Clarence Regional Library Strategic Action Plan 2012-2022 reviewed 27 July 2016:

Links to CVC Community Plan 2015-24

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 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

Our Purpose

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

Our Vision

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

A regional library service that:

- Facilitates and provides targeted and relevant life long learning opportunities

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

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

- Is a trusted and valued source of information

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

- Focuses on social inclusion of individuals including target groups

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

- Supports technological trends and makes them available to the community

Strategic Focus

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

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

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

LEGEND:

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

Traffic light progress code:

	Progressing to time
	COMPLETE
	Overdue but progressing
	Not progressing

Strategic Focus 1:   COMMUNITY SERVICE DELIVERY

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

Objective 1.1 Maximise community access to library services

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.1 Conduct a user/non-user survey	• Engage a consultant • Review and amend 2016 survey • Conduct random interviews • Analyse data • Prepare report	Statistically valid feedback about library performance and usage	CRLC & CRL	Every 4 years	Approx. $20,000 per survey CRL Reserve	Aligns with each new committee and acts as a review for the strategic plan and work plans.	Undertake in 2020	
1.1.2 Review the spread of library opening hours to address community and professional development needs	• Refer to survey feedback • Staff feedback • Seek council approval	• Public access maintained or enhanced. • All library staff to undertake a range of professional development.	Each LGA	Not less then every 2 years	WER	Each Council undertakes in respect of local community needs.	High	
1.1.3 Online access to services is reviewed for relevance in meeting the needs of current and future users	• Review online service usage • web enhancements • Participate in NSW.net • LMS Spydus initiatives • Skill staff to increase and improve community access to the library's website and catalogue • staff to Promote/advertise online services	Increased use of online services	CRL – Initial training & future upgrades	Annual ongoing	WER	Occur annually All staff need to be trained. Some training can be delivered by CRL staff.	High	
1.1.4 Mobile library services : CVC	• Monitor usage of routes and stops • Amend as appropriate • provide complementary service delivery from the mobile library • Implementation of State Library Grant Project: GO Mobile! Digital Library on Wheels	• Increased access • Additional outreach services	CVC	2016/17	WER State Library Grant - $132,000		High	

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

1.1.5 Develop relevant and targeted outreach services	• Investigate partnerships & funding for HLS eg: Home Care Services
	• Outreach to Seniors through expos, seniors week etc
	• Outreach to youth through expos, school visits, liaising with individual class groups, HSC support programs, Live n Loud events
	• Investigate outreach to businesses in shopping precincts
	  • Implement a service where practical
	  • Evaluate outcomes
	• Outreach to children through expos, preschools, playgroups, vacation care, holiday activities, home work clubs
	• Outreach to Aboriginal communities through workshops, preschools and interagency meetings
	• Explore general outreach services ie) books in flight, books at the beach, pop up library services, workplace book clubs at lunchtime – council/other?
		• Funding opportunities identified
		• Deliver feasible outreach services
		• Partners for delivery identified
		• Increase in usage of services by targeted groups
			Each LGA investigate local opportunities for outreach	Ongoing	WER	Local initiatives may proceed, but common services across the region are preferred.	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 and	• Increased use of library website • Regular contact with educators • Quarterly newsletter template developed with content provided from across the CRL network • Regular community tours of libraries	Each LGA CRL & LGAs CRL: develop collate info distribute libraries: input	ongoing	WER - Internal process WER - staff time	CRL continuing with website enhancement.	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	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.8 Collection arrangement	• Monitor & implement best practice collection presentation (layout; stock arrangement; and furniture/fittings • Review integration of YA into Adult Fiction pilot project - Urunga Library • where feasible in local branches implement • monitor how technological trends impact on arrangement • review spine label conventions • investigate consultant for displays and shelving arrangements	• Collection Arrangement design guidelines adopted in local branches • Enhanced Collection access though effective arrangement	CRL: guide libraries: adopt	ongoing	WER Potential costs local libraries		High - Medium	
1.1.9 wireless internet access	• Provide ongoing wireless internet access	• Effective and efficient community access to wireless internet services	CRL/LGA	Ongoing	WER		High	

