Objective 1.1 Proud and inviting Communities

1.1.1 Provide vibrant and welcoming town centres, streets and meeting places
1.1.3 Respect the heritage of the region and highlight and enhance our unique characteristics
1.1.4 Support, encourage and celebrate community participation and volunteerism

Objective 1.2 A safe and healthy region

1.2.1 Provides and maintains accessible quality sport and recreation facilities and encourages participation
1.2.4 Encourages community involvement and fosters interconnected and supportive communities
1.2.5 Provides, maintains and develops children’s play and recreational facilities to encourage active participation

Objective 1.3 A diverse and creative culture

1.3.1 Provides innovative and enhanced library services that supports and encourages lifelong learning
1.3.6 Supports a diverse and rich local Aboriginal and Torres Strait Islander culture and community

Objective 1.4 To have access and equity of services

1.4.1 Work with community and other partners to lobby and facilitate increased education and training opportunities in the region
1.4.3 Create a better understanding within the community of the services and facilities Council provides
1.4.6 Provide opportunities for residents to enjoy access to the arts, festivals, sporting activities, recreation, community and cultural activities
1.4.7 Work with the community and partners to inform, develop and maintain an inclusive and equitable community

Links to CVC Community Plan 2015-24

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

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

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

Links to BSC Community Vision 2030

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

Theme 3. Places for people
1. We have a diversity of beautiful spaces that foster community happiness and wellbeing
Strategic Focus

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

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

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

LEGEND:

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

Traffic light progress code:

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<tr>
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<td>Progressing to time</td>
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<td>COMPLETE</td>
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<td>Overdue but progressing</td>
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**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

