

Item: 5.3 No. 4/15 – EXPLANATION OF BUDGET VARIATIONS TO CVC AND BSC CONTRIBUTIONS 2014/15REPORT SUMMARY

This report covers information relating to the budget process undertaken each year for the CRL and explains the reason for the variations to the budget of 2014/15 for the contributions of CVC and BSC.

OFFICER'S RECOMMENDATION

That member Councils note the explanation provided on the formulation process of the CRL Budget each year.

BACKGROUND

Each year the draft CVC budget is prepared in December/January (6 months before the new financial year). The CRL draft budget is based on the previous year's LGA per capita calculations and the previous year's State Library subsidy and Disability and Geographic Adjustment Subsidy.

The per capita contribution payments are based on ABS population figures dating from June the previous year, these figures are released from ABS generally in March or April of the following year, for example the June 2014 population estimates were released by ABS on 31 March 2015. Adjustments to the draft budget would then need to be made to accommodate the changes in population numbers.

As announced in the State Budget on 23 June 2015, the grants and subsidies for 2015/16 will total \$27,518,000. The Public Library Funding Strategy for 2015/16 will be considered by the Public Libraries Consultative Committee in July 2015 and by the Library Council of NSW in August, prior to being recommended to the Deputy Premier and Minister for the Arts. Councils will be notified of allocations following Ministerial approval, and the elements of the Strategy will be published on the State Library website.

The State Library Subsidy and Disability and Geographic Adjustment Subsidy information is sent to Councils in September (for 2014/15 the letter was sent on 12 September 2014). Though it has been as late as November (2011/12), the timing is dependant on the Minister signing off on the process. Once this letter is received further adjustments to the budget may be required depending on the subsidy levels provided, which vary (slightly) each year.

The State Library letter to CVC is processed upon receipt and adjustments to the budget made as a result, the information on the BSC subsidies has for the last 3 years been based on the PDF document available from the State Library website, in 2011/12 a scanned copy of the Bellingen letter was sent to the Regional Librarian, the process prior to this point was very disorganised and payment schedules were not in place.

The list of subsidy amounts per LGA appears on the State Library website as soon as the Minister approves the amounts and according to the State Library, the amounts will be on the website before the letters arrive.

An Email will be sent this year from the State library notifying library managers once the list goes up.

Any budget adjustments for the per capita contribution and subsidies would generally be made by finance staff on receipt of the adjusted figures, and would be raised for approval at the next council meeting.

This adjustment to the budget did not happen in 2014/2015 due to other operational priorities of the finance Section in CVC. This has resulted in the final budget being incorrect and different to the actual amount invoiced.

ISSUES

The original amount budgeted for the 2015/2016 contributions are indicated below:

Clarence Valley Council

Per Capita Cont.	\$575,000
State Lib. Subs.	\$105,000
Dis. & Geo. Subs.	\$102,500

Bellingen Shire Council

Per Capita Cont.	\$145,000
State Lib. Subs.	\$24,000
Dis. & Geo. Subs.	\$29,000

These budgets were prepared prior to 30 June 2014 population figures being available. An adjustment to contributions might be required where a variance to the original draft budget is identified. It is also anticipated that a budget adjustment will be required once the minister releases subsidy information at a later point in the year. Invoicing for subsidies will occur after these figures are known.

The adjusted Per Capita Contributions based on the June 2014 population figures released 31 March 2015 (*ABS 3218.0 Regional Population Growth, Australia*) as indicated at the August Committee meeting are as follows:

Clarence Valley Council

Per Capita Cont.	\$724,899.48
State Lib. Subs.	\$XXX not yet known
Dis. & Geo. Subs.	\$XXX not yet known

Bellingen Shire Council

Per Capita Cont.	\$179,274.72
State Lib. Subs.	\$XXX not yet known
Dis. & Geo. Subs.	\$XXX not yet known

At the time of sending these papers, the subsidy amounts for the new financial year had as yet not been released by the State Library as the Minister hadn't signed off on the total amount to be made available.

Dr Judy Banko
Executive Officer
Clarence Regional Library

Prepared by: Kathryn Breward
Section: Regional Librarian
Clarence Regional Library

Item: 7.1 No. 4/15 – CRL COMMITTEE WORKPLAN 2012-2016 REVIEW**ATTACHMENT**REPORT SUMMARY

This report proposes amendments to the Clarence Regional Library (CRL) Committee 2012 – 2016 Workplan developed from the CRL Strategic Plan and Action Plans 2012-2022.

OFFICER'S RECOMMENDATION

That the amended Clarence Regional Library Committee Work Plan 2012 – 2016 be adopted by the Clarence Regional Library Committee to guide its operations over the remainder of its term.

BACKGROUND

When the CRL's Strategic Plan was developed an Action Plan was also developed to guide the achievement of the priorities within the Strategic Plan. As the CRL has the responsibility for overseeing the delivery of the Strategic Plan, a Work Plan was developed and adopted to guide issues to be addressed at each meeting over the life of the Committee.

The Strategic Plan can only be systematically and consistently implemented by all members of the CRL through the delivery of the Action Plan. The Action Plan contains a list of 48 comprehensive strategies to be progressively implemented over ten-year period. However, only a subset (26) of these will be directly pursued by the Committee as identified in the Work Plan.

