

ITEM: 6.1 No. 1/23 – ANNUAL BUDGET

Meeting: Clarence Regional Library Committee 3 March 2023
Reviewed By:
Attachment: YES

REPORT SUMMARY

This report provides updated information on the 2022/23 Clarence Regional Library Budget.

OFFICER RECOMMENDATION

That the:

- The revised Clarence Regional Library Budget for 2022/23 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

As per the previous meeting held on 4 November 2022:

Recommendation

That the:

- *Report on the Clarence Regional Library Budget for 2022/23 is endorsed by the Committee. With the following amendments to the attachment:*
 - *Adjust State Library Subsidy to 0% from 25% in line with the CRL Agreement item 10.3.1 (endorsed by CRLC in item 5.1 May 2022)*

Moved: Cllr Ellie Tree

Second: Cllr Peter Johnstone

Adopted

The revised Annual Budget was sent out to all members on the 17 November 2022 and is also attached for the Committees reference.

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. 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	Attachment item 6.1: Revised CRL Annual Budget 2022/23

ITEM: 6.2 No. 1/23 – CLARENCE REGIONAL LIBRARY MARKETING PLAN UPDATE

Meeting:	Clarence Regional Library Committee	3 March 2023
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides a summary of the updates to the Clarence Regional Library Marketing Plan 2023.

OFFICER RECOMMENDATION

That CRL Committee:

- Endorse the revised CRL Marketing Plan for 2023.

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

KEY ISSUES

The changes from the previous year Marketing Plan are summarised below:

- Revised of language from previous copy to aid readability. Simplifying language and removing excess information that no longer adds useful context.
- Update of data to most current statistics. The most current census data (2021) as well as the Clarence Regional Library annual reporting was used to update the statistics.
- Added additional information to (page 19) *8.0 Objective and Measures of success*. As these measures are based on key metrics, having additional context help place future metrics.
- Simplification of *10.0 Actions*: to focus on more usable information. This section (page 21) in the previous copy of the marketing plan, had a lot of information on this page that was not useful for staff. In this edition of the Marketing plan, the structure of this section was altered to reflect our goals such as our target audience and pillars to help staff focus on how their work reflects this. The structure change was to help make this more succinct and easier to follow There also was no focus on outreach opportunities present in this section, so has now been added.
- Update of cover photo to distinguish from older edition.

Future proposed actions

- Creation of supplementary posters to remind staff of the key features of this plan. i.e. our pillars and target markets. Having this information on display may help create more focus on these key features within staff work.
- To update and review the marketing plan in 2024/2025

BACKGROUND

The Clarence Regional Library Marketing Plan is a document to help action the CRL Strategic Plan 2012-2022 originally developed through 2020 to be implemented from 2020/22. This was delayed during to staffing changes and vacancies. It has now been updated to reflect new information.

The adopted minutes for the Clarence Regional Library 13 February 2020 meeting state:

Recommendation

The Committee endorse:

1. *The creation of a Marketing Plan for the Clarence Regional Library*
2. *Endorse the expenditure of up to \$15,000 from the CRL Reserve to engage a suitable person to prepare a draft Marketing Plan for the Regional Library Service.*

Moved: Cllr Karen Toms

Second: Anna Joy

Adopted

The adopted Clarence Regional Library Strategic Plan 2012-2022 states:

Strategic item 1.3.1 Comprehensive marketing / promotional plan.

In the adopted Revised CRL Strategic Action Plan 2012-2022 sept 2019 reviewed:

item 1.3.1: Key Actions include:

- *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 with outcome including:*
 - *Marketing plan and associated action plan*
 - *A recognised local library identity*
 - *Increased awareness and recognition of the range of library services*

The Regional Library Service is one of council's most popular services and it provides a positive impression to our community that can be enhanced through well presented marketing. Our public libraries are social hubs for our communities, they provide an all-accessible cultural and learning space as well as being places for enabling economic development.

This Marketing Plan will provide current relevant strategic marketing direction that will support library services and collections across the Regional Library Service potentially improving the library usage and increase engagement with our services and collections.

Strategic direction provided by a Marketing Plan and an associated Strategic Action Plan will provide a framework for development of marketing for the Library's services and collections. It will provide benchmarks and direction for future marketing campaigns.