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<tr>
<th>Strategy</th>
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<th>Funding Source</th>
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<tbody>
<tr>
<td>1.1.1</td>
<td>Conduct a user/non-user survey</td>
<td>• Engage a consultant&lt;br&gt;• Review and amend 2016 survey&lt;br&gt;• Conduct random interviews&lt;br&gt;• Analyse data&lt;br&gt;• Prepare report</td>
<td>Statistically valid feedback about library performance and usage</td>
<td>CRLC &amp; CRL</td>
<td>Every 4 years</td>
<td>Approx. $20,000 per survey&lt;br&gt;CRL Reserve</td>
<td>Aligns with each new committee and acts as a review for the strategic plan and work plans.</td>
<td>Undertake in 2020</td>
<td>High</td>
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<td>1.1.2</td>
<td>Review the spread of library opening hours to address community and professional development needs</td>
<td>• Refer to survey feedback&lt;br&gt;• Staff feedback&lt;br&gt;• Seek council approval</td>
<td>Public access maintained or enhanced.&lt;br&gt;All library staff to undertake a range of professional development.</td>
<td>Each LGA</td>
<td>Not less then every 2 years</td>
<td>WER</td>
<td>Each Council undertakes in respect of local community needs.</td>
<td>High</td>
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<td>1.1.3</td>
<td>Online access to services is reviewed for relevance in meeting the needs of current and future users</td>
<td>• Review online service usage&lt;br&gt;• web enhancements&lt;br&gt;• Participate in NSW.net&lt;br&gt;• LMS Spydus initiatives&lt;br&gt;• Skill staff to increase and improve community access to the library’s website and catalogue&lt;br&gt;• staff to Promote/advertise online services</td>
<td>Increased use of online services</td>
<td>CRL – Initial training &amp; future upgrades</td>
<td>Annual ongoing</td>
<td>WER</td>
<td>Occur annually&lt;br&gt;All staff need to be trained.&lt;br&gt;Some training can be delivered by CRL staff.</td>
<td>High</td>
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<td>1.1.4</td>
<td>Mobile library services: CVC</td>
<td>• Monitor usage of routes and stops&lt;br&gt;• Amend as appropriate&lt;br&gt;• provide complementary service delivery from the mobile library&lt;br&gt;• Implementation of State Library Grant Project: GO Mobile! Digital Library on Wheels</td>
<td>Increased access&lt;br&gt;Additional outreach services</td>
<td>CVC</td>
<td>2016/17</td>
<td>WER&lt;br&gt;State Library Grant - $132,000</td>
<td></td>
<td>High</td>
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| 1.1.5 | Develop relevant and targeted outreach services | - Investigate partnerships & funding for HLS eg: Home Care Services  
- Outreach to Seniors through expos, seniors week etc  
- Outreach to youth through expos, school visits, liaising with individual class groups, HSC support programs, Live n Loud events  
- Investigate outreach to businesses in shopping precincts  
  - Implement a service where practical  
  - Evaluate outcomes  
- Outreach to children through expos, preschools, playgroups, vacation care, holiday activities, home work clubs  
- Outreach to Aboriginal communities through workshops, preschools and interagency meetings  
- Explore general outreach services ie) books in flight, books at the beach, pop up library services, workplace book clubs at lunchtime – council/other? | - Funding opportunities identified  
- Deliver feasible outreach services  
- Partners for delivery identified  
- Increase in usage of services by targeted groups | Each LGA investigate local opportunities for outreach | Ongoing | WER | Local initiatives may proceed, but common services across the region are preferred. | High - Medium |
| 1.1.6 | Increase community awareness of Library services | - CRL website well positioned in member councils’ websites  
- Review website for improved accessibility  
- Expand YouTube Channel to include mini info clips for community awareness of services  
- maintain relationships with educators / Teacher Librarians Eg: CRL website linked to school website, attend TL meetings  
- maintain and review a community library newsletter (online)  
- investigate use of MailChimp for more frequent newsletter mailouts  
- develop a print version of newsletter to keep the community informed of activities  
- Open days at libraries  
- Library tours  
- Information package developed for community groups, service clubs, school groups etc.  
- Annual membership drive promotion to be developed  
- Explore radio and newspaper advertising  
- Guest speaking to service clubs and community groups etc. | - Increased use of library website  
- Regular contact with educators  
- Quarterly newsletter template developed with content provided from across the CRL network  
- Regular community tours of libraries | Each LGA  
CRL & LGAs  
CRL: develop collate info distribute libraries: input | ongoing | WER - Internal process  
WER - staff time | CRL continuing with website enhancement. | High |
| 1.1.7 | Support access to collection by improved inventory management | - Investigate emerging trends in inventory management  
- Implement if recommended | - Efficient, cost effective inventory management | CRLC: support  
CRL: | Ongoing | WER | | High – medium |
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<td>1.1.8 Collection arrangement</td>
<td>• Monitor &amp; implement best practice collection presentation (layout; stock arrangement; and furniture/fittings) • Review integration of YA into Adult Fiction pilot project - Urunga Library • where feasible in local branches implement • monitor how technological trends impact on arrangement • review spine label conventions • investigate consultant for displays and shelving arrangements</td>
<td>• Collection Arrangement design guidelines adopted in local branches • Enhanced Collection access through effective arrangement</td>
<td>CRL: guide libraries: adopt ongoing</td>
<td>WER</td>
<td>WER</td>
<td>Potential costs local libraries</td>
<td></td>
<td>High - Medium</td>
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<td>1.1.9 Wireless internet access</td>
<td>• Provide ongoing wireless internet access</td>
<td>• Effective and efficient community access to wireless internet services</td>
<td>CRL/LGA Ongoing</td>
<td>WER</td>
<td></td>
<td></td>
<td></td>
<td>High</td>
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### Objective 1.2 Well managed, relevant and timely and up-to-date collections that meet community needs and demands

