

MINUTES
CLARENCE REGIONAL LIBRARY COMMITTEE 15th February 2018
BELLINGEN SHIRE LIBRARY, Hyde Street, BELLINGEN

PRESENT: Bellingen Shire Council
 Surinder Kaur Bellingen Shire Librarian
 Alison Pattinson Manager Community Wellbeing
 Phil West (Financial Accountant)

Clarence Valley Council
 Cllr Karen Toms
 Cllr Peter Ellem
 Des Schroder (Executive Officer)
 Matthew Sykes (Manager of Finance & Supply)
 Kathryn Breward Regional Librarian

Meeting opened at 10:30am

1. Acknowledgement of Traditional Custodians

2. APOLOGIES

Cllr Toni Wright-Turner

Welcome extended to Phil West and Matthew Sykes, in attendance as financial advisors

3. Disclosure of Conflict of Interest

Nil

4. CONFIRMATION OF MINUTES – Meeting held 14 December 2017

No issue with previous minutes.

Moved: Cllr Karen Toms

Second: Cllr Peter Ellem

Adopted

5. Business arising from the Minutes – Meeting held 14 December 2017

5.1 Additional Funding formula modelling

The current agreed funding formula for the CRL contribution from the members is:

Contribution = Population x Per Capita Rate

The annual increase formula is: *Per capita increase = Rate peg + 6% with a minimum 8%*

Discussion covered the new funding formula annual increase options and the ramifications for the CRL Reserve and Collection health into the future of the various models.

Recommendation

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

The CRL Committee note the various funding formulas and their implications and endorse a 4% *maximum rate* for the Executive council to adopt. The annual increase in the CRL per capita funding formula to be endorsed:

Per capita = Rate peg + X% = 4% maximum rate per year

Moved: Cllr Karen Toms
Second: Surinder Kaur

Adopted

5.2 ABC costing detailed report from Finance sections of CVC and BSC

Discussion surrounded the different perspectives of councillors and staff when viewing the financial spreadsheets of the CRL and the appropriate level of investigation needed for both to satisfy the committees need for clarity in regard to ABC costings.

Recommendation

The finance sections of Bellingen and Clarence Valley Councils will work together to verify the ABC costings and report back to the CRL Committee via email by the end of March 2018.

Moved: Cllr Peter Ellem
Second: Surinder Kaur

Adopted

5.3 Financial implications of Regional Library Modelling

The review of the various Regional models and their financial implications was discussed.

Recommendation

The current Modified Hybrid Regional Library model remains the most effective model to meet our community and financial needs.

Moved: Alison Pattinson
Second: Des Schroder

Adopted

6. Correspondence

In-coming: Nil

Out-going: Nil

Media Releases:

CVC – 6/12/2017 – Make your own fun at the library

BSC – 15/11/2017 – library phone Box

BSC – 23/11/2017 – Become Tech Savvy Senior in the Bellingen Shire

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

BSC – 13/12/2017 – Shire libraries level the playing field

Correspondence noted

7. Executive Officer's Reports

8. Regional Library Reports -

8.1 Quarterly Income and Expenditure Sheet – 2nd Quarter 2017/18

The Regional Librarian spoke to the points highlighted in the report concerning variations to the budget for 2017/18.

Recommendation

1. That the report on the Quarterly Income and Expenditure Sheet is noted for endorsement by the Committee.
2. The Committee approve the reinstatement of the original \$18,000 in the promotional budget and not proceed with the reduction to the line item to \$12,000 for this financial year.

Moved: Cllr Karen Toms

Second: Cllr Peter Ellem

Adopted

8.2 CRL Reserves

Discussion covered the need for Regional funds to provide staffing backfill for technology programs such as Tech Savvy Seniors and Tech Time and the provision of new technology into the libraries when new developments occur.

Recommendation

1. That both the CRL Reserve and the CRL Computer Reserve not be consolidated into the one surplus reserve (known as the CRL Reserve).
2. That the CRL Computer Reserve funds are to be used to support the provision of technology programs and /or equipment for the Regional Service.

Moved: Cllr Karen Toms

Second: Surinder Kaur

Adopted

9. Items for Information

10. Additional Matters

10.1 Library Agreement

After discussion concerning clauses in the library agreement around flexibility to encourage cooperative endeavours the following recommendation was sought.

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

Recommendation

The CRL Agreement to include a clause to encourage cooperative endeavours to enhance services and increase efficiencies.

Moved: Alison Pattinson
Second: Cllr Karen Toms

Adopted

10.2 Dates for 2018 Committee meetings were determined as:

- 15 February 2018 – Bellingen
- 10 May 2018 – Grafton
- 16 August 2018 – Bellingen
- 15 November – Grafton

11. Items for next meeting

11.1 ABC costing detailed report from Finance sections of CVC and BSC

11.2 3rd quarter Income and Expenditure spreadsheet

Meeting Closed: 11:58 am

Next meeting: Thursday 10 May 2018

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library



ITEM: 5.1 No. 4/17 – FINANCIAL IMPLICATIONS OF FUNDING FORMULA CHANGES

Meeting: Clarence Regional Library Committee

15 February 2018

Reviewed By:

Attachment: No

REPORT SUMMARY

This report provides an update on the potential implications of CRL funding formula changes in the new Library agreement.

OFFICER RECOMMENDATION

That the CRL Committee note the various funding formulas and their implications and endorse:

- 1.4% minimum rate
- 2.5% minimum rate
- 3.6% minimum rate
- 4. Remain at the current 8% minimum rate
- 5. To be determined

For the Executive council to adopt.

LINKAGE TO CVC COMMUNITY PLAN

Theme **1 Society**

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

Strategy **1.3.1 Support arts, learning, cultural services, community events and festivals**

LINKAGE TO BSC COMMUNITY VISION 2030

Theme 2: Community Wellbeing

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

BACKGROUND

As part of the negotiations for the new Clarence Regional Library Agreement a review of the funding formula was undertaken to determine whether a reduction on the formula was possible whilst retaining services and staffing at the current levels into the future. The formula spreadsheet are based on 2017/18 budgets and costings. Our current formula is:

= Rate peg + 6% (with an 8% minimum)

KEY ISSUES

Assumptions for each option are identified at the top of the spreadsheet and include:

minimum rate
rate peg
rate peg + x
Target Stock Number
Target Replacement Number
Rate of expenditure growth

Rate of book price growth

For each scenario the following changes to the assumptions occur as follows:

Current minimum rate of 8% – 2.5% Rate peg + 1.5% = 3.5% Rate used (8% minimum rate)

Scenario 4% – 2.5% Rate peg + 1.5% = 3.5% Rate used (4% minimum rate)

Scenario 5% – 2.5% Rate peg + 1.5 = 3.5% Rate used (5% minimum rate)

Scenario 6%– 2.5% Rate peg + 1.5 = 3.5% Rate used (6% minimum rate)

Note:

The 2017/18 Rate peg is set at 1.5% CPI however the standard rate for council financial projections over the long term is 2.5%.

In each scenario we have only changed the minimum rate amount, so we can see what the final outcome of a simple percentage change will look like to the Operations and Collections funds as well as the CRL Reserve.

It has been assumed that weeding/culling schedule for the period will be based on the following percentages:

<5yrs	15.0%
5-10yrs	30.0%
>10yrs	55.0%

This schedule ensures a healthy mix in collection age across the service.

In the scenario using 4%, the book vote remains at a sustainable level while still providing funds into the CRL Reserve for redundancies, identified projects and ongoing RFID maintenance coverage. There is also the potential for future one-off transfers of State Library funding back to public libraries for projects such as programming, refurbishment and IT upgrades.

In order to be clear, the funding formula moving forward should be expressed as:

Rate Peg + X = Y% maximum rate

The Y% being either the 4% 5% 6% or 8% maximum endorsed by the Committee and adopted by the executive Council.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Funding formula scenarios 4% 5% 6% 8%

ITEM: 8.1 No. 1/18 – QUARTERLY INCOME AND EXPENDITURE SHEETS

Meeting: Clarence Regional Library Committee 15 February 2018
Reviewed By:
Attachment: yes

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 RECOMMENDATION

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

LINKAGE TO CVC COMMUNITY PLAN

Theme **1 Society**
Objective **1.3 We will have a diverse and creative culture**
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LINKAGE TO BSC COMMUNITY VISION 2030

Theme 2: Community Wellbeing
Objective:

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BACKGROUND

Items of note in the 2nd Quarter expenditure sheet include:

- Revenue is from users is lower then expected
- Motor vehicle costs are tracking 10% over expected target.
- Subscriptions and databases are slightly higher then expected the timing of renewals of items is not evenly distributed throughout the year.
- Freight and cartage is currently slightly under expected, we will continue to monitor this.
- Book maintenance is lower then expected, this is dependant on suppliers and stock availability as to when we receive items.
- The reduction in the promotions budget from CRL Reserve back to \$12,000 has not occurred and will be discussed with finance at the earliest date.
- Our Telephone budget has had a group plan rebate so is currently carrying additional funds.

Overall the budget is on track for the quarter.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	2nd Quarter income and expenditure sheet 2017/18

ITEM: 8.2 No. 1/18 – CRL RESERVES

Meeting: Clarence Regional Library Committee

15 February 2018

Reviewed By:

Attachment: No

REPORT SUMMARY

This report provides information on the CRL Computer Reserve funds.

OFFICER RECOMMENDATION

That both the CRL Reserve and the CRL Computer Reserve be consolidated into the one surplus reserve (known as the CRL Reserve).

LINKAGE TO CVC COMMUNITY PLAN

Theme **1 Society**

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

Strategy **1.3.1 Support arts, learning, cultural services, community events and festivals**

LINKAGE TO BSC COMMUNITY VISION 2030

Theme 2: Community Wellbeing

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BACKGROUND

The Management Accounting Co-ordinator is currently consolidating reserve accounts where additional reserves are no longer required. The CRL Fund has historically had 2 reserves – the surplus/revotes reserve (known to the Committee as the CRL Reserve) and the CRL Computer Reserve which currently has a balance of \$30,656.74. This reserve has not been drawn upon since amalgamation (2004).

The purpose of this Reserve historically was to fund computer equipment for the Regional Library, both at Regional Services (Headquarters) and the various libraries in the region.

The signed 2006 CRL Agreement removed the need for the region to provide IT hardware for the libraries so the remaining funds were then put aside for the original intention to support region wide IT projects such as the RFID implementation. These funds were not called on at the time of the RFID implementation as the State Library Grant for the RFID implementation project and the Federal Government Grant for the New Grafton Library project covered the purchase of all the hardware.

KEY ISSUES

Given that IT assets are now generally purchased centrally through the CVC IT Section and costs are allocated through ABCs, only very specialised IT equipment would need to be purchased by the Regional Service.

Moving this amount into the CRL Reserve will consolidate all CRL monies into one reserve location and assist in the funding of those IT items identified in the 10 Year CRL Reserve expenditure plan. For example replacement iPads, or additional tablets for our lending collections or some other new emerging technology.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Nil

CLARENCE REGIONAL LIBRARY
REVIEW OF THE LIBRARY SERVICE MODEL
REPORT: ANALYSIS OF OPTIONS

1. Background
2. General Models
 - 2.1 Stand alone
 - 2.2 Regional Library
 - 2.3 Cooperative Current Operations of CRL
3. Current Operation of the CRL
 - 2.1 Description
 - 2.2 Issues
4. Workshop Assessment of Models
 - 4.1 Comparison of the Three Models
 - 4.2 Model Preferences
 - 4.2.1 Rejection of a Pure Regional Model
 - 4.2.2 Other Options
 - 4.2.3 Modified Hybrid
5. Further Investigations and Analysis
 - 5.1 Standalone Model
 - 5.1.1 Service responsibilities
 - 5.1.2 Broad Cost Comparisons
 - 5.1.3 Cost Assumptions
 - 5.1.4 Implications for Clarence Valley Council
 - 5.1.5 Implications for Bellingen Shire Council
 - 5.1.6 Process Considerations
 - 5.2 Cooperative Model
 - 5.2.1 Service responsibilities
 - 5.2.2 Broad Cost Comparisons
 - 5.2.3 Cost Assumptions
 - 5.2.4 Implications for Clarence Valley Council
 - 5.2.5 Implications for Bellingen Shire Council
 - 5.2.6 Process Considerations
 - 5.3 Modified Hybrid Model
 - 5.3.1 Service responsibilities
 - 5.3.2 Broad Cost Comparisons
 - 5.3.3 Cost Assumptions
 - 5.3.4 Implications for Clarence Valley Council
 - 5.3.5 Implications for Bellingen Shire Council
 - 5.3.6 Process Considerations
 - 5.4 Current Performance Compared with State Averages
6. Conclusions

1. BACKGROUND

The current Clarence Regional Library (CRL) has been in operation for more than 28 years. The main changes that have occurred during its life include the withdrawal of Coffs Harbour City (1984) and Nambucca Shire (2012) Councils and the amalgamation of five smaller councils into what is known today as the Clarence Valley Council (2006).

The current service has developed through the implementation of the CRL Strategic Plan and Strategic Action Plan 2012 – 2022 which was developed as a result of a State Library Review of the Clarence Regional Library Service in 2006. From this Review 46 recommendations were made and many of these have been implemented through the Strategic Action Plan.

The CRL Committee (CRLC) and relevant Council Officers met on Friday 25th September 2009 in Coffs Harbour to workshop the options with independent expertise offered by Libraries NSW consultants, Leanne Perry and Cameron Morley. The workshop included (Refer Appendix 1):

- an overview of the current CRL operations;
- comparison to general models of operation amongst NSW libraries;
- issues associated with the then current model;
- advice from libraries NSW about the suitability of each to our local circumstances as well as implementation and operational considerations; and
- separate consideration of options by the CRLC and Officers.