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.1 Regional Collection Management Plan	• Collection Development Policy regularly reviewed • Procedures and guidelines developed and adopted • Regular collection 'audits' to determine gaps, weeding and optimum levels of duplication • Implement equitable and effective stock rotation program for all • Develop standards for cataloguing (Collection Management Plan.) • Investigate ways to promote new stock arrivals	• User-driven collection • Collection meets Living Learning Library baseline Standards • Common procedures and guidelines • Branch collections profile meet needs of local community • Stock rotation program is implemented	CRLC: support CRL: lead libraries: input	ongoing	Library Service Agreement to address member contributions WER	Need to target expenditure to local needs. CRLC consider proportional expenditure of book vote on specific target groups.	High	
1.2.2 Community collection needs survey	• Review previous survey and amend • Distribute through local libraries • Analysis to inform collection development and purchasing • Report survey results to community in an easily accessible format ie) infographics	• User-driven collection	CRLC CRL to develop and analyse Libraries to distribute	2017	WER	Internally developed, delivered and analysed with existing software	High – Medium	
1.2.3 Process streamlining and restructure	• Continue to streamline processing of stock. • Continue to identify and implement potential operational and service delivery improvements • Review staff structures to achieve improvements • Develop costings • Implement agreed actions	• Decreased processing time • Decreased waiting time for stock delivery to branches • Increase in client satisfaction	Executive Council: lead	Ongoing	WER	Costs of outsourcing continuing to decline with some companies indicating they will process items at no cost.	High	
1.2.4 Implement a Local History & Family History Strategy (print and non-print resources)	• Continue to develop Local Studies Strategic Action Plan • Continue to liaise with local museums and galleries to develop and maintain partnerships • Explore cross promotional opportunities with museums and historical societies • Continue to develop Local Studies website content for each LGA	• Refer to Local Studies Strategic Action Plan: http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-March-2016.pdf	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan. http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-March-2016.pdf	Refer to Local Studies Strategic Action Plan	
1.2.5 Develop and promote comprehensive digital collection resources	• Allocate a portion of book vote to continuous development • Review impact on state wide statistical data • Continue to monitor satisfaction • Promote digital collections • Continue to monitor industry developments	• Enhanced and relevant collection • Greater awareness and use of digital resources	CRLC CRL	Ongoing	$10 000pa (annual subscription)	Usage monitored through existing systems: Spydus Library Management System Reports and Enquiry Modules and individual eResource administrative statistics function.	Medium	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.6 Develop a DVD Collection and review for relevance in meeting the needs of current and future users	• Allocate a portion of book vote to continuous development • Monitor usage figures • Monitor emerging technologies - streaming video (beamer films, Netflix etc) • Investigate opportunities for showing films in libraries – movie nights	• Enhanced and relevant collection • Purchasing reflects current needs and perceived future needs • User-driven collection • Increased client satisfaction	CRL	2018 Ongoing	$10,000	DVD collection enhanced by donations from community members.	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 2017	WER	Without additional funds need to reallocate book vote Current list of eResources (*denotes free access via State Library Consortia): *Academic Search Elite Ancestry.com Aussie drivers- driver knowledge test *Australia/NZ points of view reference centre *Australia/NZ reference centre *Consumer health complete Dynamic online computer training *eBook Public Library Collection Encyclopaedia Britannica online Find my past *Greenfile *History reference centre *Hobbies and craft reference centre *Literary reference centre *Masterfile Internet history resources *Novel list plus *Science reference centre Standards Australia *State library of NSW databases *State library NSW ebooks Trove Tumblebooks library World Book online	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.pdf
		
		http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios_review.pdf
			CRL	2016/19	WER
					
					?
						Focus on individual library capability and budgetary requirements	High
							
							Medium	

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

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

1.2.10 Develop a Corporate Library Collection/Service	• Determine the level of interest in establishing a corporate library service. • Scope the range of materials that might be provided • Determine the gaps between what does and doesn't exist • Identify suitable locations • Catalogue materials • Develop a corporate catalogue • Develop procedures for purchase, borrowing etc • Allocate funding • Implement • Monitor and review	• Interest will be identified • Existing resources may be identified for broader use • Materials for professional development will be more economically and equitably available	CRL	2020	WER	There are numerous council owned resources held by individuals, work units and section within council which are unknown by other council staff and yet may be quite valuable to them. This may be a way of maximising use of existing resources and rationalizing future demand.	Medium	
1.2.11 Develop an literacy focus	• Investigate best practice in libraries for literacy • Identify resources • Promote literacy	• Enhanced and relevant collection • Purchasing reflects current needs and perceived future needs • Provision of contemporary library services • Building community capacity	CRL	2018	WER	Develop and facilitate a literacy program • Need to Identify grants and partnerships	High - Medium	

