

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

Our Purpose

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

Our Vision

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

A regional library service that:

- Facilitates and provides targeted and relevant life long learning opportunities
- Helps connect the community with the past, the present and the future
- Is committed to the free flow of information and ideas to inform, inspire and feed the communities' imaginations
- Is a trusted and valued source of information
- Is considered an investment in the well-being and success of the community – not a cost
- Focuses on social inclusion of individuals including target groups, and their needs and aspirations
- Builds and strengthens partnerships to enhance service delivery and engage the community
- Embraces technological trends and makes them available to the community





Strategic Focus

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

LEGEND:

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

Traffic light progress code:

	Progressing to time
	COMPLETE
	Overdue but progressing
	Not progressing

Strategic Focus 1: COMMUNITY SERVICE DELIVERY

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

Objective 1.1 Maximise community access to library services

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

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

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

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

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

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

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

Objective 1.3 Relevant and contemporary targeted services, programs and activities

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

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

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

Objective 1.5 Engaged and supportive community

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

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

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

Strategic Focus 2: LEARNING AND GROWTH

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

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

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

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

Objective 2.2 Regional communications and networking

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

Strategic Focus 3: BUSINESS SYSTEMS AND MANAGEMENT

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

Objective 3.1 A library service that meets contemporary operational standards

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

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

Strategic Focus 4: RESOURCES

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

Objective 4.1 Responsible and accountable financial/resource management

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

Objective 4.2 A safe and accessible workplace

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

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

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