A further workshop was conducted with the Mayors and General Managers to review these models in 2011 prior to signing a revised Regional Library Agreement.

2. GENERAL MODELS

The three models of operation for libraries in NSW are (Refer Appendix 2):

1. Standalone;
2. Regional Library; and
3. Cooperative.

2.1 Standalone

The Standalone model is a library independently operated by a Local Council for their LGA and is usually wholly integrated within its operations. This has generally been the preferred model for LGAs with larger populations.

The benefits include:

- Operational autonomy and control;
- Greater opportunity to establish local identity;
- Clear access to in-house council support, particularly in relation to finance and IT;
- Improved internal communications;
- Lack of the bureaucracy associated with regional models.
- Often a strong focus for elected members

Limitations/challenges include:

- Limitations of achieving economies of scale in purchasing;

- A resulting smaller collection for users; and
- Limited access to specialist librarians.
- Staff isolation and lack of capacity building opportunities

2.2 Regional

A Regional Library, under the Act s.12 (1) (a), is where two or more LGAs enter into an agreement whereby one undertakes the function of providing, controlling and managing libraries, library services or information services within the area of the other local authorities. This usually occurs where one larger council provides library services for neighbouring smaller councils where there is a natural affinity between them such as people from the smaller shire work or shop in the larger centre. Under this model one council has the legal authority to provide, manage and control library services in the region.

The benefits include:

- Access to better and expanded library services, collections and programs compared to a small LGA operating as a standalone service;
- Economies of scale in access to a library management system and from centralized purchasing, program development and online services;
- Broader range of specialist staff with wider range of expertise able to operate and co-ordinate programs and develop services across the region;
- Better IT and communications capabilities;
- Regional status strengthens grant applications.
- Standardized library system management.
- Stronger opportunities for the professional development and capacity building of library staff.

Limitations/challenges include:

- Power of veto by the executive Council; and
- Need to manage relationships, expectations and commitments amongst member Councils.
- Complexity of service provision across a range of local governments when combining different budgets, organisation structures and staffing arrangements.
- Potential threat of viability of the model through withdrawal of one or more local government over time.
- Perception of less control over direction setting and programs and services tailored to local needs.
- Distance between local governments in rural areas.
- Perception that regional arrangements do not provide value for money.

2.3 Cooperative

The Cooperative model, under the Act s.12 (2) (a), is where two or more local authorities enter into an agreement whereby one undertakes to exercise any specified power or duty in relation to the provision, control and management of libraries, library services and information services, for and on behalf of other/s. Generally, the members are of a similar size and they independently manage and develop their own library services except the components agreed to be provided by the other library service for example library management system, collection development or central purchasing.

The benefits include:

- Savings from economies of scale in specifically identified areas;
- Access to expanded collections or better library systems as specified in the agreement;
- Local identity and autonomy retained;
- Opportunities for increased focus on customer service at local level; and
- Options for joint training programs and development of professional networks.

Limitations/challenges include:

- Non-standard policies and procedures may complicate sharing of collections; and
- Differences in staff conditions are highlighted.
- Potential threat of viability of the model through withdrawal of one or more local government over time.
- Potential disagreements in the future

The overall opinion provided by the State Library Consultants in 2009 in relation to each of these options was:

- The Hybrid model (the description used to identify the CRL at the time) was complicated and needed very detailed clarification;
- The Standalone option was the most costly, but provided greatest independence;
- The true Regional was hard with distant partners but achieved greatest integration; and
- The Cooperative was the easiest to achieve but needed creativity to achieve better program outcomes.

3. CURRENT OPERATION OF THE CRL

3.1 Description

In assessing the operation of the CRL, the Libraries NSW consultants in 2009 described it as a “Hybrid” which undertook the two activities generally undertaken in a Cooperative model as well as undertaking to varying extents many of the activities of a true Regional model. This has since developed into the current Modified Hybrid Model since the signing of the 2012 Agreement (See Diagram 1).

The writing in **GREEN** are the areas of responsibility currently with the CRL.

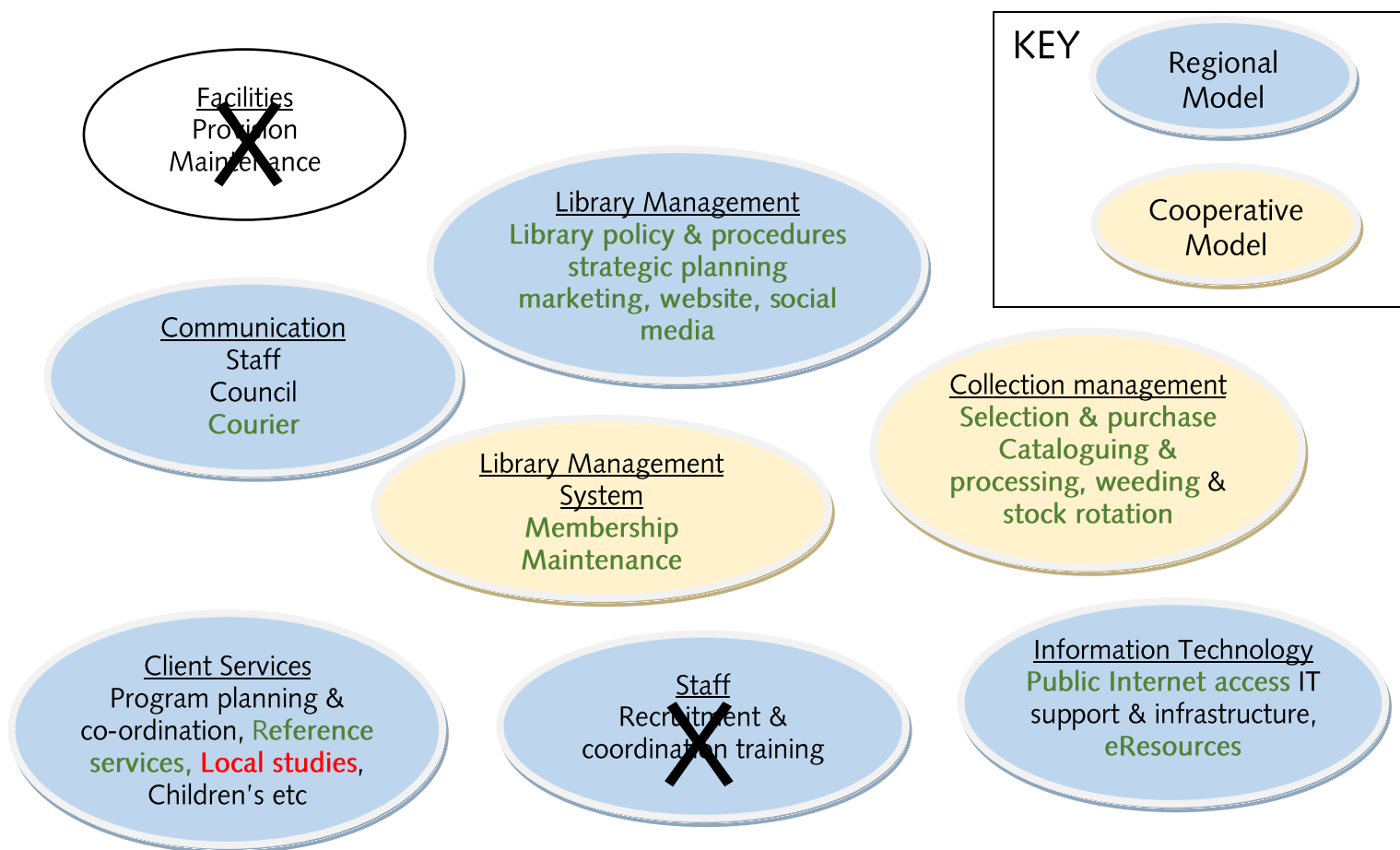
The **RED** writing indicates a shared responsibility: CRL provides the connectivity and hardware for that connectivity; the LGAs provide the PCs for the public to access the internet provided by the CRL. With the Stock rotation CRL provides the software and courier to facilitate the rotation while the public library staff physically select and box the items for rotation in most instances. Local Studies is also a shared responsibility, public library and Regional Services staff both identifying resources and planning events/activities, Regional Services staff also provide cataloguing, processing and event support.

The writing in **BLACK** indicates an LGA responsibility

The **X** on the white indicates the CRL has no responsibility for facilities.

The **X** on the blue indicates CRL is not responsible for staff recruitment or training for staff in the public libraries however we do provide training and can assist with recruitment processes on request.

Diagram 1: Current Operations of the CRL



It was generally agreed by the original workshop participants that the mix of functions had the potential to cause confusion in the daily operation of the CRL. The clear demarcation of the role and responsibilities of the CRL and the member councils in the 2012 Regional Library Agreement has resolved this issue to a significant degree.

The Development of the Modified Hybrid version of the Regional Model was the most attractive to the workshop participants in 2009. The aim was to clarify roles and responsibilities, thereby overcome issues impacting staff at the time, whilst minimising the level of change required and the processes involved.

3.2 Issues in 2009 vs 2017

Council Management –	2009	2017
wanting to maximise efficiency and effectiveness	✓	✓ still an identified priority
2006 State Library Review – which produced 46 recommendations regarding:		See attachment for comprehensive overview of these recommendations
Collection development and management improvements	✓	Achieved: Increased budget for resource acquisitions, increased resources acquisitions in line with the

		ALIA standard, Policies in place and improvements in management is ongoing
Additional services required for children, youth, local studies and outreach	✓	Not progressed at the regional level once NSC left the regional service.
Communication improvements both internal and external	✓	This has occurred with the use of the development of annual staff meetings/training, the staff wiki, CRL Helpdesk for staff & introduction of social media tools ie Facebook, Instagram, pinterest and YouTube.
Policy development to achieve consistency within the region	✓	Multiple policies have been developed since this time: Children & Youth Circulation Collection Development Collection Management Plan Fines & Fee waiving Internet policy Local Studies Collection Development Parents guide to the internet Schedule of fees Volunteer policy Customer service charter
Information technology enhancements	✓	Self check loans in Grafton & Bellingen Libraries New website developed (in 2 nd version in 5yrs)
Technology to enhance customer service	✓	RFID implemented, Tablet Lending, I pads for storytime, touch screen catalogues, Scanners and Digital information Screens in CVC libraries. This is an ongoing item as technology develops
Reporting clarity	✓	Clear reporting relationships developed at Team Leader level.
Issues raised by the Executive Officer in 2009:		
This is the priority issue identified in the Strategic Plan and its implementation	✓	The Strategic Plan and Action Plan has been consistently progressed during the life of the current agreement.
Lack of operational integration versus expectations – policies, procedures, local Vs regional initiatives, IT services	✓	Improvements have been made here across all these areas.
Potential for service enhancement – via staff restructuring	✓	Restructuring occurred 2012, for the Regional Services this meant a reduction in staffing due to NSC departure. CVC libraries gained HLS and Local Studies positions that were targeted for the Regional in the State Library Report. A review of the

		Regional structure would be advisable after 5 years as the tasks/priorities and needs may have changed as the industry has developed.
Improvements in collection development and management	✓	See previous comments.
Clarity – responsibilities, roles, reporting	✓	improved
Staff development - professional development, succession planning	✓	improved
Comparison to other library services – CRL is way below State averages	✓	CRL has now improved in a majority of areas when assessing against state standards, no longer at the bottom. Its current place in the middle of the state in most measures, should now be maintained
Library officers:		
Consistency in operations, programs and services	✓	✓
continued professional development opportunities	✓	✓ for example training in: Customer service Catalogue (OPAC) use Reference Dealing with difficult people Marketing & promotion Archive Resource Kit Oral History Book care & repair
Different levels of remuneration between Councils	✓	✓ still occurs
Identity – focus on LGAs not Regional	✓	Change in focus has led to better promotional outcomes for all
Efficiency in operations	✓	✓ ongoing efficiencies sought and monitored
Key consideration is any potential impact on community services	✓	✓
CRLC members:		
generally reflected the comments of the officers	✓	
interest in considering the potential outcomes of separation of the members	✓	

Progress has been made in addressing the recommendations identified in the 2006 Review of the CRL, the clarification of the library service model, associated responsibilities and shared commitments to priorities has enabled significant progress to be made in implementing the 46 recommendations from that Review see Appendix 1 for a detailed response to all 46 recommendations.

4. ASSESSMENT OF MODELS

4.1 Comparison of Three Models

The three options are assessed with respect to: the degree of change from the current operation of the CRL; potential support from each member Council; potential staff implications; the period of time likely to be required for the model to be fully adopted and operational; whether there would be cost implications for member Councils; whether the Strategic Plan would still be relevant; the minimum period of time the new model would have to be used for to justify the change; potential impacts on customers; any potential improvements in services; better integration of library operations amongst the members; improvements in professional development; reductions in employment differences across Councils; and changes in the development of the collection. The results, as summarised in Table 1, indicated that the (Refer Appendix 2):

- Standalone Model Option had more negative aspects than positive or neutral outcomes;
- Pure Regional Model Option had more positive outcomes than negative or neutral; and
- Cooperative Model Option had mainly neutral outcomes.