Objective 1.3 Relevant and contemporary targeted services, programs and activities

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.3.1 Comprehensive marketing / promotional plan.	• Set context within member councils' strategic directions eg: management, social, cultural plans • Identify priority target groups (now & future) • Produce comprehensive marketing strategy • Produce associated Action Plan • Determine opportunities WER in CRL and LGAs	• Marketing plan and associated action plan • A recognised local library identity • Increased awareness and recognition of the range of library services	CRL: Lead & manage LGA: input delivery	Draft plan - 2019	WER	Members will utilise common templates and share materials.	Medium	
1.3.2 Develop a visible Library identity	• Develop visual tools to improve Library visibility and status (logo, branding, style, signage) • Develop common templates for shared use • Develop Point of Service promotions for targeted collections and services • BSC to investigate consistent signage for all libraries	• Increased awareness and recognition of all Libraries and their services • Consistent and professional identity	CRL / LGAs	Ongoing	WER		Medium	
1.3.3 Educational and recreational programs and activities.	• Review user/non-user survey results. • Review current Best practice in libraries • Facilitate programs and activities. • Seek partners to fund • Promote to target groups • Structure programs to enhance their outcomes • Feedback forms developed and completed for events/programs ○ Feedback developed on marketing – "where did you hear about this?" • Feedback on all surveys to be more comprehensive – what did people actually say or want? • Develop Conversation Volunteers for people learning ESL • Investigate viability of travel talk/information sessions/group	• Relevant educational and recreational programs and activities are delivered for the local community. • CRL provides contemporary library services • Programs have specified outcomes	CRL: develop promote CRL & Libraries: seek funds deliver	2017/18	WER		High	
1.3.4 Develop community information	• Investigate results of user/non user survey relating to community information • Assess current provision of community information services • Develop guidelines for community information access	• User-driven service • Increased client satisfaction	CRL / LGA	2017	WER	Community information was one of the highest priority areas in the user/non user survey 2016.	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.3.5 Develop Aboriginal resources and services	• Identify aboriginal resources in varying formats • Allocate a portion of the book vote to purchase • Promote the sub collection • Investigate "Dawn" Newspaper online subscription • Investigate purchase of "Tracker" Newspaper • Link to State Library Aboriginal resources • Include resource page on library website • Consult with AECG re resource sharing • Support development of resources/oral histories from local community • Source local Aboriginal Story Tellers • Investigate partnerships with local Aboriginal Land Councils	• Increase aboriginal access to the library • Promote social inclusion • Raise awareness and understanding of aboriginal culture and heritage • Increased client satisfaction	CRL	Ongoing	$3,000	CRL has twice the average Aboriginal representation in our population.	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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.4.1 CRL library customer service charter	• Monitor and review charter and procedures	• Common standards of service across all branches • Common approach to customer feedback, suggestions and responses to requests	CRL	2017	WER		High	
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			High	

Objective 1.5 Engaged and supportive community

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.5.1 Targeted public consultations re: services, collection and programs e.g. Youth, Children's, Adults, Older People etc	• Develop consultation plan • Target particular groups on an annual basis • Build results into future budget allocations • Train staff or engage consultant • Analyse results • SurveyMonkey used for online survey development • Survey development to include LGA and individual library breakdown of results	• Results inform future collection development and purchasing	CRL Libraries to assist	2018 Ongoing	WER	Utilising CVC subscription to Survey Monkey	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 Ongoing	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 Ongoing	WER		High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.5.6 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 Ongoing	WER	May need small budget allocations for reimbursement and or recognition	High	