While timeframes and priorities have been identified, good practice suggests there should be an annual review of progress and amendments where appropriate. .

ISSUES

An annual review is scheduled at the annual August meeting to monitor progress and make amendments as appropriate. This was overlooked in preparing the agenda for the August 2015 meeting. It is therefore timely for the review of services and operations to occur now.

Item	Activity	Performance
1.1.1	User and Non-user Survey	Not due until 2016
1.1.7	RFID	Implementation now complete
1.2.1	Collection management plan	Complete with ongoing monitoring of processes
1.2.2	Local History strategy	Being progressed by CVC library staff member and CRL
1.2.3	Community collection needs survey	Complete February 2015
1.2.4	Develop a comprehensive digital collection	preparation begun into sourcing mobile devices for lending eResources from collections
1.2.5	Develop a DVD collection	This collection commenced with donations. The current year's Book Vote has \$27,500 allocated to expand this very popular collection. Total number of DVDs in the collection is: 6594

1.2.6	Increased databases	Book Vote selection tool, and Australian Standards are the main additions for this year. Focus has shifted to promotion and training related to current databases. Assessment of ongoing needs continues.
1.2.7	Process streamlining and restructure	Efficiencies continue to be identified and implemented where appropriate.
1.2.8	Expand Aboriginal resources	The current financial year has \$5,000 allocated to purchase further resources as they become available.
1.2.9	New technologies	eReader lending trial still in research stage re legal implications and practicalities – to be scheduled for implementation in December 2015.
1.2.10	Develop a corporate library service	Not within this timeframe.
1.3.1	Develop a marketing plan	CRL clients have benefited from CVC marketing approach. The focus on customers and individual LGAs negates the need for a CRL specific strategy
1.3.2	CRL identity and signage	The CVC marketing strategy consultations identified the CRL identity as having no value for library clients and therefore no specific developments will be pursued in this area. All signage will reflect the local LGAs requirements as well as contemporary library practices / standards.
1.5.1	Targeted public consultations	Men will be targeted in the 2015/16 survey.
1.5.4	Annual community book selection	These are planned annually. Currently Bellingen in September and Maclean in November 2015.
3.1.1	Review policies and procedures	CVC Governance Section prompts the review policies in accordance with the agreed review timeframes identified on each policy
3.1.4	Review library management system	Due to commence end of 2015. Draft checklist of requirements is with staff for feedback.
3.1.5	Integration of CRL staff into new library	Staff currently working an integrated schedule where the need arises, spreadsheet used to track time in each location.
4.1.1	Budget informed by strategic objectives	Specific strategies have informed the allocation of the Reserve Budget, the Book Vote and annual operational allocations.
4.1.2	Annual budget workshop	The Reserve Fund is scheduled for review annually to update liabilities, income and expenditure with reference to both current and future needs.
4.1.3	Increased library income	Rates mail out of the DGR brochure occurred in February 2015 in CVC. Minimal response to date.
4.1.4	Library stock appropriately insured	Ongoing, annual checks are completed.
4.1.5	Staffing levels	No changes to current levels of paid staff, increased levels of volunteers assisting on projects specifically identified as appropriate, proving very useful.
4.1.6	Quarterly balance sheet report	This is now included on the Work Plan for consideration at every meeting and improvements being progressively made.
4.1.7	Annual Review	Scheduled for the November meeting 2015

OPTIONS

That the CRL Committee

1. Endorse the Draft CRLC Work Plan 2012– 2016 to guide its operations over its four-year term.
2. Endorse the amended Draft CRLC Work Plan 2012– 2016 to guide its operations over its four-year term.

Dr Judy Banko
Executive Office
Clarence Regional Library

Prepared by: Kathryn Breward
Clarence Regional Library

Attachment: CRL Committee Work Plan 2012 – 2016 Reviewed

Item: 8.1 No. 4/15 – RFID UPDATEREPORT SUMMARY

This report provides an update on the RFID technology across the Regional Library service.

OFFICER'S RECOMMENDATION

That the information on the RFID technology across the Regional Library be noted by the Committee.

BACKGROUND

RFID has continued to run across all libraries since implementation. An offline version of the DIY Kiosks was installed during February, this will greatly assist work flow during those rare periods when we are not able to access the online version.

ISSUES

- The community continues to embrace the use of the DIY Loans Kiosks in Grafton and Bellingen. For Grafton 45.3 % of the total loans has been through the DIY loans kiosks in the year to date. For Bellingen 14.2% of total loans going through the DIY loans kiosk in the year to date.
- The Mobile scanning units have been very successful in streamlining the stocktake. Stocktakes have reduced in time taken to complete in each library using the wands. The stocktake completed after the implementation of RFID (2015) had a 96.4% reduction in items "missing at stocktake" from the 2013 stocktake prior to the RFID implementation. That is, 2013 stocktake had 1,424 items missing at stocktake while there were only 51 missing at stocktake in 2015. A wonderful result.
- Likewise the weeding process has been assisted by the wands, they locate items from weeding lists and locating "lost" items on the shelves with vastly reduced timeframes then previously. The arrival of the second mobile scanning unit, two staff can now work through the collections based on the parameters that are pre-programmed. This provides quick identification of items which can then be further assessed for weeding or re-allocation.
- A report to the State Library for the final signoff of the grant process has been completed and forwarded.