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<tr>
<td>1.2.1 Regional Collection Management Plan</td>
<td>• Collection Development Policy regularly reviewed&lt;br&gt;• Procedures and guidelines developed and adopted&lt;br&gt;• Regular collection 'audits' to determine gaps, weeding and optimum levels of duplication&lt;br&gt;• Implement equitable and effective stock rotation program for all&lt;br&gt;• Develop standards for cataloguing (Collection Management Plan.)&lt;br&gt;• Investigate ways to promote new stock arrivals</td>
<td>• User-driven collection&lt;br&gt;• Collection meets Living Learning Library baseline Standards&lt;br&gt;• Common procedures and guidelines&lt;br&gt;• Branch collections profile meet needs of local community&lt;br&gt;• Stock rotation program is implemented</td>
<td>CRLC: support&lt;br&gt;CRL: lead&lt;br&gt;libraries: input</td>
<td>ongoing</td>
<td>Library Service Agreement to address member contributions</td>
<td>Need to target expenditure to local needs. CRLC consider proportional expenditure of book vote on specific target groups.</td>
<td>High</td>
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<td>1.2.2 Community collection needs survey</td>
<td>• Review previous survey and amend&lt;br&gt;• Distribute through local libraries&lt;br&gt;• Analysis to inform collection development and purchasing&lt;br&gt;• Report survey results to community in an easily accessible format ie) infographics</td>
<td>• User-driven collection</td>
<td>CRLC&lt;br&gt;CRL to develop and analyse&lt;br&gt;Libraries to distribute</td>
<td>2017</td>
<td>WER</td>
<td>Internally developed, delivered and analysed with existing software</td>
<td>High – Medium</td>
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<td>1.2.3 Process streamlining and restructure</td>
<td>• Continue to streamline processing of stock.&lt;br&gt;• Continue to identify and implement potential operational and service delivery improvements&lt;br&gt;• Review staff structures to achieve improvements&lt;br&gt;• Develop costings&lt;br&gt;• Implement agreed actions</td>
<td>• Decreased processing time&lt;br&gt;• Decreased waiting time for stock delivery to branches&lt;br&gt;• Increase in client satisfaction</td>
<td>Executive&lt;br&gt;Council: lead</td>
<td>Ongoing</td>
<td>WER</td>
<td>Costs of outsourcing continuing to decline with some companies indicating they will process items at no cost.</td>
<td>High</td>
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<td>1.2.5 Develop and promote comprehensive digital collection resources</td>
<td>• Allocate a portion of book vote to continuous development&lt;br&gt;• Review impact on state wide statistical data&lt;br&gt;• Continue to monitor satisfaction&lt;br&gt;• Promote digital collections&lt;br&gt;• Continue to monitor industry developments</td>
<td>• Enhanced and relevant collection&lt;br&gt;• Greater awareness and use of digital resources</td>
<td>CRLC&lt;br&gt;CRL</td>
<td>Ongoing</td>
<td>$10 000pa (annual subscription)</td>
<td>Usage monitored through existing systems: Spydus Library Management System Reports and Enquiry Modules and individual eResource administrative statistics function.</td>
<td>Medium</td>
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| 1.2.6    | Develop a DVD Collection and review for relevance in meeting the needs of current and future users | • Allocate a portion of book vote to continuous development  
• Monitor usage figures  
• Monitor emerging technologies - streaming video (beamer films, Netflix etc)  
• Investigate opportunities for showing films in libraries – movie nights | • Enhanced and relevant collection  
• Purchasing reflects current needs and perceived future needs  
• User-driven collection  
• Increased client satisfaction | CRL | 2018 | $10,000 | DVD collection enhanced by donations from community members. | | High: yrs 1-3  
Medium: yrs 4-6  
Low: yrs 7-10 | High |
| 1.2.7    | Review eResources for relevance to meet the needs of current and future users | • Review existing usage of eResources  
• Determine growth areas and unmet need  
• Cost the preferred eResources access  
• Review Lynda.com for public use  
• Obtain costings with a view to subscribe  
• Review distribution of collection funds | • Purchasing reflects current needs and perceived future needs  
• User-driven collection  
• Increased client satisfaction with online services | CRL | Ongoing | WER | | High |
| 1.2.8    | New technologies | • Proceed with a 2yr trial of lending mini tablets  
• Monitor and evaluate  
• Implementation of iPad use at Library and Regional Level  
• Provide a range of new technologies for clients to experience  
  • 3D printer  
  • Wireless printing  
  • Remote printing  
  • 3D virtual goggles  
  • 360 degree camera  
  • 3D doodler Pens | • Provision of contemporary library services for public  
http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios_review.pdf | CRL | 2016/19 | WER | Focus on individual library capability and budgetary requirements | High  
Medium: yrs 4-6  
Low: yrs 7-10 |
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<tr>
<td>1.2.9</td>
<td>Investigate Lending Objects</td>
<td>• Investigate lending objects eg: o Seeds? o Recipes o Ukuleles o Cake tins? o Tools? • Review current library practice and trends</td>
<td>• Provision of contemporary library services for public</td>
<td>CRL</td>
<td>2024</td>
<td>WER</td>
<td>Lending objects is an emerging international trend for libraries in conjunction with providing “maker Spaces” – space for making objects, anything you can think of, handcrafts, wood, metal, computer generated 3D designs, recording music, video etc. Locally Tamworth library is currently loaning cake tins to their community, Port Macquarie, Tamworth and Dorrigo libraries are offering seed libraries, and Port Macquarie is lending Ukuleles for example. Need to research potential partners.</td>
<td>Low</td>
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<td>1.2.10</td>
<td>Develop a Corporate Library Collection/Service</td>