Prepared by	Georgia Wilcox
Attachment	ATTACHMENT item 6.2 CRL Marketing Plan 2023

ITEM: 6.3 No. 1/23 – MEETING SCHEDULE OF THE CRLC FOR 2023

Meeting:	Clarence Regional Library Committee	3 March 2023
Reviewed By:		
Attachment:	nil	

REPORT SUMMARY

This report provides updated information on the 2022/23 on the Meeting Schedule for the CRL Committee for 2023.

OFFICER RECOMMENDATION

That the:

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

KEY ISSUES

The following meeting dates and locations were suggested to at the 4 November meeting subject to change once all had reviewed their schedules for 2023.

Friday 3 March 2023	Grafton
Friday 7 July 2023	Bellingen
Friday 3 November 2023	Grafton

BACKGROUND

AS per the CRL Committee meeting held on the 4 November recommendation:

Recommendation

That the CRL Committee meet:

- *3x per year in the first week of March, July and November as per item 9.1 of the CRL Agreement.*

Moved: Jill Haynes

Second: Cllr Jo Brotherton

Adopted

Prepared by	Kathryn Breward - Regional Librarian
Attachment	nil

ITEM: 6.4 No.1/23 – STATE LIBRARY CLARENCE REGIONAL LIBRARY REVIEW

3 March 2023

Meeting: Clarence Regional Library Committee**Reviewed By:****Attachment:** yes**REPORT SUMMARY**

The report covers the recommendations in the State Library Review of the CRL service.

OFFICER RECOMMENDATION

The CRL Committee note the steps taken in the State Library Review of the CRL service to date.

LINKAGE TO CVC COMMUNITY PLAN

Theme **1 Society**

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

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LINKAGE TO BSC COMMUNITY VISION 2030

Theme 2: Community Wellbeing

- Objective:
- 1 Our children, youth and seniors are valued, involved and supported
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KEY ISSUES

The key recommendations from the State Library Review are as follows and can be found on pages 41 & 42 of the actual report:

11 Recommendations

The recommendations are divided into different sections, so it is easy to see which ones are faster to do, and which will take more investment of time, funds or the redirection of resources.

11.1 Faster implementation

- Make sure items in languages other than English are always part of library displays in each library. These items should continue to be added to the displays (when borrowed) or changed to other items (if not borrowed for a few days).
- Use State Library of NSW promotional fliers, signs, and posters (digital or printed) in all libraries to promote collections in languages other than English.
- Use pull-up banners promoting the bulk loans from the State Library of NSW in each library
- Use hashtags for social media posts

- Provide links to each library's social media on their library page on their website as well as promotion in each library – this has already been completed.
- Increase the visibility of the collection and the libraries in the social media posts – this is now happening.
- Use social media to promote transcription on Amplify at least once a fortnight.
- Improved visibility of Amplify on the library website.
- Improved visibility of programs at Bellingen Shire Libraries – make sure the information is in Spydus for access.
- Use social media resources from the State Library of NSW including posts about Openbook magazine, indyreads, and law and health related posts
- Clarence Regional Library to reconsider their use of volunteers considering the ALIA statement on voluntary work in library and information services

11.2 Medium implementation

- Regular (weekly/fortnightly) posts about the local studies collection
- Provide links to the social media on each of the library webpages as part of the contact details for each library, as well as promoting these in the libraries. The website has links to the Clarence Regional Library social media and needs to add links to the Iluka, Maclean or Yamba Facebook pages as well as those at Bellingen, Dorrigo and Urunga.
- Add Amplify to the Clarence Regional Library website to make it easier for the community to find it and to increase the amount of transcription which is undertaken. Put the links in the local studies section as well as in other relevant locations on the website Amplify
- Explore options to increase the number of casuals local to each library. Note this does not appear to be an issue for Bellingen or Grafton libraries. – this has commenced December 2022 with 6x new casuals who are available for Yaegl Country libraries.
- Install automatic doors at all sites
- Developed a structured plan for social media posting to Regional library accounts

11.3 Longer implementation

- It is recommended that Clarence Regional Library aim for enhanced staffing of 23.79 as this would provide approximately 70 additional hours a week to keep all the libraries open at lunchtime as well as provide time for program preparation and professional development for library staff in the five smaller libraries. It may even permit smaller libraries to open at 9.30am, making them available to people who are out and about earlier in the day. It is suggested that this is an additional 0.8 people for Bellingen, Dorrigo and Urunga libraries, and an additional 1.2 people for Iluka, Maclean and Yamba libraries.
- Note while this is a longer implementation, planning for this needs to start soon.