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 Clarence Regional Library

Item: 8.2 No. 4/15 – INTEGRATION OF REGIONAL AND GRAFTON BRANCH SERVICES**ATTACHMENT**REPORT SUMMARY

This report provides an update on the integration of Regional Services staff and services with Grafton Library staff and services in the Sir Earle Page Library and Education Centre.

OFFICER'S RECOMMENDATION

That the Committee note the update on the integration of Regional Services and Grafton Library services and staff.

BACKGROUND

The Sir Earle Page Library and Education Centre facility was designed to house Regional Services, Grafton Library and the Mobile Library.

ISSUES

Cooperation: staff continue to gain insights into each other's work processes and workflow and procedural improvements continue to be made.

Cooperative Staffing: Larger blocks of time (2-3 hours) have been implemented as a more efficient means of using staff time effectively in the swapping of roles and responsibilities.

The Team Leader (Collection & Reference) and the Team Leader (Libraries East) have swapped roles whilst the Team Leader (Libraries West) was on extended leave. The times and dates have been recorded in a spreadsheet to keep track of the amount of time each is spending in the other's role. This has been working well and continues to be ongoing. Staff are fitting the swap into their work schedule based on needs of the overall organisation.

The Regional Services part time Library Assistant (Acquisitions and Promotions) has continued working an additional day per week with Grafton Library staff, covering branch staff leave. This has enabled further familiarisation with branch workflows and customer service for the Regional Services staff member whilst providing much needed support to branch rostering.

Shared Volunteers:

Work for the Dole Volunteers are working cooperatively across both work sections as needed, usually spending part of each of their day in both sections. For example, first thing each morning they assist with event setup or pack from the night before, shelving and library tidying. They then work in the Regional Services on an identified Volunteer Project until lunch, after which they spend some time shelving back in the branch before finishing in Regional Services for the day. This provides much needed assistance when and where it's needed most, and enable variety in the volunteers' day as much of their tasks tend to be repetitive.

We are beginning to roll this format for our regular volunteers as new people come on board with the service.

Cost balance: The spreadsheet mentioned above records the date and hours spent by each staff member in the alternate role, so individuals can "bank" time in advance.

COST BREAKUP

It was proposed that all costs and contributions will be re-evaluated at the end of the financial year, this is scheduled for review in August/September once the EOFY commitments are complete. This has been

delayed as a result in changes in staffing and structure in Financial Services but should be ready for the February Committee meeting.

BUILDING ISSUES

SCU: SCU has implemented the following procedure for access by UNE students:

If staff at the Grafton Public Library are asked if UNE students can use the room, the process is that students contact the Manager of the Shared Services Hub at CHEC campus (026659 3366). UNE students will need to provide proof of current enrolment so they can be provided with an access card.

Ongoing new building issues: issues pertaining to the new building project continue to be dealt with by the Regional Librarian and the Team Leader (Libraries West), these are now almost complete.

Blinds have been installed into the workroom to cut down on glare (a problem for 6-8 months each year). Additional chains are to be installed so that each blind has a separate chain for raising and lowering (currently they were installed with 1 chain per 2 blinds, but the weight and reach proved problematic from a WHS point of view and the changes were requested).

Classical music piped into the Library forecourt is now operating successfully and has had positive response from community members.

Meeting Rooms and bookings of spaces: This process has been working well, however changes are needed in the management of the bookings as the current use of Outlook scheduling is to be discontinued in the near future. We are investigating the Spydus options we have access to and should be migrating the booking setup to our Library Management System in the next few months.

Technology: video conferencing has been tested at the last CRL Committee meeting and needs some adjustments. The interactive floor projector has now been repaired and is fully operational.

The meeting room projector setup is now streamlined and simple to use. Other aspects of technology are mainly working well.

Multifunction rooms now have a speaker selector and cabling to allow for separation of the audio zones; also supplied and installed are a wireless media transceiver that will allow media streaming from a device (iPad, laptop, iPhone etc) onto the Projector for both sound and video that will negate the need for cabling.

Outstanding still:

- are the need to move a couple of power points in the multifunction room that are blocked by the open door to the kitchenette
- Additional power points along the mobile device bench due to heavy usage in this area.
- Additional power points on front windows to allow powered displays.
- Increased solar cells on roof.

Dr Judy Banko
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REPORT SUMMARY

This report provides an overview of the development of the Library User and Non-User Survey 2016 used to support the development of the Strategic Plan for the Clarence Regional Library network.

OFFICER'S RECOMMENDATION

That the committee endorse:

1. The amended 2012 User and Non-User Survey to be used again to gain feedback from the Clarence Valley and Bellingen Shires Councils about library services
2. The survey methodology being random and conducted via telephone.