<td>• Determine the level of interest in establishing a corporate library service. • Scope the range of materials that might be provided • Determine the gaps between what does and doesn’t exist • Identify suitable locations • Catalogue materials • Develop a corporate catalogue • Develop procedures for purchase, borrowing etc • Allocate funding • Implement • Monitor and review</td>
<td>• Interest will be identified • Existing resources may be identified for broader use • Materials for professional development will be more economically and equitably available</td>
<td>CRL</td>
<td>2020</td>
<td>WER</td>
<td>There are numerous council owned resources held by individuals, work units and section within council which are unknown by other council staff and yet may be quite valuable to them. This may be a way of maximising use of existing resources and rationalizing future demand.</td>
<td>Medium</td>
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<td>1.2.11</td>
<td>Develop an literacy focus</td>
<td>• Investigate best practice in libraries for literacy • Identify resources • Promote literacy</td>
<td>• Enhanced and relevant collection • Purchasing reflects current needs and perceived future needs • Provision of contemporary library services • Building community capacity</td>
<td>CRL</td>
<td>2018</td>
<td>WER</td>
<td>Develop and facilitate a literacy program • Need to identify grants and partnerships</td>
<td>High - Medium</td>
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<td>1.3.1 Comprehensive marketing / promotional plan.</td>
<td>• Set context within member councils’ strategic directions eg: management, social, cultural plans • Identify priority target groups (now &amp; future) • Produce comprehensive marketing strategy • Produce associated Action Plan • Determine opportunities WER in CRL and LGAs</td>
<td>• Marketing plan and associated action plan • A recognised local library identity • Increased awareness and recognition of the range of library services</td>
<td>CRL: Lead &amp; manage LGA: input delivery</td>
<td>Draft plan - 2019</td>
<td>WER</td>
<td>Members will utilise common templates and share materials.</td>
<td>Medium</td>
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<td>1.3.2 Develop a visible Library identity</td>
<td>• Develop visual tools to improve Library visibility and status (logo, branding, style, signage) • Develop common templates for shared use • Develop Point of Service promotions for targeted collections and services • BSC to investigate consistent signage for all libraries</td>
<td>• Increased awareness and recognition of all Libraries and their services • Consistent and professional identity</td>
<td>CRL / LGAs</td>
<td>Ongoing</td>
<td>WER</td>
<td></td>
<td>Medium</td>
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<td>1.3.3 Educational and recreational programs and activities.</td>
<td>• Review user/non-user survey results. • Review current Best practice in libraries • Facilitate programs and activities. • Seek partners to fund • Promote to target groups • Structure programs to enhance their outcomes • Feedback forms developed and completed for events/programs o Feedback developed on marketing – “where did you hear about this?” • Feedback on all surveys to be more comprehensive – what did people actually say or want? • Develop Conversation Volunteers for people learning ESL • Investigate viability of travel talk/information sessions/group</td>
<td>• Relevant educational and recreational programs and activities are delivered for the local community. • CRL provides contemporary library services • Programs have specified outcomes</td>
<td>CRL: develop promote CRL &amp; Libraries: seek funds deliver</td>
<td>2017/18</td>
<td>WER</td>
<td></td>
<td>High</td>
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<td>1.3.4 Develop community information</td>
<td>• Investigate results of user/non user survey relating to community information • Assess current provision of community information services • Develop guidelines for community information access</td>
<td>• User-driven service • Increased client satisfaction</td>
<td>CRL / LGA</td>
<td>2017</td>
<td>WER</td>
<td>Community information was one of the highest priority areas in the user/non user survey 2016.</td>
<td>High</td>
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| 1.3.5 Develop Aboriginal resources and services | • Identify aboriginal resources in varying formats  
• Allocate a portion of the book vote to purchase  
• Promote the sub collection  
• Investigate “Dawn” Newspaper online subscription  
• Investigate purchase of “Tracker” Newspaper  
• Link to State Library Aboriginal resources  
• Include resource page on library website  
• Consult with AECG re resource sharing  
• Support development of resources/oral histories from local community  
• Source local Aboriginal Story Tellers  
• Investigate purchase of “Tracker” Newspaper  
• Link to State Library Aboriginal resources  
• Include resource page on library website  
• Consult with AECG re resource sharing  
• Support development of resources/oral histories from local community  
• Source local Aboriginal Story Tellers | • Increase aboriginal access to the library  
• Promote social inclusion  
• Raise awareness and understanding of aboriginal culture and heritage  
• Increased client satisfaction | CRL | Ongoing | $3,000 | CRL has twice the average Aboriginal representation in our population. | High |
| 1.3.6 Develop a business outreach service | • Promote:  
• Australian Standards database  
• Each LGAs Profile ID database  
• Investigate co-working groups (see Bellingen model)  
• Develop partnerships with council Economic Development Unit Officers  
• Webpage developed highlighting services for business  
• Talks/info session with chambers of commerce  
• Investigate workshops with businesses on:  
  o Databases  
  o Resources  
  o Statistics available | • Provision of contemporary library services for local business | CRL/Libraries | 2021 | WER | Existing resources to be promoted to local business (ie) books, journals, Australian Standards, Community statistics etc | Medium - Low |
### Objective 1.4 Optimum, recognised and transparent customer service standards and practice

