1,716,740)	($1,783,202)	($1,852,691)	($2,025,646)	($2,102,101)	($2,182,030)	($2,265,595)	($2,352,966)	($2,444,317)

CRL EXPENSES				2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
50 - Salaries, Wages & Oncosts				$516,503	$ 570,943.00	$583,457	$599,301	$616,161	$634,182	$653,540	$674,079	$695,916	$719,183	$744,029	$770,619	$799,135
51 - Other Employee Costs				$3,757	$ -	$14,816	$17,812	$15,468	$15,777	$18,847	$16,470	$16,799	$19,889	$17,533	$17,884	$18,241
53 - Materials				$26,264	$ 12,300.00	$7,300	$7,446	$7,595	$7,747	$7,902	$8,060	$8,221	$8,385	$8,553	$8,724	$8,899
54 - Contractors & Consultancies				$83,022	$ 90,000.00	$90,300	$92,106	$118,948	$95,827	$97,744	$99,698	$129,692	$103,726	$105,801	$107,917	$110,075
57 - Insurance Expenses				$1,928	$ 2,222.00	$2,222	$2,266	$2,312	$2,358	$2,405	$2,453	$2,502	$2,552	$2,603	$2,655	$2,709
59 - Administration Expenses				$34,216	$ 38,700.00	$38,700	$39,474	$40,263	$41,069	$41,890	$42,728	$43,582	$44,454	$45,343	$46,250	$47,175
60 - Operating Expenses				$105,945	$ 120,409.00	$120,430	$128,740	$131,315	$133,941	$136,620	$139,352	$142,139	$144,982	$147,882	$150,839	$153,856
61 - Subscriptions & Memberships				$104,274	$ 126,666.00	$106,208	$108,332	$110,498	$112,708	$114,962	$117,262	$119,607	$121,999	$124,439	$126,928	$129,466
62 - Internal Expenses				$128,520	$ 127,750.00	$127,750	$130,305	$132,911	$135,569	$138,281	$141,046	$143,867	$146,745	$149,679	$152,673	$155,727
		TOTAL OPERATING EXPENDITURE		$1,004,429	$ 1,088,990.00	$1,091,181	$1,125,782	$1,175,471	$1,179,179	$1,212,191	$1,241,149	$1,302,327	$1,311,917	$1,345,863	$1,384,489	$1,425,283

BOOK STOCK INFORMATION

				2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Opening stock	Number of Books Held				132,000	132,000	132,000	135,000	138,000	141,000	144,000	144,000	144,000	144,000	144,000	144,000
acquisitions	New Acquitions				13,200	13,200	13,200	13,200	13,200	13,200	15,400	15,400	15,400	15,400	15,400	15,400
Yamba Book Increase	Additional Books				3,000		3,000	3,000	3,000	3,000						
Average item price (EX GST)					$ 20.00	$20.00	$20.40	$20.81	$21.22	$21.65	$22.08	$22.52	$22.97	$23.43	$23.90	$24.38
# weeded	Annual book disposals				13,200	13,200	13,200	13,200	13,200	13,200	15,400	15,400	15,400	15,400	15,400	15,400
Closing Stock	Number of Books Held				135,000	132,000	135,000	138,000	141,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000
Net Funds Available before Book Vote				$271,681	$ 210,327.00	$265,566	$371,622	$541,269	$604,023	$640,499	$784,498	$799,774	$870,113	$919,732	$968,476	$1,019,034
Bookvote Required	Acquisitions X Item Av Price			$327,720	$ 300,000.00	$300,000	$330,480	$337,090	$343,831	$350,708	$340,057	$346,858	$353,795	$360,871	$368,089	$375,450

ACCUMULATED RESERVES INFORMATION

				2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Reserve Opening - RA 41125 & 41127	CRL and Computer Reserve	Closing Bal Prior Yr		$825,690	$ 734,211.92	$734,212	$707,120	$755,333	$967,066	$1,236,928	$1,539,089	$1,998,921	$2,471,826	$3,012,862	$3,601,852	$4,238,258
Movement	Transfer to/from Reserve			($101,398)	-$ 89,673.00	($34,434)	$41,142	$204,179	$260,192	$289,791	$444,441	$452,916	$516,318	$558,861	$600,388	$643,584
Interest On Reserve Opening Balance				$9,920	$ 18,320.00	$7,342	$7,071	$7,553	$9,671	$12,369	$15,391	$19,989	$24,718	$30,129	$36,019	$42,383
Other Reserve Expenditure																
Reserve Closing Balance (Positive Figure - Funds Held, Negative - Overdrawn)				$734,212	$ 644,538.92	$707,120	$755,333	$967,066	$1,236,928	$1,539,089	$1,998,921	$2,471,826	$3,012,862	$3,601,852	$4,238,258	$4,924,224
Minimum Reserve Balance Determined					$ 308,899.00	$309,118	$316,578	$325,627	$330,159	$337,706	$344,931	$355,465	$360,929	$368,918	$377,467	$386,327
Staff entitlements	Leave entitlements, Restructures				$ 200,000.00	$200,000	$204,000	$208,080	$212,242	$216,486	$220,816	$225,232	$229,737	$234,332	$239,019	$243,799
Contingency 10% of Operating Expenditure	Provided for unforeseen events, Replacement of CRL Specific Assets other than Book Stock				$ 108,899.00	$109,118	$112,578	$117,547	$117,918	$121,219	$124,115	$130,233	$131,192	$134,586	$138,449	$142,528

Clarence Regional Library Strategic Action Plan 2012-2022 revised 27 July 2016: September 2021 Review

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

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

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

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

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

A regional library service that:

- Facilitates and provides targeted and relevant life long learning opportunities

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

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

- Is a trusted and valued source of information

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

- Focuses on social inclusion of individuals including target groups

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

- Supports technological trends and makes them available to the community

Strategic Focus

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

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

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

LEGEND:

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

Traffic light progress code:

	Progressing to time
	COMPLETE
	Overdue but progressing
	Not progressing

Strategic Focus 1:   COMMUNITY SERVICE DELIVERY

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

Objective 1.1 Maximise community access to library services

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.1 Conduct a user/non-user survey	• Engage a consultant • Review and amend 2016 survey • Conduct random interviews • Analyse data • Prepare report	Statistically valid feedback about library performance and usage	CRLC & CRL	Every 4 years	Approx. $20,000 per survey CRL Reserve	Aligns with each new committee and acts as a review for the strategic plan and work plans. Commence review of questions and process for survey in October 2019 in preparation for 2020 survey implementation - postponed to 2021 further postponed till after new councillors commence in 2022	Undertake in 2020	
1.1.2 Review the spread of library opening hours to address community and professional development needs	• Refer to survey feedback • Staff feedback • Seek council approval	• Public access maintained or enhanced. • All library staff to undertake a range of professional development.	Each LGA	Not less then every 2 years	WER	Each Council undertakes in respect of local community needs. Yamba Hours changed to line up more closely with those in the other libraries WER. 10.00am opening with 1 hr for lunch closure not 1.30 hrs. CVC: 2020 September - • Iluka hours changed from Monday Wednesday & Friday to Wednesday, Thursday & Friday with lunch hours now the same as Maclean & Yamba: 12:30 – 1:30. These changes were based on community and operational needs.(survey undertaken – 117 responses only 3 against changes) • Yamba open Wednesday afternoons (additional 2 hrs) WER since Covid reopening • Maclean open ½ hr earlier on Saturday morning - WER tto line up with hours in Yamba and Grafton since Covid reopening No further extension of CVC hrs possible with current budget levels BSC: 2019 April - • Libraries opened an additional 6.5 hours per week. • All libraries are now open from 10am Tuesday to Thursday and do not shut for lunch in Bellingen. • Urunga is open through two lunch hours • Dorrigo open through one. These changes have been well received by the community.	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.3 Online access to services is reviewed for relevance in meeting the needs of current and future users	• Review online service usage • web enhancements • Participate in NSW.net • LMS Spydus initiatives • Skill staff to increase and improve community access to the library's website and catalogue • staff to Promote/advertise online services	Increased use of online services	CRL – Initial training & future upgrades	Annual ongoing	WER	Occur annually All staff need to be trained. Some training can be delivered by CRL staff. 2020 New Library App developed to enhance access to library services. 2021 eLibrary borrowing continues to grow, Covid-19 has boosted usage and community awareness through marketing campaigns on radio, papers and social media.	High	
1.1.4 Mobile library services : CVC	• Monitor usage of routes and stops • Amend as appropriate • provide complementary service delivery from the mobile library • Implementation of State Library Grant Project: GO Mobile! Digital Library on Wheels	• Increased access • Additional outreach services	CVC	2016/17	WER State Library Grant - $132,000	Expansion of activities and events from the mobile over the last 12months to include *Get Connected* training and Q&A. School holiday activities and PLUNGE events.	High	

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

1.1.5 Develop relevant and targeted outreach services	• Investigate partnerships & funding for HLS eg: Home Care Services
	• Outreach to Seniors through expos, seniors week etc
	• Outreach to youth through expos, school visits, liaising with individual class groups, HSC support programs, Live n Loud events
	• Investigate outreach to businesses in shopping precincts
	   • Implement a service where practical
	   • Evaluate outcomes
	• Outreach to children through expos, preschools, playgroups, vacation care, holiday activities, home work clubs
	• Outreach to Aboriginal communities through workshops, preschools and interagency meetings
	• Explore general outreach services ie) books in flight, books at the beach, pop up library services, workplace book clubs at lunchtime – council/other?
		• Funding opportunities identified
		• Deliver feasible outreach services
		• Partners for delivery identified
		• Increase in usage of services by targeted groups
			Each LGA investigate local opportunities for outreach	Ongoing	WER	Local initiatives may proceed, but common services across the region are preferred.
						CRL
						 2021 *Vintage Film Club* grant success, preparation for implementation at Dorrigo, Urunga, Bellingen, Grafton & Iluka Libraries commencement for December 2021 (delayed due to Covid) – to assist seniors in isolation to connect.
						
						CVC
						Get Connected classes and *Q&A* sessions developed at all locations with the support of grant funding.
						2021 Partnering with Youngster.co and Tech Savvy Senior grant funding
						2021 Live n Loud – music event for youth week – over 200 attendees – used library undercover carpark as the venue
						Popup libraries at MyFutureFest, Career expos: equipment purchased from CVC Program Budget in 2019/20 to improve the *Popup library – Clarence Valley* experience.
						Preschool visits for storytime activities
						Popup @ Seniors Expo @ GDSC – cancelled due to Covid-19
						Popup at NAIDOC week events – cancelled due to Covid-19
						
						2020 Presentation @ IWD breakfasts
						2021 Development of Aboriginal Cultural Program document
						
						BSC
						2019 Be Connected sessions were run for seniors,
						2021 Partnering with Youngster.co for tech Savvy Seniors funding
						2020 *Connect and Go Go Go* project has provided training and free loan of ipads to seniors.
						Drug Info program ran outreach to the Dorrigo community markets
						2020 Outreach to primary schools through the Stig Wemys show and State Library visits and visits to BSC libraries when possible through COVID.		