Strategic Focus 2:   LEARNING AND GROWTH

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

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
2.1.1 Staff professional development plans.	• Identify skill requirements for RS and library staff, now and into the future. • Review skills gap analysis • Development individual and team training plans • Members agree specific programs and make staff available • Training delivered. • CRL to seek to host State Library training locally	• Comprehensive individual and team skills more efficiently deliver current and future library services. • Greater professional opportunities for staff • Increased job satisfaction. • 4 days per year agreed for training purposes • Provision of study leave, flexible rostering, recognition of staff participation etc • Develop a positive learning environment	CRL: Lead Coordinate opportunities where appropriate Develop tools LGAs: participate	Ongoing	SLNSW – free training and reimburses travel costs for Sydney based training. Backfill per officer per day – approx $200 per day	Preference for a Regional Level approach and assistance in developing tools for identification of skills and training.	High and ongoing	
2.1.2 Staff are well informed and engaged in emerging public library trends	• CRL membership of ALIA and PLC • Professional journal articles discussed at team meetings. • Active membership to working groups is encouraged where viable • Lobby State Library to have more regional meetings and training opportunities • Review Lynda.com for staff internet, social media, device online training • Participate in Spydus training through webex and webinars	• Contribution to staff professional development • Future library directions informed by current and emerging trends.	CRL LGAs	Ongoing	WER		High Ongoing	
2.1.3 Staff sharing of knowledge, expertise and experience	• Regular team meetings formalised with agenda topics and minutes • Provide opportunities for working groups to undertake projects • Promote the use of the staff wiki amongst staff • Where appropriate staff training days incorporate staff sharing and networking	• Greater sense of involvement in the decision making and planning process by team members from across the library network	CRL & Libraries	Ongoing	WER	Wiki has been introduced and variously used, continue to explore its value.	High Ongoing .	
2.1.4 Work experience opportunities	• Identify opportunities for staff to fill other library roles apart from their own • Develop plans to realise those opportunities • Monitor and evaluate	• Increased skills and knowledge • Staff can rotate positions and locations • Means of addressing shortages at critical times	CRL & Libraries	Ongoing	WER excepting any travel reimbursements	Rotated positions in CVC necessitated by staff shortages have improved to deliver valued outcomes	High	

Objective 2.2 Regional communications and networking

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

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

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

Objective 3.1 a library service that meets contemporary operational standards

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.1.1 Review and develop all library policy, procedures with reference to NSW library and ALIA standards	• Nominate review teams • Agreed timeframe and outcomes • Comment on drafts • Finalise and adopt reviewed policies • Review Children's & Youth Policy • Investigate need for a Homeless/ No Fixed Address Policy	• Contemporary standards adopted • Greater implementation with increase levels of ownership	CRLC: Lead Branches: input	Ongoing as required	WER	Per executive council schedule. Each policy reviewed every 3 years.	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 & CVC libraries	Ongoing	WER		Medium	

Objective 3.2 Responsible and accountable financial/resource management

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.2.3 Increase the library's income	• Exploit DGR status opportunities • Develop a list of priority projects • Apply for grants as appropriate to the needs of the service	• Increased awareness of donation opportunities • Increased donations	CRL & LGAs	Ongoing	WER	All staff need to promote DGR Status and list of local priority projects	High	
3.2.4 Library stock is appropriately insured	• Value of collection is monitored annually and adjusted accordingly		CRL	Ongoing			High	
3.2.5 Evaluate staffing levels to ensure appropriate levels of service	• Review industry benchmarks • Increase/maintain funding to meet the minimum standard – (living learning libraries) • Prepare project plans/business cases • Review existing operational activities [and organisational structure] to maximise benefits	• Service outcomes maximised through appropriate staffing levels	CRL , LGAs	Ongoing	Additional staff will incur additional budget	Any increased staff levels will require a business case	Medium	

Objective 3.3 A safe and accessible workplace

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

Objective 3.4 Safe, attractive and useful library facilities

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.4.1 Identify and prioritise library infrastructure needs for each library now and into the future	• Assess current standard of infrastructure against contemporary standards • Determine level of provision • Develop building design briefs • Prepare costings • Prepare business case • Identify potential sources of funding	• Infrastructure that addresses local needs now and into the future which allows for contemporary library services operations.	LGAs	As required			Medium	