BACKGROUND

The Clarence Regional Library (CRL) User and Non-User Survey 2012 (and also in 2008) was commissioned to help improve the quality and popularity of library services in the Clarence Valley and Bellingen Shires. Specific objectives:

1. Determine reasons for non-use of library services and factors that would encourage use;
2. Determine levels of satisfaction for current library users;
3. Identify improvements in current library services that would enhance user satisfaction;
4. Determine potential services to incorporate within libraries that would raise the profile of library services, enhance levels of satisfaction and encourage increased penetration of library services across the communities served by CRL; and
5. Explore opportunities for integration of Council services that may result in greater access to and use of library services.

A random telephone survey of 400 residents' aged 15-plus living within the three shires was conducted in late May/early June 2008 and in April/ May 2012 across Bellingen and Clarence Valley councils. To reflect the population distribution across our member local government areas, 200 interviews were conducted in the Clarence Valley and 100 in the Bellingen shire. Results across the total sample are accurate for the overall target population to within a +/- 4.9 per cent margin for error at the 95 per cent level of confidence.

A team of researchers telephoned residents on weekday evenings from 3.30 to 8pm. Where phones went unanswered or diverted to answering machines, researchers phoned on up to three occasions at different times of the afternoon or evening. The poll was conducted on a random basis. Survey time varied from 3 to 23 minutes, with an average of around 5 minutes for library non-users and 9 minutes for library users. The response rate was good, with approximately 55 per cent of those households reached agreeing to participate. The survey had been used to inform the development of the library's Strategic Plan and Action Plan as well as being recognised in other Council strategic planning documents.

The library Service Agreement includes conducting this survey every four years as a means of reviewing the library's Strategic and Action Plans in accordance with Integrated Planning and reporting timeframes and the establishment of new committees following Council elections.

ISSUES

Purpose and process

The 2016 User and Non-User is planned for April/June 2016. Council elections are due in September 2016 at which time a new CLR Committee will be established. The results of this survey will provide valuable external feedback for the existing committee in its review of the current Library Strategic and Actions Plans. Internal assessments of achievements are annually monitored and have identified considerable progress. It is proposed that the current committee will utilise the results of the 2016 survey in collaboratively:

- reviewing the current Strategic and Action Plans with staff;
- identification of progress over the previous four years;
- Proposing priorities for the coming four-year term which will ensure continuous development and improvement of library services for the populations served by the CRL.

This will result in the new committee members having a plan to work with during their terms and allow for them to similarly use their experience gathered over time to provide guidance for future committees.

Survey content

The 2012 survey is attached for consideration. Suggested amendments have been indicated in Purple text. It is proposed that the same questions be asked for the purpose of making direct comparisons over the time period. A small number of additional questions may be included, however the total length of time the survey is likely to take needs to be considered. Where possible, additional information sought should be embedded in existing questions. This may relate to new services that have been introduced or those which are under consideration for the future.

Survey methodology

It is proposed that the survey be delivered as a random telephone survey again.

Random surveys means that the results of the survey provide a reasonably accurate picture of the entire population rather than just the sample group. To ensure the same level of reliability in the results (95% accurate) a sample size of approximately 400 is again required. The respondents can be drawn proportionally from both LGAs, the validity of responses when participants are broken down into smaller groups is greater and therefore more useful.

Telephone surveys enable immediate processing of results and therefore progressive reporting. They are generally well received if delivered professionally. The overall timeframe for delivery and reporting is contained.

OPTIONS

1. That the committee endorse the 2012 User and Non-User Survey to be used again to gain feedback from the Clarence Valley and Bellingen Shires Councils about library services.
2. That the committee endorse a modified 2012 User and Non-User Survey to be used again to gain feedback from the Clarence Valley and Bellingen Shires Councils about library services.
3. That the committee endorse the survey methodology being random and conducted via telephone.
4. That the committee endorse the survey methodology being random and conducted by mail.

Options 1 and 3 are the preferred options.

Dr Judy Banko
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Prepared by: Kathryn Breward
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Clarence Regional Library

Item: 8.4 No. 4/15 – DIGITAL COLLECTIONSREPORT SUMMARY

This report provides an update on the development of the library's' collection in digital, or 'e' format.

OFFICER'S RECOMMENDATION

That the Committee continue to support the use of a portion of the book budget for maintenance of a current and relevant digital collection in the form of eBooks, eMagazines and eAudio.

BACKGROUND

Strategy 1.2.4 of the CRL Strategic Plan specifies the development of comprehensive digital collection resources e.g. eBooks & eAudio Books, through the following actions.