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.6 Increase community awareness of Library services	• CRL website well positioned in member councils' websites • Review website for improved accessibility • Expand YouTube Channel to include mini info clips for community awareness of services • maintain relationships with educators / Teacher Librarians Eg: CRL website linked to school website, attend TL meetings • maintain and review a community library newsletter (online) • investigate use of MailChimp for more frequent newsletter mailouts • develop a print version of newsletter to keep the community informed of activities • Open days at libraries • Library tours • Information package developed for community groups, service clubs, school groups etc. • Annual membership drive promotion to be developed • Explore radio and newspaper advertising • Guest speaking to service clubs and community groups and	• Increased use of library website • Regular contact with educators • Quarterly newsletter template developed with content provided from across the CRL network • Regular community tours of libraries	Each LGA CRL & LGAs CRL: develop collate info distribute libraries: input	ongoing	WER - Internal process WER - staff time	CRL continuing with website enhancement. • YouTube channel developed with video from Author visits, *Live n Loud,* online storytime, *Library Minutes* and other events being loaded for community to access. • Instagram and Facebook posts highlighting and promoting events, collections and services. • Quarterly newsletter produced – since January 2020 this has gone out monthly with the new Digital Engagement position in place. • Annual membership drive collateral being developed August 2020 • CVC – TL meetings attended regularly by library team • CVC - School tours have occurred annually. 2020 CRL Bus ad developed – 6 month campaign implemented across CVC • BSC bus to be considered for future campaign 2020 CVC and CRL radio ads developed 2021 BSC radio ads developed 2020 radio interviews with Regional Librarian and *Senior Library Officer (Programs)* 2021 introduced fortnightly radio interviews about books with *Team Leader (Regional Resources)* on Life 103.9 FM community radio	High	
1.1.7 Support access to collection by improved inventory management	• Investigate emerging trends in inventory management • Implement if recommended	• Efficient, cost effective inventory management	CRLC: support CRL:	Ongoing	WER	2017 November - Spydus manager/collections implemented Ongoing regular use of Spydus Manager to provide reports and lists of items for collection rotation and deselection.	High – medium	
1.1.8 Collection arrangement	• Monitor & implement best practice collection presentation (layout; stock arrangement; and furniture/fittings • Review integration of YA into Adult Fiction pilot project - Urunga Library • where feasible in local branches implement • monitor how technological trends impact on arrangement • review spine label conventions • investigate consultant for displays and shelving arrangements	• Collection Arrangement design guidelines adopted in local branches • Enhanced Collection access though effective arrangement	CRL: guide libraries: adopt	ongoing	WER Potential costs local libraries	2019/20 - DVD marketing displays provided to CRL libraries 2018 - Promotional cubes set provided to all libraries for use in marketing new books and curated collections. 2019 - Urunga YA to be separated to provide a visual location for Young Adult reading material. Will be undertaken during the refurbishment. 2019 - New shelf guides purchased for all libraries – slimline taking up less shelf space then previous guides. 2018 - Identification of JNF with fluoro labels enhance access. 2019 - New location of J NF Picture books developed and this collection is expanding. Display shelving provided in Grafton library with the biggest collection so far.	High - Medium	
1.1.9 wireless internet access	• Provide ongoing wireless internet access	• Effective and efficient community access to wireless internet services	CRL/LGA	Ongoing	WER	Consultation with State Library to determine future of Wi-Fi service. Constant slow speed issues to be addressed. Solution is additional internet access for all locations ordered in September 2019. NBN where available being rolled out - complete	High	

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.1 Regional Collection Management Plan	• Collection Development Policy regularly reviewed • Procedures and guidelines developed and adopted • Regular collection 'audits' to determine gaps, weeding and optimum levels of duplication • Implement equitable and effective stock rotation program for all • Develop standards for cataloguing (Collection Management Plan.) • Investigate ways to promote new stock arrivals	• User-driven collection • Collection meets Living Learning Library baseline Standards • Common procedures and guidelines • Branch collections profile meet needs of local community • Stock rotation program is implemented	CRLC: support CRL: lead libraries: input	ongoing	Library Service Agreement to address member contributions WER	Need to target expenditure to local needs. CRLC consider proportional expenditure of book vote on specific target groups. Stock Rotation has been implemented Shelf talkers have been developed to link our eResource products to our books. Community Selection days continue to be popular with community - (cancelled in 2020 due to Covid-19)	High	
1.2.2 Community collection needs survey	• Review previous survey and amend • Distribute through local libraries • Analysis to inform collection development and purchasing • Report survey results to community in an easily accessible format ie) infographics	• User-driven collection	CRLC CRL to develop and analyse Libraries to distribute	2017	WER	Internally developed, delivered and analysed with existing software. 2014/15 Collection Needs survey 2016 User/Nonuser Survey) 2018 Collection needs survey completed 2020 Marketing Plan survey 2020 User/non user survey delayed until 2021	High – Medium	
1.2.3 Process streamlining and restructure	• Continue to streamline processing of stock. • Continue to identify and implement potential operational and service delivery improvements • Review staff structures to achieve improvements • Develop costings • Implement agreed actions	• Decreased processing time • Decreased waiting time for stock delivery to branches • Increase in client satisfaction	Executive Council: lead	Ongoing	WER	Costs of outsourcing continuing to decline. 2017 - Introduced outsourced cataloguing for fiction books 2018 - Restructure in CRL saw the addition of 21 hrs at grade 2 to provide staff assistance for processing as relying on volunteers was not adequate to keep up with service level needs. 2018 – CVC Restructure saw increased grade/qualification levels for Yaegl Libraries Officers and Mobile Officer 2020 - CRL Digital Engagement position filled 2021 - CRL Digital Engagement position refilled for 12 months 2020 - CVC costing and options for additional staff in Maclean and Yamba have been developed.	High	
1.2.4 Implement a Local Studies & Family History Strategy (print and non-print resources)	• Continue to develop Local Studies Strategic Action Plan • Continue to liaise with local museums and galleries to develop and maintain partnerships • Explore cross promotional opportunities with museums and historical societies • Continue to develop Local Studies website content for each LGA	• Refer to Local Studies Strategic Action Plan: http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-March-2016.pdf	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan. https://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-February-2021.pdf ..\..\Projects\CRL - YOUR HERITAGE in pixels\YHIP - Meetings\YHIP - meeting 2.docx Your Heritage in Pixels project promotes Museum and Gallery partnership with the Library. ..\..\Projects\CRL - MACKEY Archive\MACKEY Archive project.docx 2019 Major donation of a local and family history collection from Nola and Vernon Mackey – progressive handover of collection commenced February. A major injection into CVC local History and Family Collection. 2020 purchase of Duncan Miller Fairfax photos from US	Refer to Local Studies Strategic Action Plan	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.5 Develop and promote comprehensive digital collection resources	• Allocate a portion of book vote to continuous development • Review impact on state wide statistical data • Continue to monitor satisfaction • Promote digital collections • Continue to monitor industry developments	• Enhanced and relevant collection • Greater awareness and use of digital resources	CRLC CRL	Ongoing		Usage monitored through existing systems: Spydus Library Management System Reports and Enquiry Modules and individual eResource administrative statistics function. 2020 - New databases added include: • BorrowBox introduced for access to eBook and eAudio reads • IndyReads • BeamaFilm • Libby (replacing RBdigital) 2019/20 • Development of the use of *Campaign titles* as promotion leaders for eBooks and eAudio • Digital Engagement officer schedule social media posts weekly for eLibrary	Medium	
1.2.6 Develop a DVD Collection and review for relevance in meeting the needs of current and future users	• Allocate a portion of book vote to continuous development • Monitor usage figures • Monitor emerging technologies - streaming video (beamer films, Netflix etc) • Investigate opportunities for showing films in libraries – movie nights	• Enhanced and relevant collection • Purchasing reflects current needs and perceived future needs • User-driven collection • Increased client satisfaction	CRL	2018 Ongoing	$10,000	DVD collection enhanced by donations from community members. 2019/20 - Additional DVD display stands have been sourced for all libraries to assist with the expanding collection.	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.7 Review eResources for relevance to meet the needs of current and future users	• Review existing usage of eResources • Determine growth areas and unmet need • Cost the preferred eResources access • Review Lynda.com for public use • Obtain costings with a view to subscribe • Review distribution of collection funds	• Purchasing reflects current needs and perceived future needs • User-driven collection • Increased client satisfaction with online services	CRL	Ongoing 2017	WER	Without additional funds need to reallocate book vote - LYNDA reviewed and considered too costly for implementation at this stage. Current list of eResources (*denotes free access via State Library Consortia new in 2021): *Gale Power search Ancestry.com Aussie drivers- driver knowledge test BeamaFilm December 2020 BorrowBox – 1 July2018 Encyclopaedia Britannica online Find my past *Gale Books and Authors *Gale Business – Entrepreneurship *Gale Business – Plan Builder *Gale Health and wellness *Gale in Context – Biography *Gale in Context – Environmental Studies *Gale in Context – Global Issues *Gale in Context – Opposing Viewpoints *Gale in Context – Science *Gale in Context – World History *Gale Interactive – Science *Gale Literature Resource Center *Gale Onefile – News *Gale Presents – National Geographic Virtual Library *Gale Presents – National Geographic for Kids Haynes all access car manuals - 2018 IndyReads – March 2020 Mango languages – July 2019 Internet history resources Niche Academy – enhances the computer school technology training – February 2019 *State library NSW eResources Storybox library – February 2019 Trove The Computer School World Book online Ziptales – 2018 - literature and language for young children	High	

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

1.2.8 New technologies	• Proceed with a 2yr trial of lending mini tablets
	• Monitor and evaluate
	• Implementation of iPad use at Library and Regional Level
	• Provide a range of new technologies for clients to experience
	  ○ 3D printer
	  ○ Wireless printing
	  ○ Remote printing
	  ○ 3D virtual goggles
	  ○ 360 degree camera
	  ○ 3D doodler Pens
		• Provision of contemporary library services for public http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios.pdf http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios_review.pdf	CRL	2016/19	WER
					
					?
						Focus on individual library capability and budgetary requirements
						
						2017 - Mini tablet lending, purchased 10 Samsung Galaxy Tab 3 Lites. Workload has been manageable. Borrower feed back has been good.
						2020 – 8 tablets – 4 Reserves (Sept 2020) – a total of 236 Reservations to date.
						