Table 1. Implications of adoption of the three models for the CRL

Issues	Standalone	Regional	Cooperative
Degree of change	Greatest	Large	Limited
Council view	Consider	Least interest	Consider
HR implications	Issues for all	Issues for BSC staff	Issues for CVC
Time to affect	Minimum 1 year for all	Minimum 6 months for all	Minimum 1 year for CVC
Cost	Additional for all	Limited for all	Potential for CVC
Strategic and Action Plans	Extract relevant parts	Limited impact	Extract relevant parts
Time to live with	Considerable – to offset costs	Moderate – given HR changes	Determined by staffing level considerations
Customer response	Negative – loss of collection mainly felt in BSC	Potential for better service delivery	No change
Services offered	Same – if Councils take on current roles of CRL	Potential improvement	Potential for improvement
IT services	Greater demands	Same	Same
Operational integration	Least	Best	Improvement within CVC
Collection development	Poor	Good	Better
Staff development	Least	Best	Potential for CVC
Staff inconsistencies	Remain	Improved	Remain

4.2 Model Preferences

4.2.1 Rejection of Pure Regional Model

A pure Regional model requires that all aspects of the library service are managed and controlled by the Regional Library entity. This does generally not include the buildings but does mean that all staff would be employed by the Executive Council and managed by the Regional Librarian. The Executive Council also has the final control of all regional library matters.

This model addresses key issues relating to integration and coordination of service delivery and confusion about reporting which were key factors hampering the operation in 2009. Under this model, existing library staff of Bellingen Shire Council (BSC), approximately 3.39 FTE officers, would be transferred to Clarence Valley Council. Additional costs are likely to be incurred due to the different levels of

remuneration currently being paid to staff, processing time and industrial relations issues.

4.2.2 Other Options

Developing an alliance with Coffs Harbour is an option that could be pursued under any of the options for the purpose of improving purchasing power. It was not feasible to assess potential savings at this point in time.

Other potential options raised include complete outsourcing of library services. No businesses are known to exist for this purpose. Engaging the private sector to provide the full library service may not be viable as library access is required to remain free to the community.

The outsourcing of the stock processing, and some cataloguing currently occurs and can be continued to varying degrees under any of the model options. Current estimates of stock processing average \$5.00 per item. At the current rate of stock purchase of 10,795 (the current year), the total cost would be \$53,975. This may prove worthwhile for smaller Councils of a standalone model if preferred, due to potential difficulties in engaging appropriate staff for limited work hours.

4.2.3 Modified Hybrid Model/the current Regional model

Under this option the legal entity of the Regional Library is retained with clearly defined areas of responsibilities.

In summary:

- The degree of change would be limited mainly to clarity around areas of individual and shared responsibilities and roles;
- Councils' views are expected to be neutral given the limited change and cost implications associated with this option;
- Time to effect would depend on the level of agreement about roles and may be fairly quickly resolved;
- Strategic and Action Plans require minimal modification;
- Customer satisfaction should not be impacted;
- Services offered are not impacted and may improve;
- IT services are not impacted; and
- Collection Development will continue as it has in the past.

The shortfalls include:

- Staff development is not addressed by this model and will require specific actions to address; and
- Operational Integration remains unresolved Staff remuneration inconsistencies are not addressed by this model.

5. COSTS ASSOCIATED WITH OTHER MODELS

Following the 2009 workshop additional investigations and analysis were undertaken in relation to costs associated with adopting a Standalone and a Cooperative Model. The differences were also assessed for each member.

5.1 Standalone Model

Standalone libraries are responsible for every aspect of their library service operations.

5.1.1 Service responsibilities

In comparison to the current arrangement, each member Council would assume the following **additional responsibilities** (Refer Appendices 3 and 4):

- Financial management
- Customer research;
- Administration tasks (tendering, membership cards, subscriptions, overdue, postage and freight);
- All technical services tasks;
- All Library Systems tasks;
- All reference and technical services tasks;
- All reader services tasks;
- eResource services;
- All professional development tasks;
- Stock rotation and repair;
- Building space for technical services and storage; and
- Statewide and national marketing and promotions.
- State Library reporting and grant applications

5.1.2 Broad Cost Comparisons (Refer Appendix 5)

While standalone libraries enjoy the greatest degree of autonomy, they also lose the economies of scale achieved by combining purchasing, sharing of systems and collective program development. If a standalone model was preferred, the costs currently shared by the two members which would accrue to each member include:

- Recurrent costs with no or little reduction such as
 - administrative (training, subscriptions, seminars and conferences)
 - advertising;
 - Spydus maintenance
 - Database subscriptions
 - Software upgrades
 - Computerised catalogue
 - Sundry;
- Recurrent costs incurred at a rate proportional to each member's population such as
 - staff
 - telephone and communications
 - postage and printing
 - office equipment and depreciation
 - internal administrative charges
 - internet fees
 - computer leases, licence fees and maintenance
 - freight
 - stock purchase and processing
 - building maintenance
- Establishment costs such as
 - Library Management System (LMS)
 - Training for staff in the use of the LMS
 - Development of an individual website
 - Subscriptions fees to eResources ie) eMagazines, eBooks, eAudio, and other databases
 - Setting up standing orders and supplier contacts

- IT training for Libraries Australia
- Training in managing library financial systems
- Building space for additional staff and stock handling

The total number of grants that could be sought under this arrangement would be one per LGA.

5.1.3 Cost Assumptions

A number of assumptions have been made in determining estimates for recurrent and establishment costs. These may indeed vary at an individual level based on local management adoption of this model and compared to actual quotes. However, they do serve as an indication of the cost differences between options and for each member.

The following key points need to be noted.

- Fixed recurrent costs are based on costs currently incurred by the CRL. While these may vary with local implementation strategies, potential reductions in costs are limited.
- Proportional recurrent costs are based on those costs currently incurred by the CRL and allocated to each member in proportion with their population. Potential for reductions are also limited.
- Staff costs are based on allocating the current CRL staff amongst members in accordance with population. This results in the costs associated with 4.32 Full Time Equivalent (FTE) staff being retained by CVC, 1.08 FTE being transferred to BSC. In addition to this, the increased range of responsibilities has been assessed as requiring an additional 1 FTE for CVC, and 0.3 FTE for BSC. Due to the nature of the responsibilities assumed under this model, these additional staff are required to be fully qualified librarians. The wages estimates are based on the current level of remuneration offered by CVC with on-costs in the order of 30%.
- LMS funding estimates for establishment are not based on quotes, but rather on current applications being put forward for funding as observed by the Regional Librarian. While the real cost may vary, it does provide an indication of the potential cost. Annual Managed Services costs are however based on suggested amounts by the service provider.
- Building space costs have been estimated on the proportional amount of current space used by the CRL. That proportion has been costed at \$2,000 per square metre, similar to the rate for the redevelopment and expansion of Bellingen Library.
- RFID costs are based on what the annual maintenance costs are for each LGA specific to the equipment held in each, along with the CRL items divided on a proportional basis.

5.1.4 Implications for Clarence Valley Council

The total recurrent cost for Clarence Valley Council is estimated at \$1,338,962 compared to their income/contributions to the CRL of \$1,210,800 which leaves an annual shortfall of \$128,121. Allocation has been included for recruitment of additional staff of \$73,380. (See Table 2)

The transition to this model would have minimal training implications for CVC, but would trigger a review of the current staff structure and operations which may provide

greater professional development opportunities for officers. This would certainly result in greater integration of CRL and Branch staff.

Unless the collection continued to be shared, customer choice would decline.

5.1.5 Implications for Bellingen Shire Council

The total recurrent cost for Bellingen Shire Council is estimated at \$425,865 compared to their income of \$201,334 which leaves an annual shortfall of \$224,531. Establishment costs relating to the LMS system, training, building space and website approximate \$636,235. Allocation has been included for recruitment of additional staff of \$112,568. (See Table 2)

The transition to this model would have significant training and management implications for BSC given the range of new and unfamiliar responsibilities.

Unless the collection continued to be shared, customer choice would decline markedly.

Table 2. Comparative Costs of the Standalone Model for each Member

	CVC	BSC
Recurrent Costs		
Contributions – per capita, subsidy, grants	\$1,186,623	\$195,290
Income – fees, retained contributions	\$24,177	\$6,044
TOTAL income	\$1,210,800	\$201,334
Fixed costs	\$221,770	\$55,442
Variable costs	\$979,226	\$198,661
TOTAL costs	\$1,200,996	\$254,103

Additional Recurrent Costs		
Additional Staff Costs	\$73,380	\$112,568
LMS Maintenance	\$48,000	\$49,000
RFID Maintenance	\$16,586	\$10,194
ADDITIONAL Costs	\$137,966	\$171,762
TOTAL RECURRENT COSTS	\$1,338,961	\$425,865

ANNUAL SHORTFALL	\$128,161	\$224,531
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Establishment Costs		
Library Management System		\$241,294
LMS training		\$10,000
Website Development		\$10,000
Subscription fees to eResources		\$10,000
IT training – Libraries Aust.		\$3,000
Building Space \$2,413/sqm		\$361,941
TOTAL ESTABLISHMENT COSTS	\$0	\$636,235

Staffing Assumptions		
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Recruit	Recruit: 1 FTE	Recruit: 1.1 transferred from CRL to BSC + 0.3 FTE = 1.4 FTE (with 1 FTE qualified librarian)
Restructure	Restructure: 4.32 transferred from CRL to CVC.	

5.1.6 Process Considerations

Collectively the CRL members would need to determine:

- Distribution of the current collection to each member; - 20/80% split
- Disbursement of reserve funds;
- Agreed timeframe to come into effect; and
- Ownership of the website & social media presence

Each member would need to determine:

- Timeframes for undertaking internal arrangements;
- Review staff structures and position descriptions to accommodate increased responsibilities and establish positions;
- Create appropriate space;
- Establish IT and LMS systems and train staff;
- Identify relevant sections of the Strategic and Action Plans to adopt;
- Source additional recurrent funding requirements;
- Establish network liaisons and partnerships; and
- Establish procedures and protocols.

5.2 Cooperative Model

A Cooperative Model more closely aligns with the current operation of the CRL even though its legal identity is a Regional Library. If the CRL was to change to a Cooperative:

- Each Council would operate its libraries with complete autonomy in terms of operations, management, future directions;
- An agreement would be required to specify the collaborative aspects of the cooperative arrangement; and
- There would be no Regional Library Committee, but there would still be a need for regular meetings regarding services provided and future planning.

5.2.1 Service Responsibilities

In comparison to the current arrangement, each member Council would assume the following additional responsibilities (Refer Appendices 2 and 3):

- Administration tasks - subscriptions;
- All reference and technical services tasks;
- eResource services;
- All professional development tasks; and
- Stock rotation and repair.

5.2.2 Broad Cost Comparisons (Refer Appendix 5)

A Cooperative model is based on achieving economies of scale in purchasing and delivery of agreed services. However, there are additional costs incurred where services are not shared and therefore are basically replicated. If a Cooperative Model was

preferred, the costs currently shared by the two members which would accrue to each member include:

- Recurrent costs with no or little reduction such as
 - administrative - subscriptions
 - advertising; and
 - Sundry expenses;
- Recurrent costs incurred at a rate proportional to each member's population or on a pro-rata rate such as
 - staff
 - telephone and communications
 - postage and printing
 - internet fees;
 - office equipment and depreciation
 - internal administrative charges
 - computer leases, licence fees and maintenance
 - building maintenance
- Establishment costs such as
 - Development of an individual website & social media presence
 - IT training for Libraries Australia

It should be noted that these costs will also be accompanied by annual increments in contributions and additional funding for initiatives as per the adopted Strategic Plan and Action Plan or additional services required by each member.

The total number of grants that could be sought under this arrangement would be one per LGA as well as one for the Cooperative – totalling three.

5.2.3 Cost Assumptions

A number of assumptions have been made in determining estimates for recurrent and establishment costs. These may indeed vary at an individual level based on local management of adoption of this model and compared to actual quotes. However, they do serve as an indication of the cost differences between options and for each member.

The following key points need to be noted.

- Fixed recurrent costs are based on costs currently incurred by the CRL. While these may vary with local implementation strategies, potential reductions in costs are limited.
- Proportional recurrent costs are based on those costs currently incurred by the CRL and allocated to each member in proportion with their population or on a pro-rata basis depending on the nature of the activity and anticipated changes. Potential for reductions are also limited.
- Staff costs are based on a fully qualified librarian given the nature of the tasks which will be taken on by members. The current CRL staff remuneration rate with 30% on-costs has been used. Based on the reduction in services by the CRL, it has been estimated that an additional 0.5 FTE staff would be required at BSC. While this would suggest a similar level of reduction of CRL staff and costs for CVC, the work undertaken is not totally dependent on the number of clients and it has been estimated that existing staff levels would need to be maintained regardless.
- Contributions from BSC have been reduced by the estimated cost of 0.5 FTE fully qualified librarian to accommodate the increases responsibilities now assumed by these member Councils.

- Building space has not been increased as it has been assumed that 0.5 FTE would be able to be accommodated in existing office space.
- The costs of associated with floating the collection and inter-library loans have been retained by the CRL and funded by each member due to the interest expressed previously by members in retaining this level of access to the collection for clients.
- RFID costs are based on what the annual maintenance costs are for each LGA specific to the equipment held in each along with the CRL items divided on a proportional basis.

5.2.4 Implications for Clarence Valley Council

The total recurrent cost for Clarence Valley Council is estimated at \$1,217,582 compared to their income/contributions to the CRL of \$1,200,996 which leaves an annual shortfall of \$6,782 which is mainly the cost of maintaining existing staff levels. (See Table 3)

A transition to this arrangement for Clarence Valley Council would automatically trigger a structural review of its staff, at least within the CRL and more likely within its whole library service. Technically, no Regional Librarian position would exist, however, the tasks undertaken by the current position would still exist. This presents an opportunity to determine the potential for additional services within a more streamlined processing environment.

In addition, this model does require a firm timeframe for the life of the arrangement as the services to be provided would underpin the number and nature of staff required by Clarence Valley Council. Indeed any changes in the level of services required over time will have implications for managing staff levels, including future recruitment and redundancies. Costs would need to be developed and specified for specific services that are currently delivered as well as those that might be delivered in the future.