- Allocate a portion of book vote to continuous development
 - The appropriate budgets have been identified to maintain growth and currency for the eBook subscription via Wheelers, eMagazines via Zinio and eAudio via Oneclick Digital. For the 2015/16 financial year, \$10,000 has again been allocated to eBooks and 6,000 to renewing the eMagazine subscription.
- Review impact on state wide statistical data
 - The number of eBook titles available to CRL borrowers increased from 1738 in 2013/14 to 2080 in 2014/15, with loans increasing from 2275 to 3724.
 - Over the same period eMagazine downloads increased from 2710 to 2914 while eAudio showed a decrease from 1400 to 1264. The eAudio is flagged for targeted promotion in the coming months as a result of this.
- Continue to monitor satisfaction
 - In addition to feedback obtained through customer interaction, satisfaction with eMaterials was incorporated into the recent Community Collection Needs Survey. Feedback from this report support the usage figures with 79.2% of respondents stating eBooks as their preferred eResources, over eMagazines (39.6%) and eAudiobooks (19.69%).
- Promote collections
 - Promotion of the digital collections is ongoing and has included media releases, posters, DL flyers and social media and website content. The 'E-tea' events have been running for over 12 months and have recently been rebadged as 'Tech Time' due to the broad nature of enquiries. These give library members the opportunity to have informal face-to-face assistance with accessing eResources on their devices and are delivered at Grafton Library on the third Wednesday of each month and to other libraries on a rotating basis.
 - Since November 2014, 90 customers have been assisted face-to-face at these sessions while 43 have been recorded as gaining assistance via phone or call out to desk.
 - Further marketing of these resources through placement of marketing collateral is being planned for later in 2015, once marketing materials have been developed and printed.
- Continue to monitor industry developments
 - A major reason for the initial subscription to Wheelers was due to the minimal subscription cost and the ability to select individual titles as required. Other eBook suppliers require large subscriptions meaning quite costly commitments to these products. By keeping the commitment manageable CRL is able to track industry trends with regard licensing and

demand and adjust the collection size accordingly. Industry trends are monitored constantly via networks and professional newsfeeds.

- Investigate purchase of eReaders for loading selected titles for lending purposes
 - A review of the current market in eReading devices has been undertaken as per the CRL Strategic Action Plan items 1.2.4 and 1.2.9. Instead of purchasing 10 eReaders (\$4,000 - allocated from CRL Reserve) it is now advisable to purchase mini tablets (the Samsung Galaxy tab 3 lite is the preferred option) so that our community members have the opportunity of accessing our eBooks, eAudio and eMagazines from the one device.
 - The process of loading the tablet is easier for both staff and the public through the use of Apps set up on the device.
 - The public can have the full experience of using the device by accessing preloaded titles and also by selecting titles for themselves and loading them from the library eResource Collections.
 - The purchase of these devices is scheduled for November/ December 2015.

- Review outcomes of the purchase of retail versions of talking books
 - A Standing Order was established at the beginning of the 2014/15 financial year which ensures the supply of quality talking books in CD and MP3 format, at retail prices. This is from a new supplier and all is running smoothly with current titles being delivered regularly. The Standing Order has been renewed for the 2015/16 financial year.

ISSUES

The major issue here is that apart from Young Adult Fiction, the increase in popularity of digital resources and in particular eBooks has not been shown to correspond to a decrease in demand for the printed format. With the book vote being static at the best and potentially decreasing, this will mean the only way to fund these 'new' formats is to decrease spending on more traditional print. A balanced collection in terms of format continues to be a major goal.

OPTIONS

That the CRL Committee:

Support the continued allocation of a portion of the book vote to digital collections with the proviso of minimal impact on the purchase of print.

Dr Judy Banko
Executive Officer
Clarence Regional Library

Prepared by: Marty Williams
Section: Team Leader (Collections and Reference)
Clarence Regional Library

Item: 8.5 No. 4/15 – REPORT ON DVD COLLECTION**REPORT SUMMARY**

This report provides an update on the purchasing and usage of the collection of DVD's for loan from the Clarence Regional Library.

OFFICER'S RECOMMENDATION

That the Committee continue to acknowledge the ongoing demand for a quality DVD collection in the libraries, and support the continued use of a suitable portion of the collections budget to maintain this collection.

BACKGROUND

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

During the 2011/2012 financial year Clarence Regional Library committed a portion of the collections budget to introducing a DVD collection to offer for loan to its members, starting the collection with 2060 titles.

The demand for this collection continues to increase and in 2014/15 the number of DVD titles held had increased from the 2013/14 figure of 4559 to 6242 with loans jumping 45% from 33,890 (2013/14) to 49,363. The purchase of DVDs is being supplemented with noticeably more DVDs included in donations to the library.

In 2014/15 36% of the total new acquisitions to the DVD collection were donated DVDs, and so far this year we have had 21% of new acquisitions coming from DVD donations.

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

Music DVD Youth	4
Music DVD Adult	4
Movie DVD New	10
Movie DVD Classic	2
World Film DVD	2
Children DVD	10
Lifestyle DVD	8
Documentary DVD	8
TV Series DVD	4
ABC/BBC/SBS	10

The same supplier also visits Regional Services on a regular basis with additional titles for selection, and has recently established a web presence which will be used for locating titles that are requested by customers.

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

Dr Judy Banko
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Prepared by: Martyn Williams
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Clarence Regional Library

REPORT SUMMARY

This is to report on the Material Processing Review completed by Clarence Regional Library.

OFFICER'S RECOMMENDATION

That the information in the report on the ongoing process of review for the materials processing in the Regional Library Service is noted by the committee.

BACKGROUND

Purpose of the Review:

To determine and implement the most cost effective and labour efficient balance between outsourced and in-house purchasing and processing of library materials, while maintaining local control of collection content.

Background:

This review began as a matter of necessity, initially in order to develop ways to reduce the backlog of items awaiting processing in Regional Services. On investigation the review expanded to include all aspects of collection development from identification of vendors through establishment of standing orders and selection processes, outsourcing of physical book processing and cataloguing and the critical customer service factor in turnaround times from order to shelf.