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| 1.4.1 CRL library customer service charter | • Monitor and review charter and procedures | • Common standards of service across all branches  
• Common approach to customer feedback, suggestions and responses to requests | CRL | 2017 | WER | Review for ongoing relevancy | Medium |
| 1.4.2 Obtain eSmart library status | • Work through e-Smart checklist for eSmart accreditation, addressing:  
  - Leadership, strategies and policy  
  - Agreements and procedures  
  - Staff training and knowledge  
  - Library user guidance and training  
  - Community connections  
  - Promote and badge our service as eSmart accredited and the ‘user-safe’ cyber-environment this implies | • Common standards of cyber security across service  
• Provision of contemporary library services  
• Safe environment for internet users | CRL / LGAs | 2016-2018 | WER | Provides community with known standards of cyber safety and anti-bullying online strategies, training and information. | High |
### Objective 1.5 Engaged and supportive community

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| 1.5.1 | Targeted public consultations re: services, collection and programs e.g. Youth, Children’s, Adults, Older People etc | • Develop consultation plan on an annual basis  
• Build results into future budget allocations  
• Train staff or engage consultant  
• Analyse results  
• SurveyMonkey used for online survey development  
• Survey development to include LGA and individual library breakdown of results | • Results inform future collection development and purchasing  
CRL Libraries to assist | 2018 Ongoing | WER | Utilising CVC subscription to Survey Monkey | High – Medium |
| 1.5.2 | Establish ‘Friends of Library’ for each library location | • Monitor community interest  
• Establish FOL  
• Investigate a “Facebook friends” group for CVC Mobile library | • Improved community relations.  
• Potential funding partner  
• Regular consultation reference  
CRL: Investigate Libraries: adopt establish | 2019 | WER | Many friends groups operate in different circumstances. Management of them is critical to their success. | High – Medium |
| 1.5.3 | Greater customer interaction, social networking and information access | • Develop social media tools ie) Facebook, Pinterest, YouTube, flickr etc  
• Promote tools  
• Explore targeted communication to various groups ie) bookclubs  
• Provide targeted information sessions – short, specific, relating to 1 service or technology ie) “get Appy” new mobile app info session | • Increase the Library’s opportunities and capacity to delivery of improved Reader Advisory services  
• Improved feedback on all aspects of the library service  
• Improved response times | CRL | 2017/19 | WER | Technology training and skills identification and training | High |
| 1.5.4 | Annual target group ‘book selection’ activities | • Develop partnership with current suppliers  
• Arrange days for community to select items  
• Evaluate demand for additional sessions  
• Consider future opportunity for future FOL to manage selection days | • Client –driven collection  
• Enhanced supplier appreciation of local interests.  
CRL | 2017/26 | WER | Different libraries hosting the event each year. | Medium |
| 1.5.5 | MOU with community groups to enhance access to information e.g. visitor information in libraries; U3A activities; help from the historical groups; drug information, story time to playgroups | • Identify appropriate ranges of information that may be welcomed at each branch  
• Identify potential partners and determine their interest  
• Determine how partners will participate  
• Prepare MOU’s  
• Deliver  
• Evaluate  
• Link community information from CRL website | • Easier access to a range of resources for the community and visitors  
CRL: Lead Libraries: Input & delivery | 2017 | WER | | High |
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</table>
| 1.5.6 Library supported Book Clubs (including online Book Clubs) | • Promote existing Book Clubs  
• Investigate supporting a virtual Book Club  
• Investigate eBook sets for book clubs  
• Evaluate  
• Develop procedures to guide expansion | • Book clubs established in areas of interest where capacity exists. | CRL: investigate Libraries: adopt | 2019 | WER | | High - Medium |
| 1.5.7 Support volunteering | • Identify appropriate tasks for volunteers  
• Development statement of duties for various volunteering opportunities  
• Promote volunteering opportunities  
• Support and recognise volunteers  
• Create a webpage for volunteering information | • More engaged community  
• Enhanced services | CRL & Libraries | 2017 | WER | May need small budget allocations for reimbursement and or recognition | High |