5.2.5 Implications for Bellingen Shire Council

The total recurrent cost for Bellingen Shire Council is estimated at \$342,821 compared to their income of \$201,334 which leaves an annual shortfall of \$141,487. Establishment costs relating to training and website approximate \$13,000. Allocation has been included for recruitment of additional staff of \$41,608. (See Table 3).

These costs are based on the current services provided by the CRL and any further services to be provided would add an additional cost.

The transition to this model would be relatively simple, with the main changes being the development of skills for reference services and eResource services. However, there are management considerations associated with those services as well as developing and maintaining professional networks and associations.

Table 3. Comparative Costs of the Cooperative Model for each Member

	CVC	BSC
Recurrent Costs		
Contributions – per capita, subsidy, grants	\$1,186,623	\$195,290
Income – fees, retained contributions	\$24,177	\$6,044
TOTAL income	\$1,210,800	\$201,334
Fixed costs	\$221,770	\$55,442
Variable costs	\$979,226	\$235,577
TOTAL costs	\$1,200,996	\$291,019

Additional Recurrent Costs		
Additional Staff Costs		\$41,608
LMS Maintenance		
RFID Maintenance	\$16,586	\$10,194
ADDITIONAL Costs	\$16,586	\$51,802
TOTAL RECURRENT COSTS	\$1,217,582	\$342,821

ANNUAL SHORTFALL	\$6,782	\$141,487
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Establishment Costs		
Library Management System		
LMS training		
Website Development		\$10,000
Subscription fees to eResources		
IT training – Libraries Aust.		\$3,000
Building Space \$2,413/sqm		
TOTAL ESTABLISHMENT COSTS	\$0	\$13,000

Staffing Assumptions		
Recruit		Recruit: 0.5 FTE (qualified librarian)
Restructure		

5.2.6 Process Considerations

Collectively the CRL members would need to determine:

- Distribution/Home of the collection;
- Disbursement of additional funds;
- Agreed timeframe to come into effect;
- Develop a detailed agreement that addresses services requested, timeframe of the agreement and costs of services; and
- Ownership of the website, Facebook etc.

Each member would need to determine:

- Timeframes for undertaking internal arrangements;
- Preferred services for purchase, preferred costs and length of contract;
- Identify relevant sections of the Strategic and Action Plans to adopt;
- Establish network liaisons and partnerships; and
- Establish procedures and protocols.

Clarence Valley Council would need to determine:

- Viable services;
- Costs for specified services;
- Associated staffing levels and skills development;
- Viable timeframes for provision of services to enable staff forecasting;
- Factor in the costs of potential future redundancies and appointments based on changes in demands; and
- Review staff structures and position descriptions to ensure continuity in service delivery for both its Council clients and resident clients.

5.3 Modified Hybrid Model

5.3.1 Service responsibilities

Under this model the service responsibilities would remain the same. However, a review of the CRL structure does present an opportunity to identify potential process streamlining which may enhance service delivery.

5.3.2 Broad Cost Comparisons

Costs would remain the same as would the contributions for each member excepting annual increments in contributions and additional funding for initiatives as per the adopted Strategic Plan and Action Plan.

The total number of grants that could be sought under this arrangement would be one per LGA as well as one for the Regional Library – totalling three.

5.3.3 Cost Assumptions

That existing services and contributions will continue.

5.3.4 Implications for Clarence Valley Council

This model presents the least implications for CVC. However it does limit members' ability to progress initiatives without support from other members, which is currently the case.

5.3.5 Implications for Bellingen Shire Council

This model presents the least implications for BSC. However it does limit members' ability to progress initiatives without support from other members, which is currently the case.

5.3.6 Process Considerations

The key considerations with this model are:

- very clearly defining the range and nature of services to be deliver;
- reflecting this in the Strategic Plan and Action Plan; and
- developing effective communication mechanisms amongst all members' staff.

5.4 Comparison of Library Services to NSW averages (Median)

An assessment of the performance of each members' libraries was undertaken to determine if there were factors relevant to taking this decision. Libraries NSW collects and collated data each year in relation to library services across the State. Formal reports aggregate that data for regional libraries. However, some has been able to be separated to identify differences at an LGA level. Only that data which is considered relevant in taking this decision have been summarised below. (Refer Table 4. A full comparison is included in Appendix 6)

- The much greater proportion of registered borrowers in Bellingen (59.2% current population) will place additional stress on their resources if the collection is to reduce as it will under a Standalone Model. It highlights the need to share the collection under a potential Cooperative Model.
- The relatively large number of visits per capita in Bellingen LGA (9.6 compared to 5.1 at Clarence Valley LGA) will place further pressure on a limited collection. Customer satisfaction will decline in a Standalone Model and Cooperative if collections are not shared.
- Bellingen currently holds more items per capita than other members (2.8 per capita BSC compared to 1.8 at CVC) and will need more under a Standalone model and possibly a Cooperative model due to its membership and visitor levels.
- The levels of qualified staff will be an issue of a Standalone Model is adopted and may be an issue under a Cooperative or modified Hybrid particularly for Bellingen.
- The range of programs available is and will be a concern for all members under all models.

Table 4. Summary of Members' Performance Impacts under each Option

MODEL	Clarence Valley	Bellingen SC
Standalone	Greater pressure on existing collection and level of customer satisfaction. Lose some of its current extra share of new stock.	Very high proportion of population who are members, very high number of visits, proportion of collection held there will reduce customer satisfaction.
Cooperative	Pressure on collection and customer satisfaction if not shared.	Pressure on collection and customer satisfaction if not shared.
Modified Hybrid	No change	No change

6. CONCLUSIONS

Based on the comparison undertaken in this investigation (Refer Table 5):

- The Modified Hybrid:
 - + is the easiest model to adopt;
 - + is the least costly model to adopt;
 - + provides continuity in customer satisfaction;
 - requires detailed consideration of responsibilities;
 - does not address integration issues;
 - does not address differing levels staff conditions
- The Cooperative Model:
 - + limits confusion about responsibilities;
 - + provides continuity in customer satisfaction if the collection is shared;
 - does have additional recurrent costs for each member;

- does not address integration issues;
- does not address differing levels staff conditions;
- has significant staff management impacts for CVC in the long-term;
- has significant impacts on BSC in the transition period
- The Standalone Model:
 - + presents no confusion about responsibilities;
 - + enables independent management and development of local library services;
 - does have significant additional recurrent costs for each member;
 - does have significant establishment costs for BSC;
 - does not address integration issues;
 - does not address differing levels staff conditions;
 - has significant management impacts for BSC in the long-term.

Table 5: Comparison of Model Options

Issues	Standalone	Cooperative	Modified Hybrid
Degree of change	Greatest	Limited	Minimal
Council view	Consider	Consider	Consider
HR implications	Issues for all	Issues for CVC	Limited
Time to affect	Minimum 1 year for all	Minimum 1 year for CVC	Limited to agreement on roles
Cost	Significant for all	Additional for all	None
Strategic and Action Plans	Extract relevant parts	Extract relevant parts	Minimal
Time to live with	Considerable – to offset costs	Determined by staffing level considerations relevant to service demands	No limits – captured in Agreement
Customer response	Negative – loss of collection mainly felt in BSC	No change if collection is shared	No change
Services offered	Same – if Councils take on current CRL role	Potential for improvement	Potential for improvement
IT services	Greater demands for BSC	Greater demands for BSC	Same
Operational integration	Least	Improvement within CVC	Potential for improvement within CVC if explored
Collection development	Poor	Better than standalone	Continues as is
Staff development	Least	Potential for CVC	Potential for CVC
Staff inconsistencies	Remain	Remain	Remain

APPENDICES

1. State Library Recommendation progress 2018
2. Workshop assessment of Model Options
3. Summary of Responsibility for Service Delivery under Model Options
4. Details of Responsibility for Service Delivery under Model Options
5. Cost comparisons under Model Options
6. Library Performance Comparison for Members

Appendix 1.
State Library 46 Recommendations progress 2018

NOTE: With adjustments for the exit of NSC

AREAS	RECOMMENDATION	COMMENT
Collections	1. Increase acquisition rate to at least the ALIA short term target of 12,100 items pa.	Done (now set at 9,000 for BSC and CVC)
	2. Increases resource budget to attain 1.	10% Pa increase 4 years followed by further min 8% guaranteed for following 4 years
Information services	3. Information Services Librarian implements a regular training program for all staff - use of the Internet, online databases and reference interviews.	Commenced
	4. Information Services Librarian regularly visits all branches to follow up training.	After restructure this commenced with the Collections and Reference Librarian
	5. Develop procedures for referring information requests to Headquarters.	Commenced includes the CRL Helpdesk for IT issues
	6. Investigate the feasibility of training for the public.	yes – Tech Savvy seniors and Tech Time programs implemented
Services to Young People	7. Establish position of Children's and Youth Services Librarian to coordinate programs and services.	Proposed restructure not progressed after NSC exit
	8. Branch staff are trained in these services - storytelling, library tours etc.	Baby bounce and toddler time training in 2015.
Young Adult service	9. Spaces, collections and services for young adults are developed.	Progressing ongoing
Local Studies	10. Local Studies collection be included in the Collection Development Policy and Council reports and relevant documents are catalogued as part of this collection.	New staff member for CVC as part of 2012 restructure - Strategy being progressively implemented
	11. Donations be catalogued.	Proceeding
Newspapers	12. Purchase microfilm of local newspapers.	ongoing
	13. Local newspapers are indexed.	No – service provided through National library
Local Studies	14. Staff are trained in the use of the State Archives Kit and that it be relocated and promoted to the community.	Yes staff have had ARC training in 2013 & again in 2017
Mobile library	15. Mobile library stops are reviewed to rationalise and lengthen stops.	Yes and new service being planned with a grant from State Library
Home library service	16. Policies established for the Home library service and partnerships are investigated.	New staff member in 2012 restructure – for CVC libraries. Services grown and developed across CVC only.
Promotion	17. A marketing plan and events calendar is developed	Branding developed for CVC libraries and rolled out across region with improved look collateral; for all libraries. Central calendar of events developed
	18. A regular newsletter is produced for staff.	Information for staff placed on staff wiki
	19. Investigate a regular newsletter promoting the Library to the public.	Newsletter is published via email quarterly and Facebook posts created for more immediate event information
	20. A style guide and regional branding is developed.	Developed for CVC and rolled out to BSC where appropriate. Focus group research determined no need for Regional branding as community identifies with each individual LGA, so promotion is based locally.
	21. Outreach and Local Studies Librarian position is established to coordinate services across the region.	Outreach position not progressed and local studies officer employed in CVC only.
Space needs analysis	22. Space needs analysis is conducted and planning for expansion of branch libraries is commenced.	New Grafton Library 2014 Maclean extension and refurbishment in 2010 & 2015 Dorrigo extension 2016
End Processing	23. CRL investigates using the CPLA standards for end-processing	Complete and implemented where appropriate
	24. Full process of ordering, accessioning, cataloguing etc be documented.	Proceeding
	25. The number of suppliers is rationalised and purchase of shelf ready material be investigated.	Investigation complete, implementation ongoing
Donations	26. Procedures for processing donations be streamlined.	complete
Stock Rotation	27. Develop a rotation roster with an agreed number of items to be rotated per branch.	Progressing
Weeding & stocktaking	28. Introduce a schedule alternating weeding with stock rotation.	Proceeding
Policies and Procedures	29. Finalise draft collection development policy for adoption by CRLC and branches.	complete
	30. Draft a policy and procedures manual for endorsement by CRLC members.	Not progressed - a staff wiki for policy and procedures was developed as a more effective means to communicate Policies developed include: Children & Youth Circulation Collection Development Collection Management Plan Fines & Fee waiving Internet policy Local Studies Collection Development Parents guide to the internet Schedule of fees

		Volunteer policy Customer service charter
	31. Train staff on the use of the manual.	Staff trained in use of staff wiki
Public access and IT support	32. Implement standard specifications for public access PCs.	Yes for CVC libraries BSC libraries still progressing
	33. Negotiate a service level agreement for IT support between CRL and member councils.	yes within the CRL framework
	34. Implement procedures for IT support.	– CRL helpdesk initiated online 2015 for tracking support issues and providing ready instruction for repeat issues.
Library Management System	35. Employ a Systems & IT Library Technician.	New staff position developed in 2012 - Library Systems and Technology Officer
CRL Website	36. Website maintenance is transferred to the Library Systems and Technology Officer	yes
	37. 'ask a librarian' link is made accessible directly from the homepage.	yes
	38. Policies to be available on the website.	yes
	39. Intranet is investigated.	yes – staff wiki means access for all staff to regional documents such as policy, and procedures, signage, promotional material etc
Other technology	40. Automated self check machines and people counters at all branches.	Self check Machines complete for Bellingen and Grafton libraries only – on recommendation of supplier other libraries too small to justify expense. People counters in all locations
	41. RFID security is investigated.	Implemented – state library grant assisted
Staffing needs assessment	42. Members plan to increase the staff level to 28.77 FTE over the next two to three years and include 5.6 librarians.	Not progressed
Volunteers	43. Draft a volunteer policy with reference to the ALIA Statement endorsed by CRLC.	Volunteer policy complete
Regional Librarian	44. Regional Library Manager's position is assessed and graded appropriately.	Completed
	45. Establish clear reporting relationships at management level.	Library Agreement and proposed restructure – 2012
	46. Proposed staff structure is adopted.	Proposed restructure – a modified restructure was developed (2012) when NSC exited the agreement and this has been implemented. No additional regional staff provided, reduction in staff hours resulted from NSC exit

APPENDIX 2:

2009 Workshop Assessment of Model Options

Agenda Item 4. OPTIONS description	Option 1. Hybrid: Current Model • Branch staff employed by each Council • Regional staff by Exec Council • CRL provides collection services, Website, some IT support	Option 2. Standalone • Each Council operates independently	Option 3. Regional • One Council manages all on behalf of others - staff - collection - systems - finance - IT • One legal entity	Option 4. Cooperative • One council provides services as agreed • Generally LMS and collections • Local identity and autonomy maintained	Option 5. Bigger Group • Include surrounding councils in either model	Option 6. Smaller group • Break into proximal areas under various models
Agenda Item 4. IMPLICATIONS:	Rating: 1 = Good outcomes; 2 = Desirable; 3 = No better off; 4 = Issues; 5 = Problematic					
Legal – Library Act						
Funding – from State Lib						
Complexity - of implementation						
Complexity – of operation						
Suitability – to local area						
Overall	Room for improvements but not able to address all issues – particularly integration of operations. Complex to administer	Increased costs. Clear reporting and management. Autonomy to respond to local community.	Potential for better programs. Fully integrated operations. No autonomy. Suit those in close proximity or existing relationships.	Economies of scale in specified operational areas. Need creativity in program development for improvements. Autonomy to respond to local needs.	Trend being adopted in regional and metropolitan areas. Potential for establishing an alliance with Coffs in the future.	An option for the future for individual members to consider.
Agenda Item 5. RECOMMENDATIONS:	Rating: 1 = Good outcomes; 2 = Desirable; 3 = No better off; 4 = Issues; 5 = Problematic					
Address 2006 Review recommendations						
Insights from experiences with other library services						
Overall	Complex, needs detailed clarification to work.	Costly	Hard with distant partners	Easiest	Time to gain agreement	Opportunity for Nambucca & Bellingen
Agenda Item 6. CRL CONSIDERATIONS:	Rating: 1 = Good outcomes; 2 = Desirable; 3 = No better off; 4 = Issues; 5 = Problematic					
Degree of change		5	4	2		
Council view		5	4	3		
HR implications		4	4	4		
Time to affect		4	4	1		
Cost		5	4	4		
Action Plan		3	3	3		
Time to live with		4	4	1		
Customer response		4	2	4		
Services offered		4	2	3		
IT services		5	2	3		
Operational integration		3	1	3		
Collection development		4	2	3		
Clarity – roles, responsibilities, reporting		1	1	2		
Staff development		3	1	3		
Identity		3	1	3		
Staff inconsistencies		2	2	2		
Unity		2	1	3		
		Negative = 10	Negative = 6	Negative = 3		
		Positive = 3	Positive = 10	Positive = 9		
		Same = 4	Same = 1	Same = 5		
Overall						
Further investigation						

APPENDIX 3:**Service Responsibility – Summary- 2018**

(Number of Tasks)	Modified Hybrid Model			Co-operative model			Standalone model		
	CRL	CVC	BSC	CRL	CVC	BSC	CRL	CVC	BSC
Management (9)	All	7	7	All	7	7		All	All
Administration (5)	All			All	1	1		All	All
Technical Services (7)	All			All				All	All
Lib Systems (3)	All			All				All	All
IT (2)	All	All	All	All	All	All		All	All
Ref & Info Services (4)	All				All	All		All	All
Reader Services (5)	All			All				All	All
eServices (10)	All	1	1		All	All		All	All
Prof development (2)	All				All	All		All	All
Lending Services (8)	2	All	All		All	All		All	All
Access (4)	1	3	3	1	All	All		All	All
Targeted Prog's(7)	4	All	All		All	All		All	All
Mktg & Promo (2)	All	All	All		All	All		All	All
Ref / Info (0)								All	All
total Base Staff	5.40	9.40	3.39	3.90	9.40	3.39		9.40	3.39
Additional Staff (transferred from CRL)					1	0.50		4.32	1.08
Additional Staff (new positions)								2	0.30
Total					10.40	3.89		15.72	4.77
Fully Qualified additional staff								2	1

APPENDIX 4

Service Responsibility – Detailed - 2018

SERVICES	Modified Hybrid			Co-operative			Standalone		
	CRL	CVC	BSC	CRL	CVC	BSC	CRL	CVC	BSC
Management									
Planning & Policy Development	√	√	√	√	√	√	√	√	
Quality Assurance	√	√	√	√	√	√	√	√	
Statutory Requirements	√	√	√	√	√	√	√	√	
Reporting	√	√	√	√	√	√	√	√	
Grant applications	√	√	√	√	√	√	√	√	
Financial Management - CRL operations	√			√			√	√	
Financial Management - Staff & Buildings	√	√	√	√	√	√	√	√	
Liasion with professional bodies, networks & vendors	√	√	√	√	√	√	√	√	
Customer satisfaction research & data analysis	√			√			√	√	
Administration									
Tenders & contracts	√			√			√	√	
Stationary & Printing eg: membership cards, RFID Tags, barcodes	√			√			√	√	
Subscriptions - Professional Assoc, journals, organisations	√			√	√	√	√	√	
Accounts - Overdues	√			√			√	√	
Postage & Freight	√			√			√	√	
Technical Services									
Collection Development - select, allocate and withdraw	√			√			√	√	
Acquisitions	√			√			√	√	
Accessioning - purchased & donated stock	√			√			√	√	
Cataloguing - purchased & donated stock	√			√			√	√	
End processing - limited purchased & all donated stock	√			√			√	√	
Stock maintenance & repair	√			√			√	√	
Stock control - Stocktake	√			√			√	√	
Library Systems & Maintenance									
Library Management System - Spydus	√			√			√	√	
Library Software upgrades	√			√			√	√	
Staff training & development	√			√			√	√	
CRL IT Helpdesk	√			√			√	√	
IT									
Hardware - lease fees & maintenance	√	√	√	√	√	√	√	√	
Software - licence & upgrades	√	√	√	√	√	√	√	√	
Reference & Information Services									
Advanced Reference/Information Services	√				√	√	√	√	
Local Studies	√	√	√		√	√	√	√	
State records Archives kit	√				√	√	√	√	
Staff training & development	√				√	√	√	√	
Reader Services									
Inter-Library Loans	√			√			√	√	
Document Delivery	√			√			√	√	
Stack Collection	√			√			√	√	
Reservations	√			√			√	√	
Reader Advisory - print & electronic	√			√			√	√	
eServices									
Website - development & maintenance	√				√	√	√	√	
Social media tools - facebook, pinterest, youtube,flickr, instagram, google+	√				√	√	√	√	
Internet provision & support	√				√	√	√	√	
Databases - NSW.net & consortia	√				√	√	√	√	
Libraries Australia databases	√				√	√	√	√	
Public Access Internet	√	√	√		√	√	√	√	
Email for branch - public access	√				√	√	√	√	
Staff Communications - Wiki, email	√				√	√	√	√	
eNewsletter	√				√	√	√	√	
Staff training & development	√				√	√	√	√	
Professional development									
Professional advice on library development, trends	√				√	√	√	√	
Training - Spydus, Liac, Drug info, Databases, Reference, Reader Advisory, customer service, childrens services	√				√	√	√	√	
Branch/Lending Services									

Access to stock	√	√	√	√	√	√	√	
Loans	√	√	√	√	√	√	√	
Returns	√	√	√	√	√	√	√	
Reservations	√	√	√	√	√	√	√	
ILL/document delivery	√	√	√	√	√	√	√	
Membership	√	√	√	√	√	√	√	
Stock rotation	√	√	√	√	√	√	√	
Stock repair	√	√	√	√	√	√	√	
Access								
Building Space - Technical services & storage	√		√	√	√	√	√	
Building Space - Public Access		√	√	√	√	√	√	
Opening Hours		√	√	√	√	√	√	
Community meeting rooms/facilities		√	√	√	√	√	√	
Targeted Programs & Events								
Older persons	√	√	√	√	√	√	√	
Children & Youth	√	√	√	√	√	√	√	
Aboriginal & Torres Strait Islanders	√	√	√	√	√	√	√	
CALD	√	√	√	√	√	√	√	
Public exhibitions/displays	√	√	√	√	√	√	√	
Author visits/presentations	√	√	√	√	√	√	√	
Celebrations	√	√	√	√	√	√	√	
Marketing & Promotion								
Statewide & National campaigns eg: ALIA Library Week, @ your Library	√	√	√	√	√	√	√	
Local campaigns	√	√	√	√	√	√	√	
Reference/Information								
Corporate Service								
Total FTE Base Staff								
	5.40	9.40	3.39	3.90	9.40	3.39	9.40	3.39
FTE qualified Librarian positions	2.8	1	1	1.8	2	1.3	3.8	2.00
FTE qualified Library Technicians positions	1	2		1	2	0.29	3	0.4
FTE library assistants	1.6	6.4	2.3	1	6.4	2.3	8.92	2.37
casuals		1.6					1.6	
Fully Qualified additional staff							7	2.4
total		11.00			10.4	3.89	15.72	4.77
		9.40						

Services - Currently Delivered by the CRL To All	Modified Hybrid			Co-operative			Standalone		
	CRL	CVC	BSC	CRL	CVC	BSC	CRL	CVC	BSC
Management - 9 tasks	9	7	7	9	7	7	0	9	9
Administration - 5 tasks	5	0	0	5	1	1	0	5	5
Technical Services - 7 tasks	7	0	0	7	0	0	0	7	7
Library Systems & Maintenance - 4 tasks	4	0	0	3	0	0	0	4	4
IT - 2 tasks	2	2	2	2	2	2	0	2	2
Reference & Information Services - 4 tasks	4	1	1	0	4	4	0	4	4
Reader Services - 5 tasks	5	0	0	5	0	0	0	5	5
eServices - 10 tasks	10	1	1	0	9	9	0	9	9
Professional development - 2 tasks	2	0	0	0	2	2	0	2	2
Branch/Lending Services - 8 tasks	2	8	8	0	8	8	0	8	8
Access - 4 tasks	1	3	3	1	4	4	0	4	4
Targeted Programs & Events - 7 tasks	4	7	7	0	7	7	0	7	7
Marketing & Promotion - 2 tasks	2	2	2	0	2	2	0	2	2
Reference/Information - 0 tasks	0	0	0	0	0	0	0	0	0
Base Staff	5.40	9.40	3.39	3.90	9.40	3.39		9.40	3.39
Additional Staff (transferred from CRL)					1	0.50		4.32	1.08
Additional Staff (new positions)								2	0.30
Total					10.40	3.89		15.72	4.77
Fully Qualified additional staff								2	1

APPENDIX 5

Cost Comparisons of Models

	CURRENT MODEL			COOPERATIVE		STANDALONE	
	CVC	BSC	CRL TOTAL	CVC	BSC	CVC	BSC
Recurrent Costs							
Contributions – per capita, subsidy, grants	\$1,186,623	\$238,255	\$1,424,878	\$1,186,623	\$195,290	\$1,186,623	\$195,290
Income – fees, retained contributions	\$24,177	\$6,044	\$30,221	\$24,177	\$6,044	\$24,177	\$6,044
TOTAL income	\$1,210,800	\$244,299	\$1,455,099	\$1,210,800	\$201,334	\$1,210,800	\$201,334
Fixed costs	\$221,770	\$55,442	\$277,212	\$221,770	\$55,442	\$221,770	\$55,442
Variable costs	\$989,030	\$188,857	\$1,177,887	\$979,226	\$235,577	\$979,226	\$198,661
TOTAL costs	\$1,210,800	\$244,299	\$1,455,099	\$1,200,996	\$291,019	\$1,200,996	\$254,103

Additional Recurrent Costs							
Additional Staff Costs					\$41,608	\$73,380	\$112,568
LMS Maintenance						\$48,000	\$49,000
RFID Maintenance				\$16,586	\$10,194	\$16,586	\$10,194
ADDITIONAL Costs	\$0	\$0	\$0	\$16,586	\$51,802	\$137,966	\$171,762
TOTAL RECURRENT COSTS	\$1,210,800	\$244,299	\$1,455,099	\$1,217,582	\$342,821	\$1,338,961	\$425,865

ANNUAL SHORTFALL	\$0	\$0	\$0	\$6,782	\$141,487	\$128,161	\$224,531
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Establishment Costs							
Library Management System							\$241,294
LMS training							\$10,000
Website Development					\$10,000		\$10,000
Subscription fees to eResources							\$10,000
IT training – Libraries Aust.					\$3,000		\$3,000
Building Space \$2,413/sqm							\$361,941
TOTAL ESTABLISHMENT COSTS				\$0	\$13,000	\$0	\$636,235

Staffing Assumptions							
Recruit				Recruit: 0.5 FTE (qualified librarian)	Recruit: 1 FTE	Recruit: 1.1 transferred from CRL to BSC + 0.3 FTE = 1.4 FTE (with 1 FTE qualified librarian)	
Restructure					Restructure: 4.32 transferred from CRL to CVC.		