						2017/18 – CVC - New technology purchased for Mobile Van:
						• 3D printer (2019 relocated to Grafton library and implementation has been developed during 2019/20).
						• 3D doodler pens – 5x cordless versions have been purchased for trial on Mobile and will consider further purchases for library programing.
						CRL:
						• 3x sets of Ozobots are being utilised in library programs.
						• 2019 - Charging stations for mobile devices in libraries
						• 2019 - iPad replacement for Team Leaders
						• iPad stands, light boxes and editing equipment for filming
						CVC:
						• Interactive table – Grafton Library
						• iPads for seniors
						• Grafton Print Management and air printing
						BSC:
						• CD Cleaner
						• iPads for seniors
						• 6 ipads purchased through grant for supporting seniors
							High
							
							Medium	

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

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

Objective 1.3 Relevant and contemporary targeted services, programs and activities

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.3.1 Comprehensive marketing / promotional plan.	• Set context within member councils' strategic directions eg: management, social, cultural plans • Identify priority target groups (now & future) • Produce comprehensive marketing strategy • Produce associated Action Plan • Determine opportunities WER in CRL and LGAs	• Marketing plan and associated action plan • A recognised local library identity • Increased awareness and recognition of the range of library services	CRL: Lead & manage LGA: input delivery	Draft plan - 2019	WER	Members will utilise common templates and share materials. • 2020 - Draft plan is in development • September 2020 marketing survey undertaken • Draft plan delivered to February 2021 meeting • Draft action plan delivered to May 2021 meeting • 2021 complete – 1 July implementation commences	Medium	
1.3.2 Develop a visible Library identity	• Develop visual tools to improve Library visibility and status (logo, branding, style, signage) • Develop common templates for shared use • Develop Point of Service promotions for targeted collections and services • BSC to investigate consistent signage for all libraries	• Increased awareness and recognition of all Libraries and their services • Consistent and professional identity	CRL / LGAs	Ongoing	WER	Collateral needs identified and designed. 2018 Branding refresher training completed for CVC staff. BSC now using all CRL branding 2021 – new logo signage for Yaegl libraries	Medium	
1.3.3 Educational and recreational programs and activities.	• Review user/non-user survey results. • Review current Best practice in libraries • Facilitate programs and activities. • Seek partners to fund • Promote to target groups • Structure programs to enhance their outcomes • Feedback forms developed and completed for events/programs o Feedback developed on marketing – "where did you hear about this?" • Feedback on all surveys to be more comprehensive – what did people actually say or want? • Develop Conversation Volunteers for people learning ESL • Investigate viability of travel talk/information sessions/group	• Relevant educational and recreational programs and activities are delivered for the local community. • CRL provides contemporary library services • Programs have specified outcomes	CRL: develop promote CRL & Libraries: seek funds deliver	2017/18	WER	CVC/CRL • Author talks • Game nights & D and D days • *Live n Loud* performance in partnership with Clarence Youth Action group (CYA group) • Performing arts nights - Conservatorium partnership • Aboriginal Cultural workshops • Bush tucker talks and tastings • Book binding workshops • Preservation workshops • Travel tips for seniors workshop • *Library Lego Legends* being developed across all locations • *Knit Wits* knitting groups • Library hosted book clubs • Writers groups *Get Connected:* • *Q&A* sessions scheduled regularly – funding from TSS and Be Connected grants 2018/19 • *Be Connected* travel talks undertaken for get online week event 2019 – grant funded • *Zoom training* 2020 – grant funded • *MiPad lending program* 2020 – grant funded BSC • After school lego and ozobots • Author talks	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.3.4 Develop community information	• Investigate results of user/non user survey relating to community information • Assess current provision of community information services • Develop guidelines for community information access	• User-driven service • Increased client satisfaction	CRL / LGA	2017	WER	Community information was one of the highest priority areas in the user/non-user survey 2016. BSC - community notice boards are available for posting community information. Local papers sourced CVC 2020 Yamba library community advertising on TV display from Yamba Community centre commenced	High	(red)
1.3.5 Develop Aboriginal resources and services	• Identify aboriginal resources in varying formats • Allocate a portion of the book vote to purchase • Promote the sub collection • Investigate "Dawn" Newspaper online subscription • Investigate purchase of "Tracker" Newspaper • Link to State Library Aboriginal resources • Include resource page on library website • Consult with AECG re resource sharing • Support development of resources/oral histories from local community • Source local Aboriginal Story Tellers • Investigate partnerships with local Aboriginal Land Councils	• Increase aboriginal access to the library • Promote social inclusion • Raise awareness and understanding of aboriginal culture and heritage • Increased client satisfaction	CRL	Ongoing	$3,000	CRL has twice the average Aboriginal representation in our population. • Aboriginal resource page developed for the website • Resources identified and sought out for collection • CVC - Bush tucker talk and tasting sessions • CVC - Aboriginal cultural workshops • 2018/19 – BSC - Dual Language signage – English and Gambayngirr developed • 2020 - Acknowledgement of country signage being developed • 2020 - Aboriginal Art competition run to obtain local Aboriginal artwork for use in promotions • 2020 – Aboriginal consultative group from CVC staff being developed • 2021 Aboriginal Cultural Program for libraries integrated into library programming is being developed	High	(green)

1.3.6 Develop a business outreach service	• Promote:
	  • Australian Standards database
	  • Each LGAs Profile ID database
	• Investigate co-working groups (see Bellingen model)
	• Develop partnerships with council Economic Development Unit Officers
	• Webpage developed highlighting services for business
	• Talks/info session with chambers of commerce
	• Investigate workshops with businesses on:
	  o Databases
	  o Resources
	  o Statistics available
		• Provision of contemporary library services for local business	CRL/Libraries	2021	WER	Existing resources to be promoted to local business ie) books, journals, Australian Standards, Community statistics etc
						
						2017 Due to low usage stats over an extended period the Australian Standards database subscription was not renewed
						2018 Mobile Library van is being shared with the Economic Development Unit in CVC – was being used by Tourism staff as a pop-up tourist info van on days the library isn't utilising the van 2018. – this has ceased since 2019.
						2020/21 charging stations info dots developed for libraries with charging stations available for distribution to local businesses
						2021 DL flyers developed for Business to provide information to local tourists
							Medium - Low	(green)

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

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

Objective 1.5 Engaged and supportive community

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.5.5 MOU with community groups to enhance access to information e.g. visitor information in libraries; U3A activities; help from the historical groups; drug information, story time to playgroups	• Identify appropriate ranges of information that may be welcomed at each branch • Identify potential partners and determine their interest • Determine how partners will participate • Prepare MOU's • Deliver • Evaluate • Link community information from CRL website	• Easier access to a range of resources for the community and visitors	CRL: Lead Libraries: Input & delivery	2017 Ongoing	WER	March 2018 – Tourism Hub in Grafton Library implemented 2019 – Nola Mackey donation – *Mackey Archive* March 2020 – MOU with Cast Net Production company *Jack Griffin Digitisation Project* BSC - Dorrigo Library hosts U3A activities and is partnering with the Museum on an oral history project	High	
1.5.6 Library supported Book Clubs (including online Book Clubs)	• Promote existing Book Clubs • Investigate supporting a virtual Book Club • Investigate eBook sets for book clubs • Evaluate • Develop procedures to guide expansion	• Book clubs established in areas of interest where capacity exists.	CRL: investigate Libraries : adopt	2019	WER	Book club kit swaps between library services used to increase collection 2018 Marketing collateral updated Library sponsored Books Clubs running in each Library. 2021 - 49 Book Clubs currently supported by CRL	High - Medium	
1.5.7 Support volunteering	• Identify appropriate tasks for volunteers • Development statement of duties for various volunteering opportunities • Promote volunteering opportunities • Support and recognise volunteers • Create a webpage for volunteering information	• More engaged community • Enhanced services	CRL & Libraries	2017 Ongoing	WER	May need small budget allocations for reimbursement and or recognition Volunteer of the year application completed for Regional Services volunteer. Regular promotion through networks 2016 Webpage complete DL designed promoting library volunteering. Volunteer Christmas Celebration and Selection event December 2018, 2019.	High	

Strategic Focus 2:   **LEARNING AND GROWTH**

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

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
2.1.1 Staff professional development plans.	• Identify skill requirements for RS and library staff, now and into the future. • Review skills gap analysis • Development individual and team training plans • Members agree specific programs and make staff available • Training delivered. • CRL to seek to host State Library training locally	• Comprehensive individual and team skills more efficiently deliver current and future library services. • Greater professional opportunities for staff • Increased job satisfaction. • 4 days per year agreed for training purposes • Provision of study leave, flexible rostering, recognition of staff participation etc • Develop a positive learning environment	CRL: Lead Coordinate opportunities where appropriate Develop tools LGAs: participate	Ongoing	SLNSW – free training and reimburses travel costs for Sydney based training. Backfill per officer per day – approx $200 per day	Preference for a Regional Level approach and assistance in developing tools for identification of skills and training. *Know your catalogue* training refresher for staff. CRL *Novelist* Readers Advisory training completed by staff. State Library Webinars covering different genres, copyright, Reference …. Spydus upgrade training for all staff 2019 *SPARKLE customer service* training 2020 Digital Health Literacy 2020 SL Cultural competence training CVC 2021 Code of conduct training 2020/21 Homelessness training 2021 Confrontation training 2021 Fire Warden Training BSC Readers advisory training rolled out to all staff through staff meetings 2019 4 staff attended SLNSW training, 2 x oral history and 2 x readers advisory. 2021 Mental Health Awareness training	High and ongoing	
2.1.2 Staff are well informed and engaged in emerging public library trends	• CRL membership of ALIA and PLC • Professional journal articles discussed at team meetings. • Active membership to working groups is encouraged where viable • Lobby State Library to have more regional meetings and training opportunities • Review Lynda.com for staff internet, social media, device online training • Participate in Spydus training through webex and webinars	• Contribution to staff professional development • Future library directions informed by current and emerging trends.	CRL LGAs	Ongoing	WER	Lynda reviewed – very good but out of budget range at this time. 2020 & 2021 Reference Group meeting and Readers Advisory through the State Library – online option 2018 SWITCH library conference in Coffs Harbour. Staff given the opportunity to attend a day of the conference. 2019 SWITCH Conference attended by Regional Librarian, Team Leader (Regional Resources), Senior Library Officer (Programs)	High Ongoing	
2.1.3 Staff sharing of knowledge, expertise and experience	• Regular team meetings formalised with agenda topics and minutes • Provide opportunities for working groups to undertake projects • Promote the use of the staff wiki amongst staff • Where appropriate staff training days incorporate staff sharing and networking	• Greater sense of involvement in the decision making and planning process by team members from across the library network	CRL & Libraries	Ongoing	WER	Wiki has been introduced and variously used. Regular team meetings and individual staff catch-ups undertaken. Staff wiki regularly updated for relevance.	High Ongoing .	

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

Objective 2.2 Regional communications and networking

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

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

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

Objective 3.1 a library service that meets contemporary operational standards

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.1.1 Review and develop all library policy, procedures with reference to NSW library and ALIA standards	• Nominate review teams • Agreed timeframe and outcomes • Comment on drafts • Finalise and adopt reviewed policies • Review Children's & Youth Policy • Investigate need for a Homeless/ No Fixed Address Policy	• Contemporary standards adopted • Greater implementation with increase levels of ownership	CRLC: Lead Branches: input	Ongoing as required	WER	Per executive council schedule. Each policy reviewed every 3 years. 2020 Collection Development Policy 2020 Volunteer Policy 2020 Internet Policy 2020 Children's Policy 2020 Fines & Fee Waiving Policy	High	
3.1.2 Assess current infrastructure standards against contemporary New South Wales library standards	Refer 4.3		LGAs	As required		2017 State Library Review completed in September 2017/18 CVC preparing joint facility concept designs for Yamba and Maclean Libraries Consider revisiting the CVC infrastructure review undertaken in 2006 with an updated report from a consultant.	Medium - Low	
3.1.3 Review of Library Management System	• Evaluate current LMS system • Identify alternative systems and their adoption • Assess alternative systems suited to our library service • Evaluate and cost options • Recommend option • Implement	• User friendly comprehensive LMS that will address future growth and changing needs	CRL	2022	WER	Completed review in 2016 Upgrade to Spydus 10 in 2018 inclusion of Events Module in 2018 LMS agreement renewal in October 2020 – 5 yr contract signed	Low	
3.1.5 Maintain effective work practices between Regional Services staff and libraries	• Monitor and review • Identify opportunities to share skills and work cooperatively	• Service outcomes maximised through service integration and collaboration	CRL & CVC libraries	Ongoing	WER	ongoing	Medium	

Objective 3.2 Responsible and accountable financial/resource management

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.2.2 Annual Regional Library Budgeting Workshop to scope needs and set priorities to better inform each member Council's budgeting process	• Meeting/workshop scheduled prior to member councils budget deliberations • Set priorities in line with strategic plan • Agree standards of delivery	• Common and robust approach	CRLC	Annually no later then April	WER	Part of staff 6 monthly meeting cycle	High	
3.2.3 Increase the library's income	• Exploit DGR status opportunities • Develop a list of priority projects • Apply for grants as appropriate to the needs of the service	• Increased awareness of donation opportunities • Increased donations	CRL & LGAs	Ongoing	WER	All staff need to promote DGR Status and list of local priority projects

Donated Autism books

Tech Savvy Seniors and Be Connected grants to run our *Get Connected* programs across libraries.