Draft revised CRL Strategic Plan Action Plan 2012-2022 26 July 2016.doc
Attitudes and values

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

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2.1.1 Staff professional development plans.
- Identify skill requirements for RS and library staff, now and into the future.
- Review skills gap analysis
- Development individual and team training plans
- Members agree specific programs and make staff available
- Training delivered.
- CRL to seek to host State Library training locally

- Comprehensive individual and team skills more efficiently deliver current and future library services.
- Greater professional opportunities for staff
- Increased job satisfaction.
- 4 days per year agreed for training purposes
- Provision of study leave, flexible rostering, recognition of staff participation etc
- Develop a positive learning environment

CRL: Lead
Develop opportunities where appropriate
Develop tools

SLNSW – free training and reimburses travel costs for Sydney based training.
Backfill per officer per day – approx $200 per day
Preference for a Regional Level approach and assistance in developing tools for identification of skills and training.

High and ongoing

2.1.2 Staff are well informed and engaged in emerging public library trends
- CRL membership of ALIA and PLC
- Professional journal articles discussed at team meetings.
- Active membership to working groups is encouraged where viable
- Review Lynda.com for staff internet, social media, device online training
- Participate in Spydus training through webex and webinars

- Contribution to staff professional development
- Future library directions informed by current and emerging trends.

CRL
LGAs

SLNSW – free training
Backfill per officer per day – approx $200 per day

High and ongoing

2.1.3 Staff sharing of knowledge, expertise and experience
- Regular team meetings formalised with agenda topics and minutes
- Provide opportunities for working groups to undertake projects
- Promote the use of the staff wiki amongst staff
- Where appropriate staff training days incorporate staff sharing and networking

- Greater sense of involvement in the decision making and planning process by team members from across the library network

CRL & Libraries

Wiki has been introduced and variously used, continue to explore its value.

High

2.1.4 Work experience opportunities
- Identify opportunities for staff to fill other library roles apart from their own
- Develop plans to realise those opportunities
- Monitor and evaluate

- Increased skills and knowledge
- Staff can rotate positions and locations
- Means of addressing shortages at critical times

CRL & Libraries

WER excepting any travel reimbursements

Rotated positions in CVC necessitated by staff shortages have improved to deliver valued outcomes