APPENDIX 6

Performance Comparisons between the State Average, the CRL and each Member

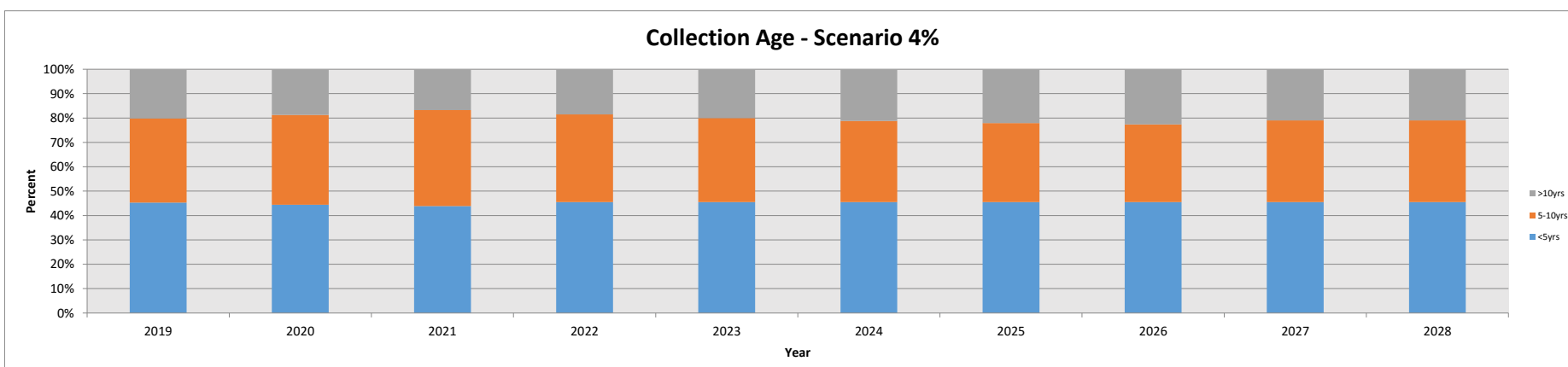
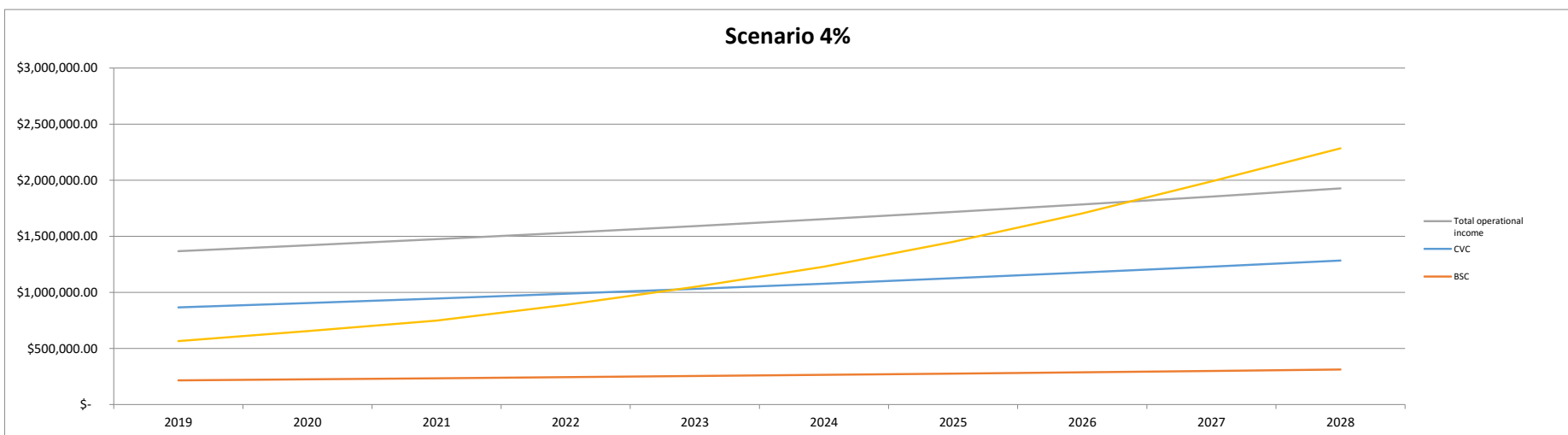
Comparison Criteria	Baseline	CRL	CVC	BSC
Expenditure per capita	\$49.70	\$42.08	\$42.02	\$42.32
Registered Library members as % population	42%	47%	44%	59%
Opening Hours – central library per week	10,000 - 20,000	42		28.5
	20,000 - 50,000	48	40	
Total Opening Hours per week	1 branch - 81			
	2 branches - 117			
	3 branches - 171			80 hrs
	4-7 branches - 270	245.5 hrs	150.5 hrs	
Library Visits per Capita	4.5	6.02	5.1	9.6
Staff Members 1 FTE per 3,000 population	64,050 = 19.79			
	51,040 = 17	19.79	11	
	13,010 = 4.33			3.39
Qualified Staff	CRL = 6.4 CVC = 5.1 BSC = 1.7	7	3	1
Staff for targeted services	35,000 pop'n = - Young people - Older people - Home library PT		Yes	? ? ?
	50,000 pop'n = - information technology PT >50,000 pop'n = - Information technology FT	Yes	Yes	
Items held in collection per capita	2.38	2	1.8	2.8
Acquisitions per capita held with each member	0.25	0.17	0.12	0.04
Percent stock purchased in the last 5 years	49.44%	45.10%	45.75%	43.30%
Circulation per Capita	5.51	4.89	4.72	5.53
Public Internet workstations	1 PC Per 3,000 residents =21.4 cvc min=17 bsc min=4.4	50	31	19
Library Programs	<10,000 = 1 pw - Storytime - Adults/CALD			1pw per lib

	<ul style="list-style-type: none"> - User education <u>10,000 - 30,000 = 3 pw</u> >1pw storytime - Regular youth prog - Adult / CALD prog - >1pw user educ <u>50,000+ pop'n</u> - Regular range of programs 	<p>No</p>	<p>1 pw per lib</p> <p>No</p> <p>Yes</p> <p>No</p>	
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NOTE: Shaded areas highlight areas of comparison relevant to this investigation.

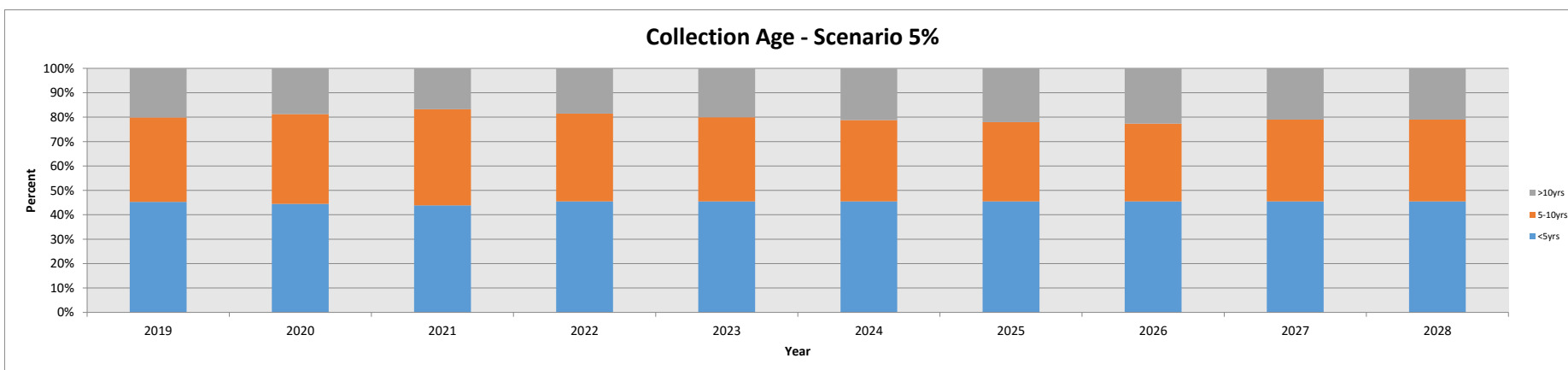
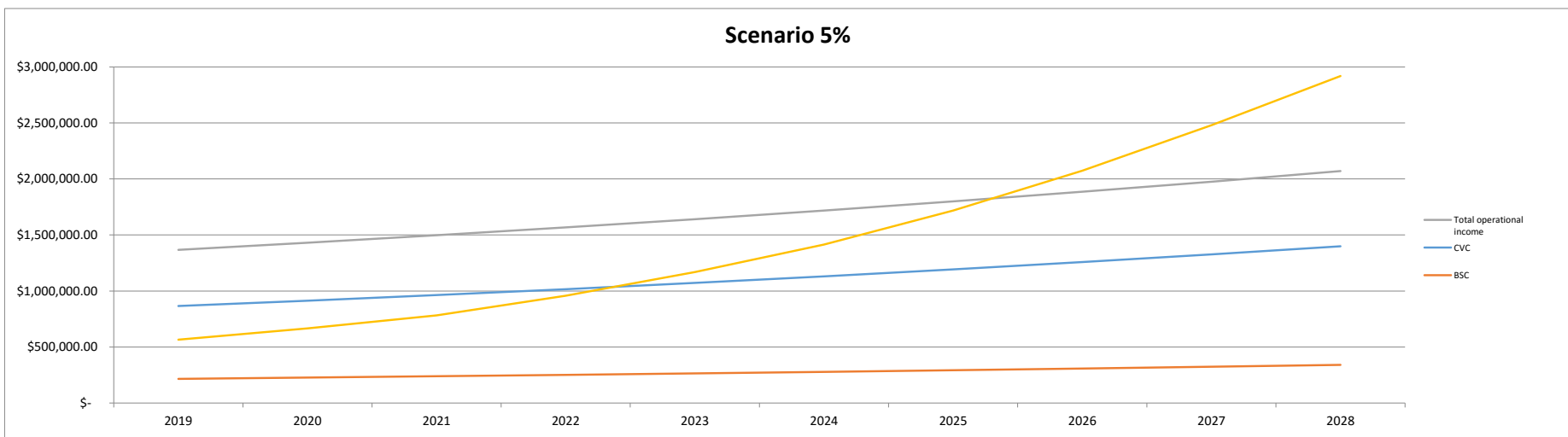
Assumptions	
minimum rate	4%
rate peg	2.5%
rate peg + x	1.5%
Target Stock Number	132,000
Target Replacement Number	13,200
Rate of expenditure growth	2.50%
Rate of book price growth	2.50%