BACKGROUND

The Terms of Reference for the State Library Review of the Clarence Regional Library service were:

- *Efficiency and effectiveness of the services as benchmarked against NSW figures. This would be looked at for region as a whole and by local government area.*
 - *What are the trend for public libraries? This would look at Australian examples and may consider some international examples.*
- *The efficiency and effectiveness of the current Regional Library service and staffing ratios.*
- *Is Clarence Regional Library supplying the right balance of services:*
 - *book stock v online*
 - *evidence we are purchasing the right stock.*
- *Is Clarence Regional Library providing services for a range of people in the community including:*
 - *Youth*
 - *Adults*
 - *Aboriginal people*
 - *People with a disability*
- *How will the services need to adapt to COVID world and a post pandemic transformed world- e.g.:*
 - *More tertiary students studying online already the Country University at Grafton has 150 students.*
 - *Trend to home offices.*
- *What potential services can be provided to the Clarence Correctional Centre?*
 - *Every prisoner has online access via an individual electronic device*
- *Using the community consultation information and other data look at how the mobile library is being used, and consider opportunities which it could be used for*
- *Hours of operation of branches*

The CRL Review by the State Library is intended to inform and contribute to the development of the new 10 year CRL Strategic Plan & Action Plan.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	ATTACHMENT item 6.4 Clarence Regional Library: a review of services and programs

ITEM: 7.1 No. 1/23 – YTD INCOME AND EXPENDITURE SPREADSHEET

Meeting:	Clarence Regional Library Committee	3 March 2023
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides updated information on the Year to Date income and expenditure for 2022/23.

OFFICER RECOMMENDATION

That the Report on the Clarence Regional Library Income and Expenditure YTD for 2022/23 is endorsed by the CRL 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:	<ol style="list-style-type: none"> 1 Our children, youth and seniors are valued, involved and supported 2 We are a learning and creative community 3 We value, honour and actively acknowledge our Gumbaynggirr culture and heritage 4 we are connected, safe and healthy with a strong sense of community

KEY ISSUES

Budget expenditure currently tracking in most areas according to the CRL cycle of expenditure for this point in the year. Items of note in the YTD (14 February 2023) Income and Expenditure spreadsheet include:

- *Income – Contributions* – the CVC contributions for this financial year have yet to be transacted.
- *Income - Other Revenue* – this is higher than expected
- *Item 54 – Contractors & Consultancies* – the freight & cartage allocation has almost been expended; we can draw on other library budget allocations to cover any increase at this stage.
- *Item 57 – Insurance* – this has now been processed
- *Item 59 – Administration Expenses* - advertising expenditure is still low as the team review what's needed in collateral etc. Postage is low in the Actuals but close to expended in the Commitments.
- *Item 60 - Operating Expenses* – is tracking on target
- *Item 61 - Subscriptions & Memberships* - on track including the slight increase as indicated last meeting that the RFID expenses would increase with the additional hardware and the cloud tracking software.
- *Item 62 – Internal expenses* – the ABC operation costs have not been transacted yet, whilst the motor vehicle expenses have been updated.
- *Item 135 – Book Vote* - looks to be underspent however there is just over \$230,000 in commitments, delays in payment schedules have also meant the Actuals do not reflect actual expenditure to date.

- 140 – Reserve Opening – RA 41125 & 411327 – The Reserves have not been updated for the new financial year as yet, so this is still showing the predicted amounts.

BACKGROUND

Note: The *Public Libraries in NSW Financial Reporting Manual* says it depends on whether the content 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	ATTACHMENT item 7.1: YTD Income and Expenditure spreadsheet 14 February 2023

ITEM: 9.1 No. 1/23 – CRL STRATEGIC PLAN & ACTION PLAN 2023-2033

Meeting:	Clarence Regional Library Committee	3 March 2023
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

Report outlines the steps taken to date to engage a consultant to facilitate the development of the CRL Strategic Plan & Action Plan 2023-2033.