As mentioned in CRL Committee papers from August 2014 the cost of both book and non-book items has decreased over recent years which has resulted in the CRL being able to purchase more items for the same dollar value. The combined effect of the increased number of items to be processed and the move to reassign staff hours to enhance other services delivered by the library has identified the need to consider how emerging shortfalls in staff time can be addressed. A two-pronged approach for addressing this was implemented in the 2013/14 financial year. The combination of increased hours for the Grade 3 Library Assistant (Acquisitions and Promotions) position and increased levels of outsourcing of the overall stock processing quickly showed an impact on the movement of the collection and availability of staff time for proactive tasks, such as marketing.

Due to changing demands from customers, changing technologies, changing publishing formats, staffing priorities and the competitive nature of the book supply market, this review is 'organic' and open ended. In other words there is no completion of the review process, rather it is subject to ongoing analysis and adjustment through negotiation.

This document is therefore a summary of the process to date since the review was initiated in November 2012.

Definitions:

Outsourcing is defined as the 'contracting of activities to an outside individual or organisation in place of the use of in-house staff'. The elements of Collection Development that are potential areas for outsourcing are:

- Acquisitions: includes profiling, selection of new books and ordering (i.e. choosing a supplier, raising an order, querying orders, cancelling orders, receiving orders)
- Cataloguing: Creating catalogue records, amending catalogue records. Does not include conversion of systems (i.e. from manual system to computer based system).

- Processing: Work involved in making the item shelf ready including loan stationery, security devices, ownership labels, special covering, shelving ready for use. Includes journals.

Industry Background:

In commencing this review process, a useful guideline was the publication, 'A Benefit Cost Analysis – Outsourcing of acquisitions, cataloguing and processing in NSW Public Libraries' (State Library of NSW, 2010).

To quote this report, 'The key finding of this study was that outsourcing provides opportunities to re-distribute staff more efficiently and effectively across more value adding activities as opposed to back of office processes. That is, the major benefit of outsourcing to result from the re-allocation of cost savings via reduced back of house tasks, to functions such as events and programs, new space, collection quality and customer focus.'

While this is true for many libraries, for Clarence Regional Libraries the quantity of materials being processed by a the small number of staff/volunteers means that the time freed by outsourcing would primarily be taken up in other internal processing and cataloguing of more critical titles. In the longer term, however, there is also the goal of involving Regional Service staff more in program delivery and development of new projects, such as marketing, digitisation and archiving.

The State Library report classifies libraries with acquisitions between 12,000 and 25,000 as 'medium', which describes the Clarence Regional service with an annual acquisition over the past 5 years between 13,000 and 19,000 titles. The report also identifies Regional Libraries as the most likely to benefit from the economies of scale of outsourcing.

According to a UK study on outsourcing 7, there are a number of factors that need to be considered in regards to the suitability of outsourcing library services. These can be defined under the following categories: Cultural, Functional and Economic.

Cultural:

Outsourcing of operations provides libraries with the opportunity to free staff from process related tasks to concentrate on the delivery of cultural events and programs.

Functional:

The ability to improve the timing, efficiency, quality of collections and cost of service delivery is an important consideration in the outsourcing of library services.

Economic:

Cost efficiencies gained from outsourcing also have the potential to free up costs for library capital (overhead) costs, including infrastructure and library equipment.

The degree to which these benefits are gained from outsourcing differs between library services due to factors such as variations in budget availabilities, staffing numbers and the degree of in-house control required. For Clarence Regional Libraries the decision was made to maintain control of acquisition and selection while taking considered steps towards outsourcing of processing and cataloguing for targeted collections within budgetary limitations.

Prior to the 2013/14 financial year it was decided that rather than commit to an 'all of stock' outsourced model, we would trial the outsourcing of all processing of the adult fiction collection. This collection is the largest component for purchasing (37%) and has the greatest demand for timely delivery of new titles by library members. The delivery of orders to Regional Services in a 'shelf-ready' form with full cataloguing and uploading of records to the National Bibliographic Database has already shown benefits which offset the increased costs of outsourcing. Items in this collection are reaching the libraries much more quickly and the backlog of processing has shown a significant decrease.

Attempts have been made to measure the turnaround time between ordering individual titles and their 'shelf-readiness' for allocation to branches. This has proven misleading due to the variation in supply for different

titles depending on availability from publishers. Despite this, the combination of Adult Fiction titles arriving 'shelf-ready' and the additional assistance of the Grade 3 Library Assistant in accessioning has led to these reaching customers much faster than previously. In the accessioning stage those titles with reservations on them will be processed and moved to branches within less than a week. All titles still receive some processing, including application of genre labels and those without reservations are reaching the shelves in 2-3 months, or half the time taken prior to this review.

Timeline for outsourcing strategies made:

- November 2012 – February 2013
 - o A large backlog of items awaiting processing and cataloguing at Headquarters was resulting in negative feedback from library members awaiting reservations, with delays of up to 6 months from box arrival to shelving.
 - o It was identified that this backlog included all collections.
 - o There was a recognition that the use of different vendors for the supply of different collections has evolved historically rather than through deliberate planning. This was partly due to staff turnover and workload preventing a 'big picture' approach to purchasing and processing.