FUNDING											
FINANCIAL YEAR		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
POPULATION	CVC	52578	52820	53062	53304	53546	53788	54029	54271	54513	54755
	BSC	13080	13107	13133	13160	13187	13213	13240	13266	13293	13319
	TOTAL	65,659	65,927	66,195	66,464	66,732	67,001	67,269	67,538	67,806	68,074
CURRENT CONTRIBUTION	CVC	\$ 865,967.00	\$ 904,747.89	\$ 945,245.70	\$ 987,535.75	\$ 1,031,696.60	\$ 1,077,810.26	\$ 1,125,962.31	\$ 1,176,242.02	\$ 1,228,742.57	\$ 1,283,561.17
	BSC	\$ 215,429.85	\$ 224,502.51	\$ 233,956.30	\$ 243,807.19	\$ 254,071.82	\$ 264,767.53	\$ 275,912.38	\$ 287,525.19	\$ 299,625.56	\$ 312,233.93
	TOTAL	\$ 1,081,396.84	\$ 1,129,250.40	\$ 1,179,202.00	\$ 1,231,342.93	\$ 1,285,768.42	\$ 1,342,577.79	\$ 1,401,874.69	\$ 1,463,767.21	\$ 1,528,368.13	\$ 1,595,795.10
STATE LIBRARY \$1.85 PER CAPITA RATE subsidy	CVC	\$ 97,270.12	\$ 97,717.50	\$ 98,164.89	\$ 98,612.27	\$ 99,059.65	\$ 99,507.03	\$ 99,954.41	\$ 100,401.79	\$ 100,849.17	\$ 101,296.55
	BSC	\$ 24,198.25	\$ 24,247.45	\$ 24,296.64	\$ 24,345.83	\$ 24,395.03	\$ 24,444.22	\$ 24,493.41	\$ 24,542.60	\$ 24,591.80	\$ 24,640.99
DISABILITY & GEOGRAPHIC ADJUSTMENT subsidy	CVC	\$ 121,468.65	\$ 124,505.37	\$ 127,618.00	\$ 130,808.45	\$ 134,078.66	\$ 137,430.63	\$ 140,866.39	\$ 144,388.05	\$ 147,997.76	\$ 151,697.70
	BSC	\$ 32,618.58	\$ 33,434.04	\$ 34,269.89	\$ 35,126.64	\$ 36,004.80	\$ 36,904.92	\$ 37,827.55	\$ 38,773.24	\$ 39,742.57	\$ 40,736.13
ADDITIONAL REGIONAL FUNDS	CVC										
	BSC										
TOTAL STATE LIBRARY FUNDING		\$ 275,555.60	\$ 279,904.36	\$ 284,349.41	\$ 288,893.19	\$ 293,538.14	\$ 298,286.80	\$ 303,141.76	\$ 308,105.68	\$ 313,181.29	\$ 318,371.37
	CVC	\$ 1,084,705.77	\$ 1,126,970.76	\$ 1,171,028.59	\$ 1,216,956.46	\$ 1,264,834.91	\$ 1,314,747.92	\$ 1,366,783.11	\$ 1,421,031.86	\$ 1,477,589.49	\$ 1,536,555.42
	BSC	\$ 272,246.67	\$ 282,183.99	\$ 292,522.83	\$ 303,279.66	\$ 314,471.65	\$ 326,116.67	\$ 338,233.34	\$ 350,841.03	\$ 363,959.93	\$ 377,611.05
Additional CRL Revenue		\$ 10,250.00	\$ 10,506.25	\$ 10,768.91	\$ 11,038.13	\$ 11,314.08	\$ 11,596.93	\$ 11,886.86	\$ 12,184.03	\$ 12,488.63	\$ 12,800.85
Total operational income		\$ 1,367,202.44	\$ 1,419,661.00	\$ 1,474,320.32	\$ 1,531,274.25	\$ 1,590,620.64	\$ 1,652,461.52	\$ 1,716,903.30	\$ 1,784,056.92	\$ 1,854,038.05	\$ 1,926,967.31
rate peg		2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
rate peg + x% minimum		4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
rate used		4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
per capita rate		\$ 16.47	\$ 17.13	\$ 17.81	\$ 18.53	\$ 19.27	\$ 20.04	\$ 20.84	\$ 21.67	\$ 22.54	\$ 23.44
Expenses											
50 - Salaries, Wages & Oncosts		\$ 449,846.88	\$ 461,093.05	\$ 472,620.37	\$ 484,435.88	\$ 496,546.78	\$ 508,960.45	\$ 521,684.46	\$ 534,726.57	\$ 548,094.74	\$ 561,797.10
51 - Other Employee Costs		\$ 13,133.33	\$ 13,461.66	\$ 13,798.20	\$ 14,143.15	\$ 14,496.73	\$ 14,859.15	\$ 15,230.63	\$ 15,611.40	\$ 16,001.68	\$ 16,401.72
53 - Materials		\$ 3,933.95	\$ 4,032.30	\$ 4,133.11	\$ 4,236.43	\$ 4,342.34	\$ 4,450.90	\$ 4,562.18	\$ 4,676.23	\$ 4,793.14	\$ 4,912.96
54 - Contractors & Consultancies		\$ 81,974.38	\$ 84,023.73	\$ 86,124.33	\$ 88,277.44	\$ 90,484.37	\$ 92,746.48	\$ 95,065.14	\$ 97,441.77	\$ 99,877.82	\$ 102,374.76
57 - Insurance Expenses		\$ 4,869.78	\$ 4,991.52	\$ 5,116.31	\$ 5,244.22	\$ 5,375.32	\$ 5,509.70	\$ 5,647.45	\$ 5,788.63	\$ 5,933.35	\$ 6,081.68
59 - Administration Expenses		\$ 41,278.80	\$ 42,310.77	\$ 43,368.54	\$ 44,452.75	\$ 45,564.07	\$ 46,703.17	\$ 47,870.75	\$ 49,067.52	\$ 50,294.21	\$ 51,551.56
60 - Operating Expenses		\$ 98,233.95	\$ 100,689.80	\$ 103,207.04	\$ 105,787.22	\$ 108,431.90	\$ 111,142.70	\$ 113,921.27	\$ 116,769.30	\$ 119,688.53	\$ 122,680.74
61 - Subscriptions & Memberships		\$ 84,255.00	\$ 86,361.38	\$ 88,520.41	\$ 90,733.42	\$ 93,001.76	\$ 95,326.80	\$ 97,709.97	\$ 100,152.72	\$ 102,656.54	\$ 105,222.95
62 - Internal Expenses		\$ 143,955.10	\$ 147,553.98	\$ 151,242.83	\$ 155,023.90	\$ 158,899.50	\$ 162,871.98	\$ 166,943.78	\$ 171,117.38	\$ 175,395.31	\$ 179,780.19
Total operational expenses		\$ 921,481.15	\$ 944,518.18	\$ 968,131.13	\$ 992,334.41	\$ 1,017,142.77	\$ 1,042,571.34	\$ 1,068,635.62	\$ 1,095,351.52	\$ 1,122,735.30	\$ 1,150,803.69
Opening stock		132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000
acquisitions		13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200
item price		\$ 25.35	\$ 25.98	\$ 26.63	\$ 27.30	\$ 27.98	\$ 28.68	\$ 29.40	\$ 30.13	\$ 30.88	\$ 31.66
# weeded		13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200
Closing Stock		132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000
Funds Available		\$ 445,721.29	\$ 475,142.82	\$ 506,189.19	\$ 538,939.84	\$ 573,477.86	\$ 609,890.18	\$ 648,267.68	\$ 688,705.40	\$ 731,302.74	\$ 776,163.63
Bookvote		\$ 334,596.90	\$ 342,961.82	\$ 351,535.87	\$ 360,324.26	\$ 369,332.37	\$ 378,565.68	\$ 388,029.82	\$ 397,730.57	\$ 407,673.83	\$ 417,865.68
Reserve Opening		\$ 496,591.00	\$ 565,344.39	\$ 654,971.40	\$ 748,885.72	\$ 888,574.29	\$ 1,049,361.78	\$ 1,229,374.28	\$ 1,450,103.14	\$ 1,703,268.97	\$ 1,988,884.88
Current Year Contribution (less bookvote)		\$ 111,124.39	\$ 132,181.00	\$ 154,653.32	\$ 178,615.57	\$ 204,145.49	\$ 231,324.50	\$ 260,237.85	\$ 290,974.83	\$ 323,628.91	\$ 358,297.95
Other Reserve Expenditure		-\$ 42,371.00	-\$ 42,554.00	-\$ 60,739.00	-\$ 38,927.00	-\$ 43,358.00	-\$ 51,312.00	-\$ 39,509.00	-\$ 37,809.00	-\$ 38,013.00	-\$ 63,219.00
Reserve Closing Balance		\$ 565,344.39	\$ 654,971.40	\$ 748,885.72	\$ 888,574.29	\$ 1,049,361.78	\$ 1,229,374.28	\$ 1,450,103.14	\$ 1,703,268.97	\$ 1,988,884.88	\$ 2,283,963.83
Age of stock	<5yrs	59,801	58,661	57,917	60,086	60,060	60,060	60,060	60,060	60,060	60,060
	5-10yrs	45,616	48,602	51,985	47,428	45,496	43,961	42,821	42,077	44,246	44,220
	>10yrs	26,583	24,736	22,097	24,485	26,443	27,979	29,118	29,862	27,693	27,719
Ending Stock Check		131,999	131,999	131,999	131,999	131,999	131,999	131,999	131,999	131,999	131,999
Rounding Variance		-	1	-	1	-	1	-	1	-	1
Percentages	<5yrs	45%	44%	44%	46%	46%	46%	46%	46%	46%	46%
	5-10yrs	35%	37%	39%	36%	34%	33%	32%	32%	34%	34%
	>10yrs	20%	19%	17%	19%	20%	21%	22%	23%	21%	21%
Check		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



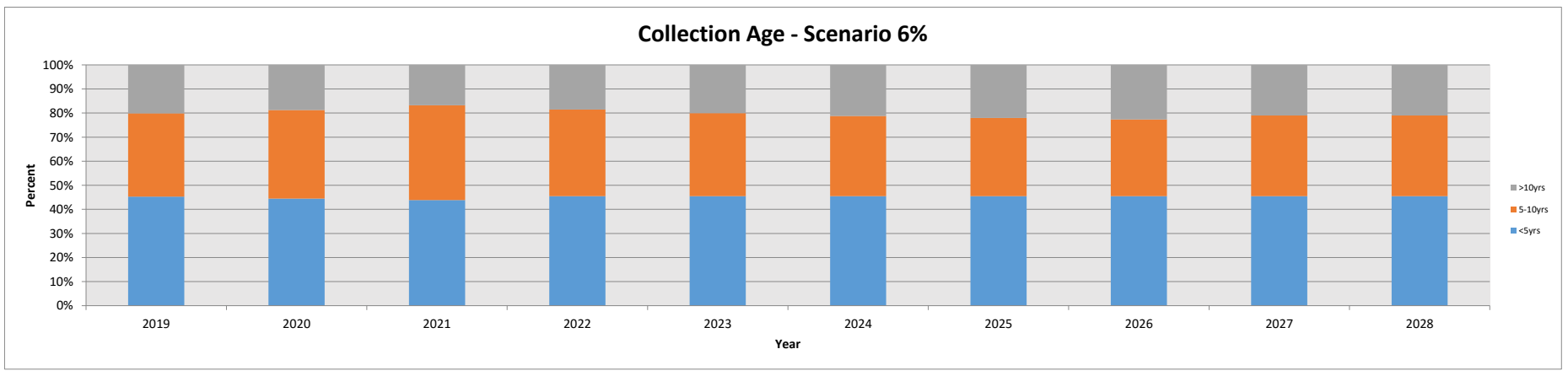
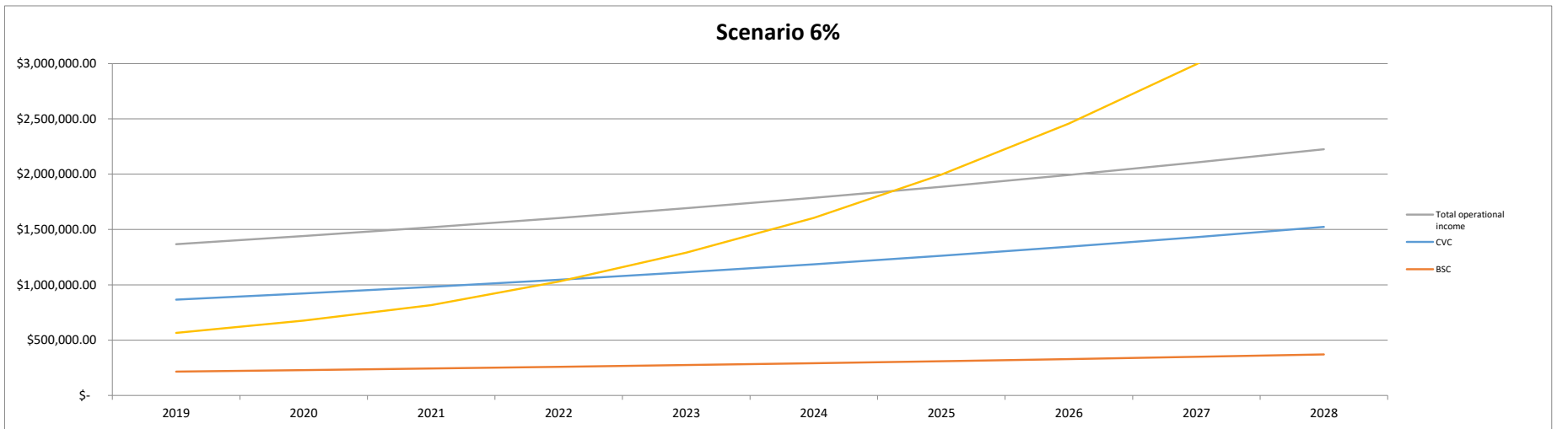
Assumptions	
minimum rate	5%
rate peg	2.5%
rate peg + x	1.5%
Target Stock Number	132,000
Target Replacement Number	13,200
Rate of expenditure growth	2.50%
Rate of book price growth	2.50%