CRL 2021 Vintage film club grant $31,395

CVC 2020 Tech Savvy Seniors grant - $8 2020 Good Things Foundation Building Digital Skills Grant - $2750 2020 Good Things Foundation - Digital Engagement grant - $6600 2021 Backyard Cricket grant – Digital Daydreaming project - $1200 2021 CVC Yaegl Libraries Refurbishment grant for new shelving, service desk, furniture and technology $274,960 2021 CVC Infrastructure Grant for $11Million for new Yamba Library co located with Community Centre

BSC 2021 BSC Dorrigo library extension grant $482,800

2019 2 Grants for Urunga Library to refurbish and extend library 2019 *Be Connected* grants and grant to purchase ipads | High | |
| 3.2.4 Library stock is appropriately insured | • Value of collection is monitored annually and adjusted accordingly | | CRL | Ongoing | | This is done each year. | High | |
| 3.2.5 Evaluate staffing levels to ensure appropriate levels of service | • Review industry benchmarks • Increase/maintain funding to meet the minimum standard – (living learning libraries) • Prepare project plans/business cases • Review existing operational activities [and organisational structure] to maximise benefits | • Service outcomes maximised through appropriate staffing levels | CRL , LGAs | Ongoing | Additional staff will incur additional budget | Any increased staff levels will require a business case

CVC/Regional Services restructure completed May 2019

CRL business cases made for grade 2 Library Support Assistant (Technical Services) 21 hrs per week to manage operational workloads. grade 8 21 hrs per week contractor for digital engagement position in CRL | Medium | |

Objective 3.3 A safe and accessible workplace

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

Objective 3.4 Safe, attractive and useful library facilities

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

Clarence Regional Library Agreement

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

This Agreement made the first day of July 2021

BETWEEN

CLARENCE VALLEY COUNCIL ABN 85 864 095 684 of 2 Prince St, Grafton 2460

AND

BELLINGEN SHIRE COUNCIL ABN No: 2606 699 3265 of Hyde St, Bellingen 2454

1. WHEREAS:

A. The Councils who are parties to this agreement have adopted the Library Act 1939 ('the Act') pursuant to section 8 of the Act.

B. Councils which have adopted the Act must comply with and observe the requirements of Part 3, Division 2 of the Act (attached as Schedule 1). In general terms, these requirements relate to the provision, control and management of library services to the community.

C. Bellingen Shire Council seeks to delegate certain of its powers and duties relating to the provision, control and management of libraries, library services and information services to Clarence Valley Council. This delegation is made pursuant to s.12 of the Act.

D. Clarence Valley Council has agreed to accept the delegation and provide these library services to the Delegating Council on the terms and conditions set out in this agreement.

E. The parties have recorded the terms on which Clarence Valley Council will provide the Services to the Delegating Councils in this agreement.

NOW THIS AGREEMENT WITNESSES:

1.   Definitions

CRL	Clarence Regional Library
CRL Service	Clarence Regional Library Service
Delegating Councils	Bellingen Shire Council
Committee	The CRL Committee
Executive Council	Clarence Valley Council
Executive Officer	The Executive Council's Director of Environment, Planning and Community
IPR	Local Government Integrated Planning and Reporting
Member Councils	Clarence Valley Council and Bellingen Shire Council
Regional Librarian	The person appointed by the Executive Council as the senior staff member in the CRL
RFID	Radio Frequency Identification Services – as set out in Schedule 2

2.   CLARENCE REGIONAL LIBRARY SERVICE

2.1   A joint library service to be known as the Clarence Regional Library (hereafter called CRL) shall operate throughout the entirety of the areas of the Councils.

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

2.3   Our Vision:

The vision of the CRL is to be:

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

A regional library service that:

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

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

3. DELEGATIONS

3.1 For the purposes of s.12(1) of the Act, the Delegating Councils hereby delegates to the Executive Council such of its powers and duties relating to the provision, control and management of libraries, library services and information services as are necessary for the Executive Council to perform the Services.

3.2 In consideration of these delegations and the terms of this Agreement, the Executive Council hereby agrees to provide the Services to the Delegating Councils.

4. RESPONSIBILITIES OF THE EXECUTIVE COUNCIL

4.1 The Executive Council hereby undertakes to:

4.1.1 Provide, control and manage the Services pursuant to s.12 of the Act on the terms and conditions and to the extent set out in this Agreement;

4.1.2 engage professional librarians and support staff to undertake required duties;

4.1.3 Appoint the CRL staff within an approved organisational structure and determine the desirable qualifications and grading of such staff;

4.1.4 provide all services associated with the employment of staff to run the CRL Services, including payroll, workers compensation, taxes, leave entitlements and superannuation, expenses for attendance at conferences and training;

4.1.5 Insure, on behalf of the CRL Service, the property acquired on behalf of the CRL, including so much of the book stock in each library that has been acquired by the

CRL Service;

4.1.6   Shall arrange public liability and workers compensation insurance for the CRL staff;

4.1.7   Keep and audit all records and accounts in accordance with all relevant legislation;

4.1.8   Constitute a library committee in accordance with s.11 of the Act, which shall be known as the Clarence Regional Library Committee;

4.1.9   Prepare agendas and business papers for the Committee meetings, keep minutes of the meetings and consider all decisions of the Committee;

4.1.10 Appoint its Director of Environment, Planning & Community as the Executive Officer of the CRL;

4.1.11 lodge all relevant accountability documents and sign contracts relating to the CRL Services; and

4.1.12 Set and manage the employment conditions of CRL staff.

5   RESPONSIBILITIES OF MEMBER COUNCILS

Member Councils aim to conduct public library and public information services at a standard no less than that recommended from time to time by the Library Council of New South Wales.

5.2   The Member Councils shall provide the following facilities and services within their local government areas:

5.2.1   The public library buildings, complete with the necessary fittings and furnishings required:

5.2.2   The management of those library buildings, including:

- all maintenance costs
- all service costs
- all insurances

5.2.3   Public library staff and volunteers, including all services associated with their employment including salaries, workers compensation, taxes, leave entitlements

and superannuation, membership of professional associations, expenses for attendance at conferences and training.

    5.2.4   All IT hardware, software and services relating to all computers located in branch libraries (other than the provision of a Library Management System (library catalogue)).

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

5.4   Should any Member Council require an additional Public Library facility that Member Council shall, at its own expense and after consultation with the Committee, provide a suitable Public Library building within its council area complete with the necessary staff, fittings and furnishings, computer equipment and establishment collection at a standard agreed by the Committee. (Establishment stock is defined as a core collection of library material that is of a comparable quantity and standard to the collections held by other public libraries in the region of a similar size.) Such buildings, fittings and furnishings and establishment stock remain the property of the individual Member Council.

5.5   In planning new buildings for public libraries or the refurbishment of existing libraries, the Member Councils shall seek the advice of the Regional Librarian. The Regional Librarian is to be consulted on all library resourcing matters which relate to the service delivery responsibilities of the CRL.

5.6   Staff required at Public Libraries shall be employed by the Member Council concerned. The Member Councils each agree to confer with the Regional Librarian on matters concerning employment.

5.7   The Member Councils shall determine the opening hours of the Public Libraries in their areas in consultation with the Regional Librarian.

5.8   Mobile Libraries shall be provided and maintained by the Member Council in whose area the Mobile Library is located. Where a Mobile Library provides services to the communities of more than one Member Council, those Councils, in consultation with the Committee, shall provide, operate and maintain the Mobile Library Service. All costs for the mobile service shall be by those Member Councils receiving the service in proportion to the extent of service provided and agreed to for each Member Council as provided for in the funding formula. Mobile Library timetables will be established by negotiation.

5.9   Member Councils shall make quarterly payments in membership contributions to the CRL, in accordance with clause 10 of this Agreement.

6 RESPONSIBILITIES OF DELEGATING COUNCILS

6.1 To make the delegations set out in clause 3 above.

6.2 To pay contributions to the Executive Council in accordance with clause 10.

6.3 To appoint members to the Committee.

6.4 To arrange property, contents and public liability insurance for the library facilities and resources provided by each of them as well as all insurances applicable to volunteer staff engaged by them in their branch libraries.

7 RESPONSIBILITIES OF CLARENCE REGIONAL LIBRARY COMMITTEE

7.1 To conduct its meetings and business and to ensure its records and accounts are kept in accordance with the provisions of the Local Government Act and Regulations 1993, the Library Act and Regulations 1939 (as amended, the Library (Amendment) Act 1992) and of this Agreement.

7.2 To provide annually to member Councils the estimates of expenditure and income for the ensuring year and to provide quarterly balance sheet updates.

7.3 To provide Committee members with copies of the minutes of each meeting of the Committee. Committee members are to provide their respective Councils with copies of those minutes.

7.4 To submit to the Councils an annual statistical review which shall include details of the activities of the Regional Library and its comparative performance against public library services state-wide based on data collated and reported by Libraries NSW.

7.5 To make recommendations on matters pertaining to the provision of Library and Information Services.

7.6 To develop and, once adopted by the Executive Council, maintain and monitor the implementation and achievements of the Clarence Regional Library Strategic Plan.

7.7 To prepare policy statements on relevant aspects of service for adoption by all Member Councils and periodically review policies as recommended by the Regional Librarian and determined by the Committee in order to improve the provision of library services for users of the Clarence Regional Library service.

7.8 To use its best endeavours to obtain the full benefit of grants and maximum subsidies made available by the Commonwealth, the State and other respective instrumentalities and agencies for Libraries and Library Services.

7.9 To co-operate with libraries and library systems in the wider library network on such terms and conditions as may be agreed.

7.10 To pay the Executive Council each year an agreed administration fee to compensate for the accounting, financial, human resources, fleet management and any other agreed functions performed by the Executive Council. This amount to be included as part of the annual budget for the Clarence Regional Library.

8 MEMBERSHIP OF THE CLARENCE REGIONAL LIBRARY COMMITTEE

8.1 The Committee shall be constituted as follows:

8.1.1 each of the Member Councils shall have the right to nominate three representatives for appointment to the Committee, at least one of whom should be a Councillor and the others may be staff members, and

8.1.2 The Executive Officer shall be entitled to attend each meeting of the Committee and may also be nominated by the Executive Council as one of their staff representatives.