- March – June 2013
 - o Research was carried out into the major suppliers used, including James Bennett, Keith Ainsworth, AES, Book House, Bolinda, Wavesound, Ulverscroft and Southern Scene.
 - o Price structures from each of these was obtained, where available, for all costings. This included average book costs, discount negotiations for bulk or standing order purchases, physical processing costs, cataloguing and 'shelf-ready' costs.
 - o This revealed that different suppliers use different charging structures which made it difficult to make ready cost comparisons. Despite this, comparisons were made to identify the best approach for the outsourcing strategy.
 - o Negotiations were carried out with suppliers for the most cost effective 'shelf-ready' option. The process of alerting suppliers that this investigation was happening resulted in some competitive and previously non-existent discounts being offered.
 - o Internal processing costs and turnaround times were investigated and compared against outsourced charges.
 - o Standing Order arrangements were revisited and reallocated amongst suppliers to keep all involved and maintain the competition between suppliers. Research showed that allocating all purchases to a single supplier decreases the ability to negotiate.
 - o The decision was made to outsource processing and full cataloguing of the highest demand collection – Adult Fiction, through James Bennett. Adult fiction titles, particularly those from top selling authors are in high demand from borrowers and result in the largest number of complaints if they aren't on library shelves closely after they appear in bookshops. Outsourcing the full processing of these reduced the workload for staff considerably, increased customer satisfaction and enabled other collections to gain more attention by Regional Services staff.
 - o Changes were implemented to the procedure for raising Purchase Orders with annual PO's created for each collection rather than ongoing PO creation as items are ordered. This reduced the number of Purchase Orders to follow from hundreds to 33 including a PO for processing for each supplier.

- July 2013 – June 2014
 - o Further adjustments made to outsourcing specifications were ongoing, especially with the supplier of Adult Fiction (Bennetts). This was particularly time consuming for the correct assignment of series headings and other cataloguing details.
 - o RFID tagging was included in specifications as the collection had been converted in preparation of the relocation to the new Grafton Library.
 - o Significant decrease in backlog of cataloguing for Adult Fiction collection meant quicker turnaround for these high demand items.

- Standing Order authors were reassessed based on supplier recommendations and consultation with other library services. The numbers of copies to be supplied was also adjusted with a maximum of 5 copies for high demand authors.
 - Difficulties were encountered convincing the supplier of Young Adult Fiction (Bennetts) to use the Fantastic Fiction website for series headings. The decision to move this Standing Order to another supplier in the new financial year was made.
- July 2014 - current
- Costing for cataloguing YAF received and negotiated with MDM books (ex Keith Ainsworth), and Standing Orders for YAF were contracted to this supplier. This resulted in a total cost for YAF of \$7.09 per item, including cataloguing and processing. Hinge tape was removed from the specification as a saving. 30% discount for all items was also negotiated.
 - Further adjustment of Standing Order authors in both AF and YAF was made as an initial result of the subscription to CollectionHQ.
 - Standing Order established for Talking Books with MDM Books as a new product for this supplier. Some negotiation was required for marc record retrieval and repackaging of discs by the supplier.
 - Standing Orders also established for DVDs (MDM Entertainment), Adult Non-fiction (Bennetts), Reference (Bennetts), Black Horse Westerns, Travel Guides, HSC, Junior Easies, Junior Fiction and Issues in Society (all MDM Books).
 - The decision was made to change workflows to accept all Adult Fiction and YAF cataloguing rather than check each item. This reduced the turnaround time and the number of items on trolleys in the workroom significantly.
 - Mediated profiling for Adult Non-fiction has been established with James Bennett. This required the establishment of criteria for specific subject areas (place of publication, geographic significance etc) which generates weekly selection lists by subject on the James Bennett website. Items are then selected from these lists for purchase, as an adjunct to Standing Orders.
 - CollectionHQ subscription commenced in November 2014. Through consultation with the provider, the initial use of this tool has been to identify and weed stock that hasn't been loaned for periods of time that vary depending on the collection. This has enabled evidence based weeding of previously unutilised collections.
 - A Collection Needs Survey was carried out with 400 participants. This will inform purchasing decisions for the next financial year to the genre level.

CollectionHQ:

In the past, within the Clarence Regional Libraries, the information gathering required for quality Collection Management tended to be more reactive than proactive, using a combination of direct requests from library staff and customers and occasional reports generated from the Spydus LMS system. Processes such as selecting against holdings, collection performance measurement, identification of missing stock, stock weeding, library rotation and identification of library collection gaps were carried out on an ad hoc basis and decisions are made largely on intuition.

The CollectionHQ solution now provides the means to extract the relevant information from the Spydus LMS in order to make evidence based decisions for important process such as weeding, purchasing, allocation and stock rotation.

- Future

- Subscription to the Book House Selection Tool commenced in July. This will provide a web-based means for library borrowers to vote for new titles in all genres for selection and purchasing.
- Book vote funds between collections for the 2015/16 financial year has been determined. This involved determining suppliers for each collection and the amounts to be allocated for Standing Orders and general purchases between collections and suppliers. Specialist suppliers for collections such as Large Print, DVD, and Talking Books are compared and collection needs will be considered.