High
## Objective 2.2 Regional communications and networking

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</table>
| 2.2.1 Participative team based planning process | • Hold six (6) monthly regional staff meetings (face-to-face or video link or teleconference)  
• Enable maximum numbers of staff to participate 2x per year  
• Participate in monthly Regional Team Leader meetings  
• Utilise web 2.0 technologies  
• Measure and report effectiveness and efficiency | • Collaborative decision making and development | CRL & LGA | Ongoing | WER | Scheduled annually | High: yrs 1-3  
Medium: yrs 4-6  
Low: yrs 7-10 | Ongoing | High  
Ongoing |
Strategic Focus 3: BUSINESS SYSTEMS, MANAGEMENT and RESOURCING

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

Objective 3.1 a library service that meets contemporary operational standards

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<th>Cost estimate Funding Source (WER – within existing resources)</th>
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<th>Progress</th>
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</table>
| 3.1.1    | Review and develop all library policy, procedures with reference to NSW library and ALIA standards | • Nominate review teams  
• Agreed timeframe and outcomes  
• Comment on drafts  
• Finalise and adopt reviewed policies  
• Review Children’s & Youth Policy  
• Investigate need for a Homeless/ No Fixed Address Policy | • Contemporary standards adopted  
• Greater implementation with increase levels of ownership | CRLC: Lead  
Branches: input | Ongoing as required | WER | Per executive council schedule. Each policy reviewed every 3 years. | High |
| 3.1.2    | Assess current infrastructure standards against contemporary New South Wales library standards | Refer 4.3 | LGAs | As required | | | Medium - Low |
| 3.1.3    | Review of Library Management System | • Evaluate current LMS system  
• Identify alternative systems and their adoption  
• Assess alternative systems suited to our library service  
• Evaluate and cost options  
• Recommend option  
• Implement | • User friendly comprehensive LMS that will address future growth and changing needs | CRL | 2022 | WER | Completed review in 2016 | Low |
| 3.1.5    | Maintain effective work practices between Regional Services staff and libraries | • Monitor and review  
• Identify opportunities to share skills and work cooperatively | • Service outcomes maximised through service integration and collaboration | CRL & CVCC libraries | Ongoing | WER | | Medium |

Objective 3.2 Responsible and accountable financial/resource management

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</table>
| 3.2.1    | Budget preparation is informed by the strategic plan | • Review state-wide data  
• Determine agreed standards of delivery  
• Prioritising strategic planning objectives  
• Develop 10 year budget plan | • Strategically driven budget bids  
• Long term planning | CRLC | Yearly | WER | Business cases developed | High |
| 3.2.2    | Annual Regional Library Budgeting Workshop to scope needs and set priorities to better inform each member Council’s budgeting process | • Meeting/workshop scheduled prior to member councils budget deliberations  
• Set priorities in line with strategic plan  
• Agree standards of delivery | • Common and robust approach | CRLC | Annually no later then April | WER | Part of staff 6 monthly meeting cycle | High |
### Objective 3.3 A safe and accessible workplace

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<th>Progress</th>
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<tbody>
<tr>
<td>3.3.1</td>
<td>Review staff work practices in line with relevant OH&amp;S and risk management standards</td>
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<td></td>
<td>• Compare current strategies</td>
<td>• Enhanced safety for staff and community</td>
<td>LGAs</td>
<td>2017</td>
<td>WER</td>
<td></td>
<td>BSC working alone policy currently in circulation for feedback</td>
<td>High</td>
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<tr>
<td>3.3.2</td>
<td>Monitor and update emergency and disaster preparedness and management plans</td>
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<tr>
<td></td>
<td>• Identify the risks at each library</td>
<td>• Enhance safety for staff, equipment and collection.</td>
<td>CRL / LGAs</td>
<td>2016/17</td>
<td>WER</td>
<td></td>
<td>Adapt and adopt disaster management plan in association with Local Studies Strategic Plan</td>
<td>High</td>
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### Objective 3.4 Safe, attractive and useful library facilities

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<th>Priority</th>
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<tbody>
<tr>
<td>3.4.1</td>
<td>Identify and prioritise library infrastructure needs for each library now and into the future</td>
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<td></td>
<td>• Assess current standard of infrastructure against contemporary standards</td>
<td>• Infrastructure that addresses local needs now and into the future which allows for contemporary library services operations.</td>
<td>LGAs</td>
<td>As required</td>
<td>WER</td>
<td></td>
<td></td>
<td>Medium</td>
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