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

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

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

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

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

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

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

9 PROCEEDINGS OF THE CLARENCE REGIONAL LIBRARY COMMITTEE

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

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

A. Election of Chairperson
B. Election of Deputy Chairperson
C. Any other business that is necessary for the due and proper conduct of the Clarence Regional Library.
D. Meeting places and dates for the forthcoming year shall be decided

9.3 In addition to clause 9.1, the Executive Officer shall convene a Special Meeting of the Committee on receipt of a request for such a meeting by two Committee Members

9.4   The Committee is an advisory committee of the Executive Council and will operate in accordance with that Council's procedures for its advisory committees. It shall discuss matters of policy, strategic direction, achievements and outcomes concerning the CRL and may make recommendations to the Executive Council.

9.5   Each member of the Committee shall have one vote.

9.6   50% + 1 is the number of Committee members required for decisions to be made.

9.7   If a quorum is not present at a meeting, the Executive Officer has the power to make recommendations on behalf of the Advisory Committee to the Executive Council on matters arising from that meeting.

9.8   The Executive Council shall not implement any policy initiatives relating to the CRL Service without first consulting with the Committee.

9.9   A review of the Committee's operations and procedures will be undertaken annually.

10 FINANCES

10.1 The Executive Council shall prepare a draft budget for the CRL each year and submit that draft to the Committee for its consideration. The Committee may make recommendations to the Executive Council on changes it considers should be made to the draft and the Executive Council shall consider these recommendations when adopting that budget.

10.2 The Delegating Councils shall make a payment each year to the Executive Council for the CRL Service. The amount payable shall be determined in the annual budget for the CRL, and for the Delegating Council shall be calculated on a per capita basis plus the subsidy receivable from the State Government. The Executive Council shall also contribute toward the budget on a per capita basis plus the subsidy receivable from the State Government.

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

Contribution = Population x Per Capita Rate

10.3.1 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.**

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

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

10.5.1 Targets for improvement include:
- Collection Development – improved age, size, format, sub-collections, genres
- Staff Training
- Online eResources
- 4 yearly User / Non-User Survey
- Technical upgrades to the Library Management System
- New Technology
- CRL Website, Social Media and App development
- Maintenance of RFID
- Services to special interest groups: children, youth, aged, special needs etc.
- Efficiencies in workflow
- Development of Local Studies Collection
- CRL Marketing Plan implementation
- Development of Aboriginal resources and services
- Development of a business outreach service

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

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

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

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

11 ASSETS

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

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

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

12 CLARENCE REGIONAL LIBRARY MANAGEMENT AND ADMINISTRATION

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

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

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

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

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

13 FUNCTIONS OF THE CLARENCE REGIONAL LIBRARIAN

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

13.1.1 Consult with the Member Councils regarding their library service provided in partnership with the CRL.

13.1.2   Provide advice about current and future trends in the delivery of contemporary public library services and operations.

13.1.3   Report on the relative performance of the CRL against other library services and make recommendations for improving/maintaining performance in the future.

13.1.4   Monitor and report progress in delivering the CRL's Strategic Plan and associated Action Plan to the Committee and the Member Councils

13.1.5   Develop and manage the CRL Services including preparing and reviewing all relevant Policy and Procedures.

13.1.6   Manage and develop the CRL Computer Library Management System.

13.1.7   Provide an electronic catalogue of all CRL materials held by the Member Councils.

13.1.8   Review, adopt and maintain service systems and technologies that ensure efficient cost-effective service delivery and enhance client satisfaction with CRL services.

13.1.9   Develop the collections for the CRL through effective and efficient purchasing and disposal of library materials.

13.1.10   Establish, develop and monitor systems and databases necessary for the daily and long-term management of the CRL Service.

13.1.11   Monitor trends in client usage and interests through loan data, client requests and engaging with clients to provide feedback and suggestions to determine modifications in service delivery.

13.1.12   Prepare the annual resource budget for the CRL, review and control commitments and expenditure.

13.1.13   Prepare long-term budget options for the Committee that identify the future outcomes for service delivery and clients for consideration of the Member Councils

13.1.14   Develop and grow the CRL website presence on the Internet or other methods of electronic marketing

13.1.15   provide professional advice on library development, local staffing, buildings, grant applications, library trends and other matters relating to CRL services,

13.1.16   Advise and source training of CRL and public library staff in various areas of relevance to Member Councils and clients.

13.1.17   Provide resource exchange and delivery services of library materials to, and between, the CRL public libraries as well as from libraries outside the CRL Service.

13.1.18   Provide a reference service to members of the public and CRL members.

13.1.19   Initiate and encourage regional and local library promotion in conjunction with the Member Councils.

13.1.20   Develop effective communication procedures between member branches.

13.1.21   Provide minutes of all meetings of the Committee and an Annual Report of the CRL Service including statistics relating to each public library.

13.1.22   Represent the CRL in professional networks.

14   STRATEGIC PLAN

14.1 The Committee recommended the adoption of a Strategic Plan, the review of which aligns with the Local Government Integrated Planning and Reporting (IPR) requirements.

14.2 Implementation of the Strategic Plan is achieved by the implementation of an Action Plan as adopted by the Committee and the Executive Council.

14.3 The Strategic Plan and Action Plan capture the entirety of the Library service and clearly identifies strategies which are the core responsibility of the Member Councils.

14.4 Progress of the Strategic Plan is monitored annually.

14.5 The Strategic Plan is to be reviewed in the last term of the incumbent Committee and confirmed by the new Committee.

14.6 A new Strategic Plan is prepared every 10 years in line with the Community Strategic Plan for the Executive Council.

15   ENTRY AND EXIT OF PARTIES

15.1 This Agreement shall remain in force in accordance with Integrated Planning and Reporting requirements, until 30 June 2021 (at the latest) unless earlier terminated by the withdrawal of one party from it in accordance with this clause.

15.2 Future Agreements will remain in force for a period of 4 years aligning generally with the

Delivery Plans under the Integrated Planning and Reporting and Local Government Elections.

15.3 This Agreement supersedes in all aspects all preceding agreements relating to the provision of library services between the Member Councils.

15.4 In the event of any future Council amalgamations the Executive Council, in consultation with the Committee, will review the Agreement and provide a report recommending necessary actions for the continuance or otherwise of the CRL.

15.5 A Council which is not a party to this Agreement may, by supplementary agreement with the Member Councils, be admitted as a party to this Agreement and subject to the provisions of the supplementary agreement, shall have the same rights, duties and obligations of the Member Councils. The amount payable by the new Council for admission to membership in the CRL shall be as recommended by the Committee and resolved by the Executive Council.

15.6 A Member Council may, by twelve months notice in writing, notify the Committee and the Executive Council that it intends to withdraw from the CRL Service and to terminate its obligations under this Agreement.

15.7 In such event, the Council so terminating shall be entitled to receive a distribution of the net assets, after payment of all liabilities, apportioned among the Member Councils in the ratio of the respective contributions paid by them over the current life of the Agreement, provided that the Executive Council shall have the right to acquire any of these assets by payment to the terminating Council of the current pro rata value thereof, in lieu of distributing that asset to the terminating Council.

15.8 In the event that a Member Council fails to sign a new Agreement prior to its termination with the intent of withdrawing from the CRL, that Member Council will continue to participate in the CRL for a period of time to be negotiated with the Executive Council, but not less than 6 months and not before the end of the current financial year. During that time the withdrawing Council will:

15.8.1 Work collaboratively with the Executive Council and the CRL Committee to develop an agreed Withdrawal Plan which includes:
- o a specified termination date
- o operational tasks to be addressed
- o timeframes for completion of each task
- o responsibilities of each party

15.8.2 Be liable for the full contribution costs that would be paid if it continued its membership, for the period until the termination date

15.8.3 Be entitled to its share on any accumulated financial reserves, of which a proportion may be accessed in advance of its departure with consideration given to potential liabilities at the time of termination as determined by the Executive Council.

15.9 A Member Council that withdraws from this Agreement shall be liable for a portion of the liabilities including contingent liabilities, of the CRL as at the date of its withdrawal from the Agreement. These may include, but are not limited to: standing orders for stock, software licence fees, the financial costs arising from impacts on CRL staff such as redundancies or redeployments, memberships and subscriptions or overtime payments accrued by staff facilitating the withdrawal and other contingent liabilities.

15.10 The decision of the Executive Council shall be final and binding in respect of the method of valuation and assessment of the net assets and liabilities of the Committee at any time and the books and /or other assets or cash to be apportioned or paid to a Member Council upon termination, withdrawal or expulsion pursuant to this Agreement.

15.11 Where book stock is to be redistributed as a result of a Member Council terminating the Agreement, the stock is to be distributed according to:

- % of financial contributions of the exiting member; and
- The age, genre and format of the collection.

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

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

16 STANDARDS OF SERVICE

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

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

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

17 AMENDMENT OF THIS AGREEMENT

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

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

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

18 DISPUTE RESOLUTION

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

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

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

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

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

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

IN WITNESS WHEREOF the parties to this agreement have signed below

SIGNED on behalf of
CLARENCE VALLEY COUNCIL

by the   …………………………………………

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

SIGNED on behalf of
BELLINGEN SHIRE COUNCIL

by the   …………………………………………

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

19 SCHEDULE 1

LIBRARY ACT 1939

9 Application of Division

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

10 Requirements as to services to be provided by local libraries

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

(a) Any person who is a resident of the area of the local authority or a ratepayer of the local authority is entitled to membership of the library free of charge.

(b) Any person (whether or not a member of the library) is entitled free of charge to access any library material of the library and any information forming part of the information service of the library (other than information excepted from free access by guidelines issued by the Council) for use on the library premises.

(c) Any person who is a member of the library is entitled to borrow free of charge from the library for use away from the library premises any library material of the library which has been classified by the librarian of the library as being of literary, informative or educational value or as being fiction.

(d) No charge is to be made for the delivery to a member of the library of any library material or information that the member is entitled to borrow free of charge if the member for reasons of ill health or disability cannot reasonably be expected to attend the library in person.

(e) Any person who is a member of the library is entitled to be provided free of charge with basic reference services (being any service classified by guidelines issued by the Council as a basic reference service), including assistance in locating information and sources of information.

(f) Any subsidy paid to the local authority under this Act must be expended in providing the services that are required by this section to be provided free of charge.

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

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

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

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

10A Restrictions on borrowing entitlements and other matters

(1) Section 10 does not affect the operation of any regulation or by-law relating to the library to the extent that it is not inconsistent with a requirement of section 10 that an entitlement be provided free of charge.

(2) Section 10 does not prevent a local authority from determining:

(a) the maximum number of items of library material or the maximum number of items of library material of a particular class of library material that a person may borrow at any one time from the library for use on or away from the library premises, or

(b) the limitations, restrictions and conditions which may apply to the availability of any particular item of library material or class of library material for use on or away from the library premises.

(3) A determination under subsection (2):

(a) must be consistent with the requirements of section 10 that an entitlement be provided free of charge, and

(b) must not differ, or have effect so as to differ, in its operation between members and non-members of the library (except as regards the payment of a charge by non-members).

11 Library committee

(1) A local authority may from time to time constitute a library committee and may delegate to the library committee all or any of the powers and duties of the local authority in relation to the provision, control and management of libraries, library services and information services, except a power to borrow money, to make or levy a rate, to execute a deed or contract or an agreement under this Act, or to institute proceedings at law or in equity on behalf of the local authority.

(2) The members of the library committee shall be appointed by the local authority but need not be members of the local authority.

(3) A library committee shall exercise and perform its powers and duties subject to the control and direction of the local authority.