OFFICER RECOMMENDATION

That the CRL Committee:

- Note the progress towards engagement of a consultant to develop the CRL Strategic Plan & Action Plan 2023-2033.
- Endorse the indicative timetable for the project.

LINKAGE TO CVC COMMUNITY PLAN

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LINKAGE TO BSC COMMUNITY VISION 2030

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KEY ISSUES

A *Request for Quote (RFQ)* was created based on the 2008 *RFQ* developed for the first CRL Strategic Plan & Action Plan. As per CVC Procurement Procedures a minimum of two (2) quotes are required for a budget of \$20,000. The RFQ has been finalised and five consultants have been identified as suitable and they have received the *RFQ* via email with a closure date of 20 March via email for their Quote Submissions.

The following milestones and timeframes are proposed as an indication only and are subject to negotiation.

Key Milestones	Anticipated Timing
Submissions Close	Thursday 20 th March 2023
Project awarded	Thurs 28 th March 2023
Project Commencement – vision and mission workshop	Week commencing 31 st March 2023
Draft report on Vision and Mission Workshop	10 th April 2023
Proposal for consultations with key stakeholders	2 nd May 2023
Consultations	5 th May – 23 rd May 2023

Report on consultations	29 th May 2023
Incorporate survey results	20 th June 2023
Draft Strategic Plans including Action Plans	10 th July 2023
Final Strategic Plans and Actions Plans	25 th July 2023
Presentation	25 th July 2023

The five consultants approached were:

- Annie Talvé
<https://projectsisu.com/>
- Frank Howarth and Associates Pty Ltd
www.frankhowarth.com.au
- Ian McCallum
Libraries Alive! Pty Ltd
<https://librariesalive.com.au/ian-mccallum/>
- Jan Richards Consulting
<https://janrichards.com.au/about/>
- Roger Henshaw
www.rhcs.com.au

To date I have initial confirmation of responses from 3 of these consultants.

BACKGROUND

Projected costs for these documents to be completed by an external consultant are in the vicinity of \$20,000 as exemplified by the quote from Roger Henshaw Consultancy Services (RHCS) 3 May 2022 CRLC meeting. The Regional Library has made use of this supplier previously to create the 2008-18 Strategic Plan and Action Plan and to also facilitate the creation of the CRL Local Studies Strategic Plan and Action Plan.

The indicative Quote from Roger Henshaw Consulting Services remains valid until April 2023, Roger Henshaw Consulting Services was one of the five consultants approached for the *RFQ*.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	ATTACHMENT 9.1 Request for Quote

ITEM: 9.2 No.1/23 – 2022 SURVEY RESULTS

3 March 2023

Meeting: Clarence Regional Library Committee**Reviewed By:****Attachment:** Yes**REPORT SUMMARY**

Report provides an overview of the staff and public surveys recently completed for the CRL Marketing Plan 2023.

OFFICER RECOMMENDATION

The CRL Committee note the:

- Survey results from 2022 compared with the 2020 results are similar.

LINKAGE TO CVC COMMUNITY PLAN

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LINKAGE TO BSC COMMUNITY VISION 2030

Theme 2: Community Wellbeing

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KEY ISSUES

- Key results from Clarence Valley and Bellingen Shire library *staff SWOT Survey 2022*:
 - **Strengths** included: Visually appealing marketing, engaging events, customer service, passionate staff, safe places for all of community and free internet and WIFI.
 - **Weaknesses** were: limited opening hours, gaps in demographic of users, and some libraries are understaffed and undersized.
 - **Opportunities** included outreach, developing stakeholder relationships, taking advantage of people moving online during COVID, targeting youth, finding different ways for community members to use their library.
 - **Threats** to libraries were potential budget cuts from councils, not being valued by council, COVID-19 and competition from digital streaming, digital reading services and the Internet.
- Key results from the *Let's Talk About Your Library 2022* survey:
 - The overwhelming response to 'What does your library do well?' was friendly, helpful staff and a great collection.