- It has been identified through observation and confirmed through CollectionHQ analysis that the Young Adult Fiction collection is not being utilised to its potential. 2015/16 budgeting will include reducing the amount spent on this collection and reallocating to collections of higher demand for this audience, such as DVDs, eBooks and HSC / research materials.

References:

Macroplan Australia. & Library Council of New South Wales. & State Library of New South Wales. & State Library of New South Wales. Public Library Network Research Committee. (2010). A benefit cost analysis: outsourcing of acquisitions, cataloguing and processing in NSW public libraries. Sydney: State Library of New South Wales

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REPORT SUMMARY

This report updates the progress of the Review of the Library Management System.

OFFICER'S RECOMMENDATION

That the progress of the Review of the Library Management System be noted.

BACKGROUND

In the Regional Library Strategic Action Plan 2012-2022 item 3.1.4 Review of Library Management System includes:

- 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

The outcome is to provide a user friendly comprehensive Library Management System that will address future growth and changing needs.

To date, a checklist of items required in a LMS has been developed as a result of a literature review and detailed consultation with staff. This checklist is attached for your information. Now that this checklist is finalised, staff will be provided copies to work through and complete.

A review of the current supporting services from the supplier will be detailed and assessed as well.

The outcome of these 2 assessments will determine whether alternative systems need to be assessed and evaluated.

Dr Judy Banko
Executive Officer
Clarence Regional Library

Prepared by: Kathryn Breward
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Clarence Regional Library

Item: 8.8 No.4/15 – STOCKTAKE 2015

REPORT SUMMARY

This report summarises the process and outcomes of the 2015 stocktake of the CRL collection using RFID technology.

OFFICER'S RECOMMENDATION

That the Committee acknowledge the improvement to the process of stocktake and decreased stock identified as missing as a result of RFID implementation.

BACKGROUND

Strategy 1.1.7 of the CRL Strategic Plan identifies improved inventory management in order to support access to the collection, while Strategy 1.2.7 specifies the streamlining and restructure of processes.

Implementation of RFID across the Clarence Regional Libraries has improved collection security, with the installation of security gates at Grafton and Bellingen libraries.

Prior to implementation of RFID, the annual stocktake process involved the barcode wand of each item, with staff moving laptop computers on trolleys through the shelves in each branch. This was a lengthy and highly manual process, consuming a good amount of time for several staff.

In 2015 RFID technology was used for stocktake for the first time in the CRL. This process involved preloading reports to an RFID 'wand' which a single staff member then uses to scan the collection. This doesn't necessitate moving the books, although it does require repeating the scans to ensure all items have been detected.

For this year's Stocktake a total of 39:45 staff hours were spent while in 2010/11 276.5 staff hours were taken to complete the stock take process. This year 1 person completed the whole task, while previously it took between 2 and 5 staff to complete over the extended time period. This is a considerable reduction from previous years result.

The outcomes in terms of stock losses are also greatly improved. Out of a total stock of 129,798 items this process identified only 51 items as missing since the service implemented RFID. This compares with 1,402 items identified as missing prior to RFID implementation. This is a result of improved security and the efficiency of the RFID stocktake process.

ISSUES

Some factors were seen to reduce the ability of the RFID scanner to identify stock, and these required repeat scanning and checking of some areas of the collection. Items which hadn't been tagged for RFID were not detected, and in some cases thinner items shelved between larger ones were not detected on first scan. The first issue will have less impact as untagged items are identified through normal checkin / checkout operations.

OPTIONS

That the CRL Committee:

Acknowledge the improvement to the process of stocktake and decreased losses of stock as a result of RFID implementation.

Dr Judy Banko
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Clarence Regional Library

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REPORT SUMMARY

This report provides information on the progress of the Budget for the year to date and an indication of unspent monies and the projected amount that will go into Reserve at the end of the Financial Year.

OFFICER'S RECOMMENDATION

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

BACKGROUND

Note, the spreadsheet only includes expenditure; however it does include delivered committed expenditure for the book stock in order to provide a clearer picture of expenditure.

The Contributions for CVC and Bellingden are down compared to the expected budgeted amount; as the State Library subsidy amounts have not been entered as they have not been received as yet. Once the State Library subsidies have been received, percentage amounts will jump as a result of the lump sum amounts from the State Library. Currently all invoicing is up to date.

The computer systems percentage spent also includes the database subscription amount; this is why the percentage is higher than it appears it should be. This is dependant when subscription renewals take place and varies from quarter to quarter.

Building maintenance is still to be determined and a full report is to follow in February 2016.

Insurance is paid annually and wasn't due this quarter.

Book maintenance is low but depends on stock arrival schedules and can vary each quarter. Costs continue to fall as we negotiate better pricing and with the increase in eResources there is not the need for processing costs for these items.

Promotional costs for this quarter mainly involve yellow pages advertising for the next 12 months.

Operating /admin is low as expenses vary between quarters as payments fall due.

Furniture and equipment is almost spent at 72% as the budgeted items have been purchased this quarter.

Overall budget spending is on track for the first quarter 2015/16.

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