(4) The local authority may appoint any member of the committee to be the chairperson thereof and may from time to time remove such member from the member's office as chairperson and appoint another member in the member's place.

(5) The local authority may at any time dissolve a library committee or may, from time to time, reconstitute the library committee or revoke, amend or vary any delegation to a library committee.

(6) The local authority shall from time to time determine the number of members of the library committee which shall constitute a quorum at meetings of the library committee.

(7) The procedure for the calling of meetings of a library committee and for the conduct of business at such meetings shall, subject to any regulation made in relation thereto, be as determined by the library committee.

12 Agreements relating to local libraries

(1)

(a) Two or more local authorities may enter into an agreement whereby the local authority of one area undertakes the function of providing, controlling and managing libraries, library services or information services within the area or areas of the other local authority or local authorities.

(b) Any such agreement shall specify the terms and conditions upon which the libraries, library services or information services shall be so provided, controlled and managed.

(c) The local authority undertaking the function of providing, controlling and managing libraries, library services or information services pursuant to an agreement under this subsection shall have, in relation to the area or areas of the other contracting local authority or contracting local authorities, such of the powers and duties of a local authority relating to the provision, control and management of libraries, library services and information services as may be delegated to it by the agreement.

(2)

(a) Two or more local authorities may enter into an agreement whereby the local authority of one area undertakes to exercise, for and on behalf of the local authority or local authorities of any other area or areas, within such other area or areas, any specified power or duty of a local authority in relation to the provision, control and management of libraries, library services and information services.

(b) Any such agreement shall specify the terms and conditions upon which such power or duty shall be so exercised.

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

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

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

12A Other arrangements relating to local libraries

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

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

13 Subsidy

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

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

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

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

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

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

(3) A local authority shall not be eligible for subsidy under this section unless the library, library

service or information service so provided, controlled and managed is in the opinion of the Council reasonably capable of meeting the requirements of the persons resident in its area.

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

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

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

   (i) rate income, and

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

   (b) an amount equivalent to the prescribed amount for each person resident within the area of the local authority,

   whichever is the less.

(5) An advance against subsidy may be made by the Minister to a local authority in any year in respect of which the Minister considers the local authority would, on the basis of the local authority's estimated expenditure on libraries, library services and information services in that year from rate income, be eligible for subsidy under this section.

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

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

(a)   14 Subsidy-how payable

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

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

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

20 SCHEDULE 2

20.1 Services of the CRL

20.1.2 COLLECTION DEVELOPMENT

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

20.1.3 OPERATIONS

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

20.1.4 SERVICES

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

21 SCHEDULE 3

21.1 Formula example for the Regional Librarian's costs

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

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

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

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

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

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

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

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

STATE LIBRARY®
NEW SOUTH WALES

Ms Elizabeth Jeremy
General Manager
Bellingen Shire Council
PO Box 117
BELLINGEN NSW 2454

Dear Ms Jeremy

Public Library Funding Strategy 2021/22

The State Government has allocated $38.618M to the provision of public library services in 2021/22. Your council is now invited to apply for the 2021/22 Library Subsidy and Local Priority Grant.

Under the Public Library Funding Strategy 2021/22 Council will receive:

Subsidy @ $2.65 per capita	$34,824
Subsidy adjustment	$60,520 **Note: at least 30%** of the Subsidy adjustment payment listed above is to be allocated to Local Priority Grant Project(s).

Please go to the State Library website at http://www.sl.nsw.gov.au/public-library-services/financial-reporting-subsidy-applications to find links to the forms for your council.

Please note, for the Application for Library Subsidy councils need to state the voted expenditure on library services for 2021/22.

STATEMENT OF LIBRARY OPERATIONS

All councils are required to submit a Statement of Library Operations.

Council is to provide a statement of library operations for the period July 2020 to June 2021 for the 'provision, control and management of libraries, library and information services in its area'.

The *Public Libraries in New South Wales Financial Reporting* manual defines the information required for the Statements of Library Operations and associated application forms. The manual is available on the State Library website at:
http://www.sl.nsw.gov.au/public-library-services/financial-reporting-subsidy-applications

SUBMISSION OF FORMS
All forms are on the State Library website at http://www.sl.nsw.gov.au/public-library-services/financial-reporting-subsidy-applications

Forms to be submitted via email to subsidies@sl.nsw.gov.au by **Friday 1 October 2021.**

- **Application for Library Subsidy**
  To be completed, signed and returned by email

- **Local Priority Grant application form**
  To be completed, signed and returned by email

- **Statement of Library Operations**
  To be filled out in excel, saved and returned by email

- **Narrative statement form**
  To be filled out in word, saved and returned by email

Please note for the **2021/22 reporting year** the *Statement of Library Operations* and *Narrative Statement* require reporting on how the 2020/21 increase in State Government funding has improved your library service.

If you have any enquiries about the manual, application forms or the funding arrangements please contact Samantha Mantakoun, Administrative Officer, Public Library Services on (02) 9273 1624 or Kate O'Grady, Consultant, Public Library Services on (02) 9273 1699.

Yours sincerely

Cameron Morley
Manager, Public Library Services
11 August 2021

STATE LIBRARY®
NEW SOUTH WALES

Mr Ashley Lindsay
General Manager
Clarence Valley Council
Locked Bag 23
GRAFTON NSW 2460

Dear Mr Lindsay

Public Library Funding Strategy 2021/22

The State Government has allocated $38.618M to the provision of public library services in 2021/22. Your council is now invited to apply for the 2021/22 Library Subsidy and Local Priority Grant.

Under the Public Library Funding Strategy 2021/22 Council will receive:

Subsidy @ $2.65 per capita	$137,085
Subsidy adjustment	$64,430 **Note: at least 30%** of the Subsidy adjustment payment listed above is to be allocated to Local Priority Grant Project(s).

Please go to the State Library website at http://www.sl.nsw.gov.au/public-library-services/financial-reporting-subsidy-applications to find links to the forms for your council.

Please note, for the Application for Library Subsidy councils need to state the voted expenditure on library services for 2021/22.

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If you have any enquiries about the manual, application forms or the funding arrangements please contact Samantha Mantakoun, Administrative Officer, Public Library Services on (02) 9273 1624 or Kate O'Grady, Consultant, Public Library Services on (02) 9273 1699.

Yours sincerely

Cameron Morley
Manager, Public Library Services
11 August 2021

Ms Elizabeth Jeremy
General Manager
Bellingen Shire Council
PO Box 117
BELLINGEN NSW 2454

Dear Ms Jeremy

Public Library Infrastructure Grants 2021/22

I am writing to advise that NSW local authorities are now invited to apply for a 2021/22 Public Library Infrastructure Grant.

The Public Library Infrastructure Fund was announced as part of the increased funding package in the 2019/20 NSW Budget. The grants will assist councils to improve public library buildings, spaces and information technology.

The Guidelines and link to the application form are available on the State Library of NSW website at www.sl.nsw.gov.au/public-library-services/subsidies-and-grants/public-library-grants

Applicants are encouraged to contact State Library staff listed in the guidelines for advice on applying.

A total of $6M is available under the program this year, with the maximum grant being $500,000.

Due date
Applications must be lodged online by 5.00pm on **Friday 29 October 2021**.

Eligibility and Acquittal
Applications will not be eligible for consideration unless reporting requirements for previous State Library grants have been met. Separate correspondence will be sent to councils regarding any outstanding Grant acquittals.

Yours sincerely

Cameron Morley
Manager, Public Library Services
3 September 2021
Cc Library Manager

Mr Ashley Lindsay
General Manager
Clarence Valley Council
Locked Bag 23
GRAFTON NSW 2460

Dear Mr Lindsay

Public Library Infrastructure Grants 2021/22

I am writing to advise that NSW local authorities are now invited to apply for a 2021/22 Public Library Infrastructure Grant.

The Public Library Infrastructure Fund was announced as part of the increased funding package in the 2019/20 NSW Budget. The grants will assist councils to improve public library buildings, spaces and information technology.

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Yours sincerely

Cameron Morley
Manager, Public Library Services
3 September 2021
Cc Library Manager

Council

20 September 2021

Ms Samantha Mantakoun
Administrative Officer
State Library NSW
Macquarie Street
SYDNEY NSW 2000

Dear Ms Mantakoun

Public Libraries Funding Strategy 2021/22

I refer to your letter of 11 August 2021 advising of the State Government allocation of funding for public library services in 2021/22.

Please find enclosed:-

- Completed Application for Library Subsidy 2021/22
- Completed Local Priority grant application form 2021/22
- Statement of Library Operations (Form A)
- Statement of Library Operations – Executive/Administering Council of a Regional Library (Form B)
- Council's Narrative Statement

If you require further information please contact me on 02 6641 0112

Regards

Kathryn Breward
Regional Librarian

Clarence Regional Library incorporating the Clarence Valley Council and Bellingen Shire libraries

Bellingen Shire
COUNCIL

clarence
VALLEY COUNCIL

your library – your place
CLARENCE VALLEY

LIBRARY COUNCIL OF NEW SOUTH WALES

Application for Library Subsidy 2021/22

Local Authority (Council): Clarence Valley Council

Contact Person: Kathryn Breward

Contact Number: 02 6641 0112

Return this form to subsidies@sl.nsw.gov.au **by Friday 1 October 2021**

Voted Expenditure July 2021 - June 2022 (i.e. Budget)
- Do not include Subsidy, Local Priority Grant or any Public Library Infrastructure Grants in this figure
- Include depreciation

$ 2,455,417

Declaration

I hereby declare that Clarence Valley Council complies with the *Library Act 1939*. See www.sl.nsw.gov.au/public-library-services/advice-best-practice/legislation for a copy of the Act and Guidelines for local authorities.

………………………………………   1 October 2021

Ashley Lindsay - General Manager   Date

FOR STATE LIBRARY OFFICE USE ONLY

8227080000/82GR0001/64012000   Authorisation

$ ……………………………………

                               Manager, Public Library Services

Date ………………………………………….

LIBRARY COUNCIL OF NEW SOUTH WALES

Local Priority Grant Application Form 2021/22

Local Authority (Council): Clarence Valley Council

Name of Library Service: Clarence Regional Library

Contact Person: Kathryn Breward

Contact Number: 02 6641 0112

Return this form to subsidies@sl.nsw.gov.au **by Friday 1 October 2021**

Nominated project
Local Priority Grants are for library projects in one or more of the following categories: technology, collection, building, research and promotion. Briefly describe the project(s) that Council is nominating on the back of this form.

Variations to nominated project(s)
Payment is made to Council for the stated project(s) as outlined on the back of this form. Any changes to the nominated project(s) are subject to written approval from the State Library of NSW.

FOR STATE LIBRARY OFFICE USE ONLY
8227080000/82GR0002/64012000 $

Authorisation:

                              Manager, Public Library Services

                              Date:

Local Priority Grants 2021/22

Nominated Project(s)

Funds allocated to Local Priority Grant project(s)
Note: at least 30% of Council's Subsidy adjustment payment is to be allocated to a Local Priority Project(s). Please insert below the total dollars that Council is allocating in 2021/22.

2021/22 Local Priority Grant allocation $64,430

Project categories
Projects need to show direct benefit to the community.