- A common response to the question, 'What could your library do better?' was increased opening hours including weekends.
 - The main reason people use their library is: to borrow books.
 - 63% of participants access their library in person. This has slightly decreased since the 2020 survey (67% in 2020)
 - 45% of participants have downloaded the CRL library app to date which is an increase from 38% in the 2020 survey.
 - The most popular method of contact for CRL members is the Newsletter, this was also the case in the 2020 survey.
 - The two notable differences between the new survey and the 2020 survey is that digital access has increased (40% in comparison to 34%) and more participants note their *use of library services* has stayed constant (60% in comparison to 47%).
- Summary result of each question:
 - *Question 2 – age group of participants* – the majority were over 56 years of age reflecting very accurately the major demographic in our populations who use the library services and facilities.
 - *Question 1 & 3 - library location* – this was also a good representative mix from each location proportional to their catchment populations, though Maclean and Yamba had a proportionally large response then Bellingen or Urunga.
 - *Question 4 – Participants library participation* - dedicated borrowers were at 24% whilst fairly regular (ie more then once a month) was 20%, indicating 44% were regular repeat users of our services and facilities.
 - *Question 5 – library participation change* – the respondents largely indicated in this question that they had either increased their participation or stayed the same.
 - *Question 6 – Being a library member is ...between 0 -100* – our service was rate at 89%.
 - *Question 7 - What is your main reason for going to the library?* – clearly the top of the list was borrowing our library resources with free space as the second main reason. Our communities like to hang out in our spaces.
 - *Question 8 – How do you usually access the library's services?* – a majority of people visited their library in person. Our libraries physical spaces are important to our communities.
 - *Question 9 – services participants access* - borrowing books and magazines was the dominant response
 - *Question 10 – digital borrowing of participants* – 35% said they didn't borrow digitally whilst 25% indicated they borrowed eBooks followed by 29% for eAudio with eMagazines at 9%. This clearly indicate s we have potential for growth with our eResources.
 - *Question 11 – library event availability of participants* – this showed that anytime was good for at least 20% of our participants, with evenings being the lowest availability at 9%.

- *Question 13 - Participants library news sources* – the library Newsletter is the star here with a growth in readership since we commenced more frequent email mailouts. Currently we are managing a monthly newsletter, and this is very popular.
- *Question 14 – do you follow your library on Facebook?* – 52% said no whilst 19% said yes to this question with 13% not aware we had Facebook pages and 16% who identified as not being Facebook users.
- *Question 15 – do you like receiving emails from your library?* – an overwhelming majority indicated they love the newsletter and read every word.
- *Question 16 – participants preferred topics* – this was a good mix of everything with books and new release being the top preferences followed by book reviews, events, and author talks.
- *Question 17 App use by participants* - split 46% who use it and 54% who don't so we have room for growth here.
- *Question 18 – participants opinion of who the library cater for* - our communities overwhelmingly felt we catered for everyone.
- *Question 21- participants rating of their library* – this was averaged at 86% across all our locations.
- *Question 23 – participants rating of this survey* – 67% - indicating we could do better with our survey next time.
- *Questions 12 - participants preferred time to access their library?*
- *Question 19 - what does the library do well?*
- *Question 20 - what could the library do better?*
- *Question 22 - please explain your answer to question 21*
 - Each of these questions were open ended and solicited a range of responses. The attached detailed Survey Report lists all the comments by question and library location and are invaluable in their personal and detailed commentary from our community members.
- **Next steps:**
 - Further surveys to investigate community feedback in more detail – such as opening times
 - Provide staff with 'data report' to educate on best practices.

BACKGROUND

- Two surveys were conducted in 2022 to guide the preparation of the CRL Marketing Plan update. The results of these surveys reflect similar results to the same surveys conducted in 2020.
- Staff survey using SWOT analysis - 17 responses from library staff in CVC and BSC libraries.
- *Let's talk about your library* public survey with 23 targeted questions
 - 704 digital responses and 6 paper responses.
 - 26% of respondents were BSC library users
 - 73% were CVC library users.

- We engaged with 727 community members in total.
- The survey results data will be used in the marketing plan:
 - To determine the wants and needs of CRL communities and staff.
 - To determine whether there has been any change since the last surveys (2020).

Prepared by	Georgia Wilcox – Senior Library Officer (Digital Engagement)
Attachment	ATTACHMENT item 9.2 <i>Let's talk about your library</i> survey ATTACHMENT item 9.2 Staff SWOT Survey Questions