Please circle the appropriate category/categories:

Technology   Collections   Building   Research   Promotion

Project description
Briefly describe Council's 2021/22 project(s):

- Continue to maintain up to date collections that are relevant to our local communities
- Expand eResources to enhance physical collection
  - eBooks, eAudio, eMagazines and databases
- Provide technology experiences and training for community members
- Promote and market the library collection, services and events to our communities
  - Increase awareness of special collections such as our dyslexic, Mood Boosters, Local Studies, Aboriginal, Literacy and eResource collections

General Manager

Date: 1 October 2021

Regional/Library Manager

Date: 30 September 2021

STATEMENT OF LIBRARY OPERATIONS - COUNCILS
Year Ended 30 June 2021

CLARENCE VALLEY COUNCIL

STATEMENT OF FINANCIAL PERFORMANCE

OPERATING EXPENSES

Administration

Audit Fees	$	-
Bank Charges	$	1,841.51
Contributions to Regional Library Service (ref. 5.1.1.1.)		
- Library Subsidy (ref. 5.1.1.1.1.)	$	196,168.00
- Other contributions (ref. 5.1.1.1.2.)	$	802,363.16
Contributions & Donations to other Parties (ref. 5.1.1.2.)	$	-
Other Administrative Expenses	$	-
Overhead Costs (not elsewhere detailed - provide details) (ref. 5.1.1.3.)	$	317,211.47
Postage	$	-
Printing & Stationery	$	114.32
Telecommunications Charges (ref. 5.1.1.4.)	$	1,507.78
Sub-Total	$	1,319,206.24

Employee Costs

Staff Salaries and Wages (ref. 5.1.1.5.)	$	514,521.26
Temporary / Casual Staff Salaries	$	135,652.04
Travelling Expenses and Subsistence Allowances	$	-
Employee Leave Entitlements (ref. 5.1.1.6.)	$	133,111.30
Superannuation	$	71,634.15
Workers Compensation Insurance	$	13,602.72
Fringe Benefits Tax	$	-
Training Costs (ref. 5.1.1.7.)	$	-
Other Employee Costs	$	1,355.40
Sub-Total	$	869,876.87

Library Collection Expenses

Collection Maintenance (ref. 5.1.1.8.)	$	-
Depreciation of Library Collection (ref. 5.1.1.9.)	$	-
Licensed Access to Electronic Resources- Databases (ref. 5.1.1.10.)	$	3,598.98
Licensed Access to Electronic Resources - E-Books & downloadable audio books (ref. 5.1.1.10.)	$	-
Non-Book Resource expenses not capitalised (ref. 5.1.1.11.)	$	-
Periodical, newspaper, journal & magazine expenses not capitalised (ref. 5.1.1.12.)	$	5,275.45
Other (Please specify if over $1,000)	$	-
Sub-Total	$	8,874.43

Other Operating Expenses

Building Maintenance and Repairs	$	-
Cleaning	$	-
Council Rates (ref. 5.1.1.14.)	$	11,768.77
Depreciation of Buildings	$	98,840.19
C/Fwd next page	$	110,608.96

STATEMENT OF LIBRARY OPERATIONS - COUNCILS
Year Ended 30 June 2021

CLARENCE VALLEY COUNCIL

STATEMENT OF FINANCIAL PERFORMANCE (con't)

Other Operating Expenses (con't)

B/Fwd previous page	$	110,608.96
Depreciation of Computer Systems (ref. 5.1.1.15.)	$	41.85
Depreciation of Motor Vehicles (ref. 5.1.1.16.)	$	-
Depreciation of Mobile Libraries (ref. 5.1.1.17.)	$	-
Depreciation of Plant, Office Equipment and Furniture (ref. 5.1.1.18.)	$	48,864.38
Electricity & Gas	$	57,545.21
Freight & Cartage	$	-
Minor Equipment (under $1,000) (ref. 5.1.1.19.)	$	38,925.47
Furniture & Office Equipment Maintenance & Repairs	$	-
Information and Communication Technology Operating Costs (ref. 5.1.1.13.)	$	-
Insurance (ref. 5.1.1.20.)	$	25,711.78
Interest on Finance Leases	$	-
Interest on Loans	$	1,886.24
Library Management Systems Maintenance (ref. 5.1.1.24.)	$	-
Marketing	$	5,382.13
Motor Vehicle Running Expenses (ref. 5.1.1.21.)	$	-
Mobile Library Running Expenses (ref. 5.1.1.22.)	$	20,000.04
Operating Lease Payments (ref. 5.1.1.23.)	$	-
Program costs (ref. 5.1.1.25.)	$	39,447.58
Rental of Premises	$	-
Water Rates	$	997.92
Sub-Total	$	349,411.56

Total Operating Expenses	$	2,547,369.10

OPERATING INCOME

Contributions, S.94 EP&A Act (ref. 5.1.2.1.)	$	-
Contributions received (ref. 5.1.2.2.)		
- Library Subsidy (ref. 5.1.2.2.1.) GST exempt	$	131,738.00
- other contributions (ref. 5.1.2.2.2.)	$	
Other Grants for Operating Purposes	$	20,203.98
Grants for Capital Purposes (ref. 5.1.2.3.)		
-Public Library Infrastructure Grant (ref. 5.1.2.3.1.) GST exempt	$	21,410.00
- Local Priority Grants (ref. 5.1.2.3.2.) GST exempt	$	-
- other capital grants (ref. 5.1.2.3.3.)	$	-
Fundraising Income & Donations (ref. 5.1.2.4.)	$	-
Sponsorship Income (ref. 5.1.2.5.)	$	-
Other Income (ref. 5.1.2.6.)	$	20,878.89
Sub-Total	$	194,230.87

Total Operating Income	$	194,230.87

SURPLUS (DEFICIT) RESULTING FROM OPERATIONS	$	(2,353,138.23)

STATEMENT OF LIBRARY OPERATIONS - COUNCILS

Year Ended 30 June 2021

CLARENCE VALLEY COUNCIL

STATEMENT OF CAPITAL FUNDING

CAPITAL EXPENSES

Library Materials (as per Library Act, 1939) **excl.** Periodicals etc (ref. 5.1.1.12)

- Print Resources	$	-
- Non-Print Resources (ref. 5.1.3.1.)	$	-
Motor Vehicles	$	-
Buildings	$	-
Mobile Library	$	-
Loan Repayments (Principal only)	$	4,133.28
Finance Lease Payments (Principal only)	$	-
Furniture & Fittings (over $1,000)	$	22,482.47
Office Equipment (over $1,000)	$	-
Information Technology & Equipment	$	-
Other (Please specify if over $1,000)	$	-
Sub-Total	$	26,615.75

Total Capital Expenses	$	26,615.75

CAPITAL INCOME

Loans Raised (ref. 5.1.4.1.)	$	-
Other	$	-
Sub-Total	$	-

Total Capital Income	$	-

I certify the above to be a true statement of Library Operations for the year ended 30 June 2021

General Manager's name: Ashley Lindsay

CLARENCE VALLEY COUNCIL

STATEMENT OF LIBRARY OPERATIONS - COUNCILS
Year Ended 30 June 2021

**This Page should only be completed if Council has determined
library operations to be a Business**

CLARENCE VALLEY COUNCIL

Statement of Imputed Costs and Revenues (National Competition Policy)

Imputed Costs

Payroll Tax	$	-
Stamp Duty and FID	$	-
Land Tax	$	-
Loan Guarantee Fees	$	-
Return on Capital Invested (%)	$	-
Other (specify)	$	-
Total Imputed Costs	$	-

Imputed Revenues

Subsidy from Council	$	-
Other (specify)	$	-
Total Imputed Revenues	$	-

Calculation of Operating Result for Business Activity

Surplus (Deficit) resulting from Operations before imputed costs and revenues	$	(2,353,138.23)
Imputed Costs	$	-
Imputed Revenues	$	-
Operating Result	$	(2,353,138.23)

STATEMENT OF LIBRARY OPERATIONS - EXECUTIVE / ADMINISTERING COUNCIL OF A REGIONAL LIBRARY
Year Ended 30 June 2021

CLARENCE VALLEY COUNCIL

STATEMENT OF FINANCIAL PERFORMANCE

OPERATING EXPENSES

Administration

Audit Fees	$	-
Bank Charges	$	-
Contributions & Donations (ref. 5.2.1.1.)	$	-
Other Administrative Expenses	$	675.43
Overhead Costs (not elsewhere detailed - provide details) (ref. 5.1.1.3.)	$	120,250.00
Postage	$	8,170.51
Printing & Stationery	$	6,489.22
Telecommunications Charges (ref. 5.1.1.4.)	$	219.43
Sub-Total	$	135,804.59

Employee Costs

Staff Salaries and Wages (ref. 5.1.1.5.)	$	376,711.20
Temporary / Casual Staff Salaries	$	25,935.33
Travelling Expenses and Subsistence Allowances	$	-
Employee Leave Entitlements (ref. 5.1.1.6.)	$	57,955.59
Superannuation	$	42,866.77
Workers Compensation Insurance	$	10,350.59
Fringe Benefits Tax	$	
Training Costs (ref. 5.1.1.7.)	$	1,365.00
Other Employee Costs	$	2,392.31
Sub-Total	$	517,576.79

Library Collection Expenses

Collection Maintenance (ref. 5.1.1.8.)	$	63,565.67
Depreciation of Library Collection (ref. 5.1.1.9.)	$	216,707.65
Licensed Access to Electronic Resources - Databases (ref. 5.1.1.10.)	$	89,157.68
Licensed Access to Electronic Resources - E-Books & downloadable audio books (ref. 5.1.1.10.)	$	15,116.74
Non-Book Resource expenses not capitalised (ref. 5.1.1.11.)	$	-
Periodical, newspaper, journal & magazine expenses not capitalised (ref.	$	-
Other (Please specify if over $1,000)	$	-
Sub-Total	$	384,547.74

Other Operating Expenses

Building Maintenance and Repairs	$	-
Cleaning	$	-
Council Rates (ref. 5.1.1.14.)	$	-
Depreciation of Buildings	$	-
C/Fwd next page	$	-

STATEMENT OF LIBRARY OPERATIONS - EXECUTIVE / ADMINISTERING COUNCIL OF A REGIONAL LIBRARY

Year Ended 30 June 2021

CLARENCE VALLEY COUNCIL

STATEMENT OF FINANCIAL PERFORMANCE (con't)

Other Operating Expenses (con't)

B/Fwd previous page	$	-
Depreciation of Computer Systems (ref. 5.1.1.15.)	$	-
Depreciation of Motor Vehicles (ref. 5.1.1.16.)	$	-
Depreciation of Mobile Libraries (ref. 5.1.1.17.)	$	-
Depreciation of Plant, Office Equipment and Furniture (ref. 5.1.1.18.)	$	18,249.87
Electricity & Gas	$	-
Freight & Cartage	$	24,475.03
Minor Equipment (under $1,000) (ref. 5.1.1.19.)	$	-
Furniture & Office Equipment Maintenance & Repairs	$	-
Information and Communication Technology Operating Costs (ref. 5.1.1.13.)	$	22,470.50
Insurance (ref. 5.1.1.20.)	$	1,928.34
Interest on Finance Leases	$	-
Interest on Loans	$	-
Library Management Systems Maintenance (ref. 5.1.1.24.)	$	82,579.18
Marketing	$	19,822.22
Motor Vehicle Running Expenses (ref. 5.1.1.21.)	$	7,969.73
Mobile Library Running Expenses (ref. 5.1.1.22.)	$	-
Operating Lease Payments (ref. 5.1.1.23.)	$	-
Program costs (ref. 5.1.1.25.)	$	20,979.44
Rental of Premises	$	-
Water Rates	$	-
Sub-Total	$	198,474.31

Total Operating Expenses	$	1,236,403.43

OPERATING INCOME

Contributions from constituent Councils (ref. 5.2.2.2.)		
- Library Subsidy (ref. 5.2.2.2.1.) * Include list by Councils	$	240,852.24
- other contributions (ref. 5.2.2.2.2.) Include list by Councils	$	993,104.70
Contributions from other parties (ref. 5.2.2.3.)	$	-
Other Grants for Operating Purposes	$	116,573.77
Grants for Capital Purposes (ref. 5.1.2.3.)		
- Public Library Infrastructure Grant (ref. 5.1.2.3.1.)* Include list by Councils	$	-
- Local Priority Grants (ref. 5.1.2.3.2.) * Include list by Councils	$	-
- other capital grants (ref. 5.1.2.3.3.) Include list by Councils	$	-
Fundraising Income & Donations (ref. 5.1.2.4.)	$	-
Sponsorship Income (ref. 5.1.2.5.)	$	-
Other Income (ref. 5.1.2.6.)	$	4,015.88
Sub-Total	$	1,354,546.59

* GST Exempt

Total Operating Income	$	1,354,546.59

SURPLUS (DEFICIT) RESULTING FROM OPERATIONS	$	118,143.16

STATEMENT OF LIBRARY OPERATIONS - EXECUTIVE / ADMINISTERING COUNCIL OF A REGIONAL LIBRARY
Year Ended 30 June 2021

CLARENCE VALLEY COUNCIL

STATEMENT OF CAPITAL FUNDING

CAPITAL EXPENSES

Library Materials (as per Library Act, 1939) **excl.** Periodicals etc (ref. 5.1.1.12)

- Print Resources	$	327,720.17
- Non-Print Resources (ref. 5.1.3.1.)	$	-
Motor Vehicles	$	-
Buildings	$	-
Mobile Library	$	-
Loan Repayments (Principal only)	$	-
Finance Lease Payments (Principal only)	$	-
Furniture & Fittings (over $1,000)	$	-
Office Equipment (over $1,000)	$	-
Information Technology & Equipment	$	-
Other (Please specify if over $1,000)	$	-
Sub-Total	$	327,720.17
Total Capital Expenses	$	327,720.17

CAPITAL INCOME

Loans Raised (ref. 5.1.4.1.)	$	-
Other	$	-
Sub-Total	$	-
Total Capital Income	$	-

I certify the above to be a true statement of Library Operations for the year ended 30 June 2021

General Manager's name: Ashley Lindsay

CLARENCE VALLEY COUNCIL

STATEMENT OF LIBRARY OPERATIONS - EXECUTIVE / ADMINISTERING COUNCIL OF A REGIONAL LIBRARY
Year Ended 30 June 2021

**This Page should only be completed if Council has determined
library operations to be a Business**

CLARENCE VALLEY COUNCIL

Statement of Imputed Costs and Revenues (National Competition Policy)

Imputed Costs

Payroll Tax	$	-
Stamp Duty and FID	$	-
Land Tax	$	-
Loan Guarantee Fees	$	-
Return on Capital Invested (%)	$	-
Other (specify)	$	-
Total Imputed Costs	$	-

Imputed Revenues

Subsidy from Council	$	-
Other (specify)	$	-
Total Imputed Revenues	$	-

Calculation of Operating Result for Business Activity

Surplus (Deficit) resulting from Operations before imputed costs and revenues	$	118,143.16
Imputed Costs	$	-
Imputed Revenues	$	-
Operating Result	$	118,143.16

LIBRARY COUNCIL OF NEW SOUTH WALES

Narrative statement of library operations
Year ending 30 June 2021

The financial statements alone do not provide the State Library with details of library operations and activities necessary to assess performance against s13(3) of the Library Act 1939.

In order to document how the State Government funding has been allocated, councils are required to describe the library's performance over the year, including the outcomes achieved with the increased funding.

Return this form to subsidies@sl.nsw.gov.au **by Friday 1 October 2021**

Council	Clarence Valley Council
Contact person	Kathryn Breward

2019/20 Total Library Budget	**2020/21 Total Library Budget**
$2,266,180	$2,412,536

Please provide details of the allocation of the additional per capita and subsidy adjustment funding (including local priority grant).

$5,203 additional funding (from the previous year) was received, this was put to programs.

How did the additional funding improve your library service?

- Programming opportunities - Leigh Hobbs author visit – 6 sessions over 2 days – 772 attendees
- Improving accessibility and cultural relevance - Acknowledgement of Country signage for all libraries front windows was designed and commercially printed

Provide information in dot points under the relevant headings below.

- **use of technology**: QR Codes have been introduced to our marketing to facilitate quick access to information on specific events. Laptops and iPads have been used in technology workshops and training. The use of Spydus Collections and Spydus Manager software to facilitate collection management based on evidence not anecdote. Transcription of 150 Oral histories into written text implemented through volunteer team. 3D printer demonstrations, implementation of 3D printing service to Grafton Library. Library Minute instructional videos continue to be developed; Author visits online continuing. Interactive Table in Grafton covering digital exhibitions of : the Jacaranda Festival through the years; Grafton Historic buildings; Minya Rose "we're in this together" covid experiences exhibit; "My cycling Life" Jack Griffen Cycling memorabilia exhibit; Pelican Playhouse scrapbook – exhibition; Nymboida fires 2019 photography exhibit. EFTPOS facilities introduced at all libraries.
- **Internet facilities:**
- **innovative projects**: Clarence Valley partnership with Regional Art Gallery and community for exhibitions in Library foyer and purpose-built display cabinets throughout the Grafton Library. Display cabinets also rolled out to Maclean & Yamba Libraries.

Partnership with Economic Development Unit in Council to be a Tourist Information Hub in Grafton Library foyer. Get Connected sessions for seniors has included Zoom training sessions, lending iPad collection with individual remote help provided, promoting library eResource access using individual's mobile devices. Preservation for community members covering documents & photographs. Book binding sessions for community members. Partnership with local historian who is donating a significant local history and genealogy collection to the library in a staged process. Partnering with local production company developing the Jack Griffin Project - My Cycling Life online museum + podcast. The library is providing the expertise, space and equipment for scanning documents and will receive access to the digitised image collection and will receive the complete podcast after its complete release in 2021/22.

- **community access:** Author visits, Summer Reading Club & Holiday programs delivered in all CVC libraries; book clubs and writing groups meeting regularly in libraries. Community groups using Grafton Library meeting rooms, community book selection event in Grafton Library. Mobile Library participating in schedule of School Holiday activities that are happening in the libraries, different stops are targeted for an activity each holiday period. Use of volunteers to facilitate volunteer identified projects.

- **special acquisitions during the year:** new Mackey Archive Collection acquisition is ongoing and delayed due to Covid restrictions.

- **research and development activities undertaken by library staff:** research into unaccompanied minor borrowing rights if parent or guardian unwilling to sign for a junior library card membership. Feasibility of an additional 1 FTE to be spread across 3 libraries to support current operational needs.

- **promotional programs:** new Aboriginal brand launched for Library Aboriginal Collection, collateral developed including, DL flyers, bookmarks, pull-up signs, Acknowledgement of Country, staff T-Shirts. Library Marketing and branding continued, collateral continued to be developed and introduced across libraries. Use of Instagram and Facebook and other social media tools to enhance community awareness of library collections, programs, events and services. Newspaper ad campaigns designed and implemented in local papers, radio ads scripted and run on local radio. Introduced our first Bus ad campaign. Regional Marketing Plan developed, to be implemented from 2021/22.

- **local community projects or displays:** Wraps with Love; Biggest Morning Tea participation; local PLUNGE cultural festival event workshops; Local Faces Local Voices" Library Exhibition consisting of: Daily Examiner Portrait Exhibition; My Cycling Life Exhibition of Jack Griffin memorabilia; All In This Together digital exhibition by Minya Rose. Minya Rose's exhibition of collected community photographs from the Nymboida 2019 fires as featured at the Anniversary Exhibition in late 2020. An exhibition of works from Gummyaney Preschool and Baryulgil Primary School as part of NAIDOC week.

- **building enhancements or expansion programs:** Entry Activation project CVC libraries – sandwich boards introduced announcing events, Bali flags in gardens providing colourful movement to catch the eye – "hey look we're here and open". Grafton library also added additional seating to the downstairs/entry foyer to support community-viewing exhibitions and taking time out. Scooter & Skateboard racks installed at Grafton library with the artwork/signage developed for youth appeal/engagement.

- **introduction of new collections and/or formats:** art@your library collection – based on visiting illustrators art works provided to the library also including art works donated, digital photographic collections and art created for the building spaces. A catalogue has been developed providing background on the collections and artists.

- **services/assistance provided for people with a disability:** HLS operating from all CVC libraries and increasing. Bulk loan service to Nursing Homes continues to be popular; Navigator audio reads used in HLS for borrowers with a Print disability.
- **major infrastructure changes e.g. new branches/mobile libraries, or reduced branches/mobile libraries:**
- **major changes to the library management system:**
- **significant service changes e.g. hours of opening, home library services etc.** Increased opening hours at Yamba library by 21/2 hrs Wednesday and Maclean Library by ½ hour on Saturday morning managed within existing staffing resources. Iluka days of opening changed to consecutive days Wednesday, Thursday & Friday based on community needs and operational efficiencies.

your library~your place
CLARENCE VALLEY

For Immediate Release

16 August 2021

click/call & collect – its back

Your library's *click/call & collect* service will be operating from our front doors from 10:00am Monday 16 August until the end of the current lockdown.

Please be covid safe, social distance and wear a mask whilst collecting your library items from our front doors.

The hours *for click/call & collect* will be:

Maclean 10:00 - 12:30 Monday - Friday

Yamba 10:00 - 12:30 Monday - Friday

Iluka 10:00 - 12:30 Wednesday - Friday

Grafton 10:00 - 2:00 Monday – Friday

If you cannot make these times then contact your local library and make an appointment.

MEDIA
RELEASE

Clarence Valley Council

your library~your place
CLARENCE VALLEY

Media release

For Immediate Release

10 September 2021

Next week all Clarence Valley libraries are re-opening their doors, giving members access to 130,000+ books and the ability to choose their own reading material from our shelves.

From Monday 13 September, library members will once again be able to visit their local library to select books, DVDs and magazines from the shelves and book computers as libraries move out of Lockdown.

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

"Libraries will re-open with mandatory mask wearing, QR Code or Concierge Check-in, limited visitor numbers to adhere to the 4sqm rule, 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 are really excited to be able welcome members back into their libraries so they can select books themselves."

Re-opening your libraries

From 13 September:

- All Clarence Valley libraries will re-open with COVID-19 restrictions in place.
- Everyone will be required to QR Code or Concierge Check-in.
- Normal Opening hours for each location.
- Visitor numbers will be restricted and vary between libraries. We appreciate your patience.
- Access to WiFi will be available

- Meeting rooms and Study rooms are open using 4sqm rule.
- PC bookings will be available by appointment only - 45 Minute bookings.
- Social distancing will be enforced and all visitors will be required to hand sanitise on entry and exit
- 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.