FUNDING												
FINANCIAL YEAR		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
POPULATION	CVC	13080	13107	13133	13160	13187	13213	13240	13266	13293	13319	
	BSC											
	TOTAL	65,659	65,927	66,195	66,464	66,732	67,001	67,269	67,538	67,806	68,074	
CURRENT CONTRIBUTION	CVC	\$ 865,967.00	\$ 913,447.39	\$ 963,510.90	\$ 1,016,297.14	\$ 1,071,953.23	\$ 1,130,634.19	\$ 1,192,503.36	\$ 1,257,732.86	\$ 1,326,504.05	\$ 1,399,008.04	
	BSC	\$ 215,429.85	\$ 226,661.19	\$ 238,477.09	\$ 250,907.93	\$ 263,985.66	\$ 277,743.89	\$ 292,217.98	\$ 307,445.13	\$ 323,464.44	\$ 340,317.07	
	TOTAL	\$ 1,081,396.84	\$ 1,140,108.57	\$ 1,201,987.99	\$ 1,267,205.07	\$ 1,335,938.89	\$ 1,408,378.08	\$ 1,484,721.34	\$ 1,565,177.99	\$ 1,649,968.49	\$ 1,739,325.10	
STATE LIBRARY \$1.85 PER CAPITA RATE subsidy	CVC	\$ 97,270.12	\$ 97,717.50	\$ 98,164.89	\$ 98,612.27	\$ 99,059.65	\$ 99,507.03	\$ 99,954.41	\$ 100,401.79	\$ 100,849.17	\$ 101,296.55	
	BSC	\$ 24,198.25	\$ 24,247.45	\$ 24,296.64	\$ 24,345.83	\$ 24,395.03	\$ 24,444.22	\$ 24,493.41	\$ 24,542.60	\$ 24,591.80	\$ 24,640.99	
DISABILITY & GEOGRAPHIC ADJUSTMENT subsidy	CVC	\$ 121,468.65	\$ 124,505.37	\$ 127,618.00	\$ 130,808.45	\$ 134,078.66	\$ 137,430.63	\$ 140,866.39	\$ 144,388.05	\$ 147,997.76	\$ 151,697.70	
	BSC	\$ 32,618.58	\$ 33,434.04	\$ 34,269.89	\$ 35,126.64	\$ 36,004.80	\$ 36,904.92	\$ 37,827.55	\$ 38,773.24	\$ 39,742.57	\$ 40,736.13	
ADDITIONAL REGIONAL FUNDS	CVC											
	BSC											
TOTAL STATE LIBRARY FUNDING		\$ 275,555.60	\$ 279,904.36	\$ 284,349.41	\$ 288,893.19	\$ 293,538.14	\$ 298,286.80	\$ 303,141.76	\$ 308,105.68	\$ 313,181.29	\$ 318,371.37	
	CVC	\$ 1,084,705.77	\$ 1,135,670.26	\$ 1,189,293.78	\$ 1,245,717.86	\$ 1,305,091.54	\$ 1,367,571.84	\$ 1,433,324.16	\$ 1,502,522.70	\$ 1,575,350.98	\$ 1,652,002.28	
	BSC	\$ 272,246.67	\$ 284,342.67	\$ 297,043.62	\$ 310,380.40	\$ 324,385.49	\$ 339,093.03	\$ 354,538.94	\$ 370,760.97	\$ 387,798.80	\$ 405,694.19	
Additional CRL Revenue		\$ 10,250.00	\$ 10,506.25	\$ 10,768.91	\$ 11,038.13	\$ 11,314.08	\$ 11,596.93	\$ 11,886.86	\$ 12,184.03	\$ 12,488.63	\$ 12,800.85	
Total operational income		\$ 1,367,202.44	\$ 1,430,519.18	\$ 1,497,106.31	\$ 1,567,136.38	\$ 1,640,791.11	\$ 1,718,261.81	\$ 1,799,749.96	\$ 1,885,467.70	\$ 1,975,638.41	\$ 2,070,497.32	
rate peg		2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	
rate peg + x% minimum		4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	
rate used		5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	
per capita rate		\$ 16.47	\$ 17.29	\$ 18.16	\$ 19.07	\$ 20.02	\$ 21.02	\$ 22.07	\$ 23.17	\$ 24.33	\$ 25.55	
Expenses												
50 - Salaries, Wages & Oncosts		\$ 449,846.88	\$ 461,093.05	\$ 472,620.37	\$ 484,435.88	\$ 496,546.78	\$ 508,960.45	\$ 521,684.46	\$ 534,726.57	\$ 548,094.74	\$ 561,797.10	
51 - Other Employee Costs		\$ 13,133.33	\$ 13,461.66	\$ 13,798.20	\$ 14,143.15	\$ 14,496.73	\$ 14,859.15	\$ 15,230.63	\$ 15,611.40	\$ 16,001.68	\$ 16,401.72	
53 - Materials		\$ 3,933.95	\$ 4,032.30	\$ 4,133.11	\$ 4,236.43	\$ 4,342.34	\$ 4,450.90	\$ 4,562.18	\$ 4,676.23	\$ 4,793.14	\$ 4,912.96	
54 - Contractors & Consultancies		\$ 81,974.38	\$ 84,023.73	\$ 86,124.33	\$ 88,277.44	\$ 90,484.37	\$ 92,746.48	\$ 95,065.14	\$ 97,441.77	\$ 99,877.82	\$ 102,374.76	
57 - Insurance Expenses		\$ 4,869.78	\$ 4,991.52	\$ 5,116.31	\$ 5,244.22	\$ 5,375.32	\$ 5,509.70	\$ 5,647.45	\$ 5,788.63	\$ 5,933.35	\$ 6,081.68	
59 - Administration Expenses		\$ 41,278.80	\$ 42,310.77	\$ 43,368.54	\$ 44,452.75	\$ 45,564.07	\$ 46,703.17	\$ 47,870.75	\$ 49,067.52	\$ 50,294.21	\$ 51,551.56	
60 - Operating Expenses		\$ 98,233.95	\$ 100,689.80	\$ 103,207.04	\$ 105,787.22	\$ 108,431.90	\$ 111,142.70	\$ 113,921.27	\$ 116,769.30	\$ 119,688.53	\$ 122,680.74	
61 - Subscriptions & Memberships		\$ 84,255.00	\$ 86,361.38	\$ 88,520.41	\$ 90,733.42	\$ 93,001.76	\$ 95,326.80	\$ 97,709.97	\$ 100,152.72	\$ 102,656.54	\$ 105,222.95	
62 - Internal Expenses		\$ 143,955.10	\$ 147,553.98	\$ 151,242.83	\$ 155,023.90	\$ 158,899.50	\$ 162,871.98	\$ 166,943.78	\$ 171,117.38	\$ 175,395.31	\$ 179,780.19	
Total operational expenses		\$ 921,481.15	\$ 944,518.18	\$ 968,131.13	\$ 992,334.41	\$ 1,017,142.77	\$ 1,042,571.34	\$ 1,068,635.62	\$ 1,095,351.52	\$ 1,122,735.30	\$ 1,150,803.69	
Opening stock		132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	
acquisitions		13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	
item price		\$ 25.35	\$ 25.98	\$ 26.63	\$ 27.30	\$ 27.98	\$ 28.68	\$ 29.40	\$ 30.13	\$ 30.88	\$ 31.66	
# weeded		13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	
Closing Stock		132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	
Funds Available		\$ 445,721.29	\$ 486,001.00	\$ 528,975.17	\$ 574,801.97	\$ 623,648.34	\$ 675,690.47	\$ 731,114.34	\$ 790,116.18	\$ 852,903.11	\$ 919,693.63	
Bookvote		\$ 334,596.90	\$ 342,961.82	\$ 351,535.87	\$ 360,324.26	\$ 369,332.37	\$ 378,565.68	\$ 388,029.82	\$ 397,730.57	\$ 407,673.83	\$ 417,865.68	
Reserve Opening		\$ 496,591.00	\$ 565,344.39	\$ 665,829.57	\$ 782,529.88	\$ 958,080.59	\$ 1,169,038.55	\$ 1,414,851.35	\$ 1,718,426.86	\$ 2,073,003.47	\$ 2,480,219.75	
Current Year Contribution (less bookvote)		\$ 111,124.39	\$ 143,039.18	\$ 177,439.31	\$ 214,477.71	\$ 254,315.97	\$ 297,124.79	\$ 343,084.51	\$ 392,385.61	\$ 445,229.27	\$ 501,827.95	
Other Reserve Expenditure		-\$ 42,371.00	-\$ 42,554.00	-\$ 60,739.00	-\$ 38,927.00	-\$ 43,358.00	-\$ 51,312.00	-\$ 39,509.00	-\$ 37,809.00	-\$ 38,013.00	-\$ 63,219.00	
Reserve Closing Balance		\$ 565,344.39	\$ 665,829.57	\$ 782,529.88	\$ 958,080.59	\$ 1,169,038.55	\$ 1,414,851.35	\$ 1,718,426.86	\$ 2,073,003.47	\$ 2,480,219.75	\$ 2,918,828.70	
Age of stock	<5yrs	59,801	58,661	57,917	60,086	60,060	60,060	60,060	60,060	60,060	60,060	
	5-10yrs	45,616	48,602	51,985	47,428	45,496	43,961	42,821	42,077	44,246	44,220	
	>10yrs	26,583	24,736	22,097	24,485	26,443	27,979	29,118	29,862	27,693	27,719	
Ending Stock Check		131,999	131,999	131,999	131,999	131,999	131,999	131,999	131,999	131,999	131,999	
Rounding Variance		-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	
Percentages	<5yrs	45%	44%	44%	46%	46%	46%	46%	46%	46%	46%	
	5-10yrs	35%	37%	39%	36%	34%	33%	32%	32%	34%	34%	
	>10yrs	20%	19%	17%	19%	20%	21%	22%	23%	21%	21%	
Check		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	



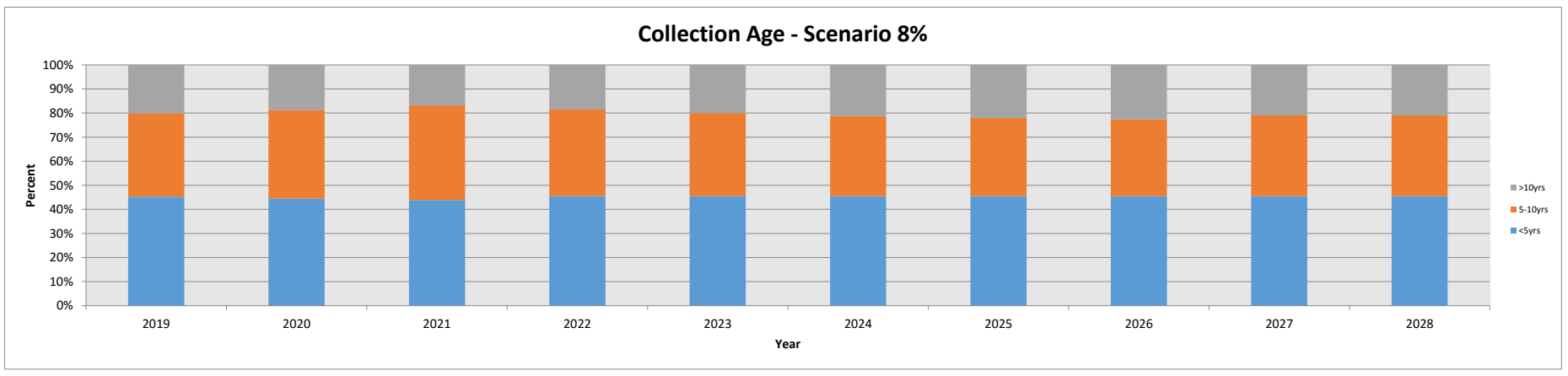
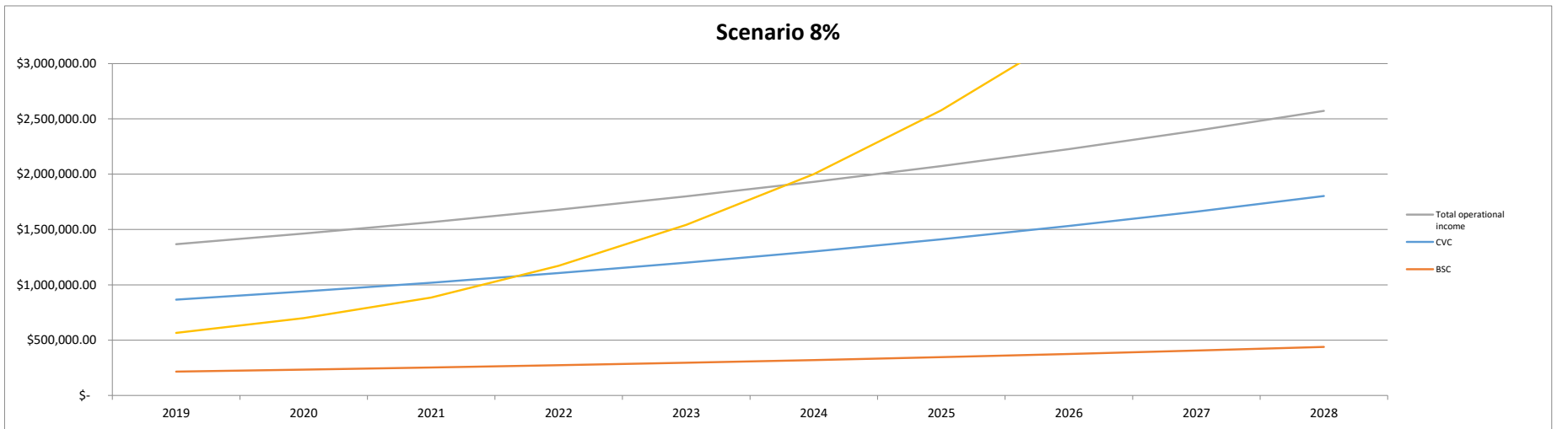
Assumptions	
minimum rate	6%
rate peg	2.5%
rate peg + x	1.5%
Target Stock Number	132,000
Target Replacement Number	13,200
Rate of expenditure growth	2.50%
Rate of book price growth	2.50%

FUNDING												
FINANCIAL YEAR		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
POPULATION	CVC	13080	13107	13133	13160	13187	13213	13240	13266	13293	13319	
	BSC											
	TOTAL	65,659	65,927	66,195	66,464	66,732	67,001	67,269	67,538	67,806	68,074	
CURRENT CONTRIBUTION	CVC	\$ 865,967.00	\$ 922,146.89	\$ 981,950.88	\$ 1,045,611.62	\$ 1,113,376.63	\$ 1,185,509.25	\$ 1,262,289.61	\$ 1,344,015.79	\$ 1,431,004.87	\$ 1,523,594.18	
	BSC	\$ 215,429.85	\$ 228,819.87	\$ 243,041.14	\$ 258,145.22	\$ 274,186.84	\$ 291,224.12	\$ 309,318.82	\$ 328,536.46	\$ 348,946.68	\$ 370,623.39	
	TOTAL	\$ 1,081,396.84	\$ 1,150,966.75	\$ 1,224,992.02	\$ 1,303,756.84	\$ 1,387,563.47	\$ 1,476,733.37	\$ 1,571,608.43	\$ 1,672,552.25	\$ 1,779,951.55	\$ 1,894,217.57	
STATE LIBRARY \$1.85 PER CAPITA RATE subsidy	CVC	\$ 97,270.12	\$ 97,717.50	\$ 98,164.89	\$ 98,612.27	\$ 99,059.65	\$ 99,507.03	\$ 99,954.41	\$ 100,401.79	\$ 100,849.17	\$ 101,296.55	
	BSC	\$ 24,198.25	\$ 24,247.45	\$ 24,296.64	\$ 24,345.83	\$ 24,395.03	\$ 24,444.22	\$ 24,493.41	\$ 24,542.60	\$ 24,591.80	\$ 24,640.99	
DISABILITY & GEOGRAPHIC ADJUSTMENT subsidy	CVC	\$ 121,468.65	\$ 124,505.37	\$ 127,618.00	\$ 130,808.45	\$ 134,078.66	\$ 137,430.63	\$ 140,866.39	\$ 144,388.05	\$ 147,997.76	\$ 151,697.70	
	BSC	\$ 32,618.58	\$ 33,434.04	\$ 34,269.89	\$ 35,126.64	\$ 36,004.80	\$ 36,904.92	\$ 37,827.55	\$ 38,773.24	\$ 39,742.57	\$ 40,736.13	
ADDITIONAL REGIONAL FUNDS	CVC											
	BSC											
TOTAL STATE LIBRARY FUNDING		\$ 275,555.60	\$ 279,904.36	\$ 284,349.41	\$ 288,893.19	\$ 293,538.14	\$ 298,286.80	\$ 303,141.76	\$ 308,105.68	\$ 313,181.29	\$ 318,371.37	
	CVC	\$ 1,084,705.77	\$ 1,144,369.76	\$ 1,207,733.76	\$ 1,275,032.34	\$ 1,346,514.94	\$ 1,422,446.90	\$ 1,503,110.41	\$ 1,588,805.63	\$ 1,679,851.79	\$ 1,776,588.43	
	BSC	\$ 272,246.67	\$ 286,501.35	\$ 301,607.67	\$ 317,617.69	\$ 334,586.66	\$ 352,573.27	\$ 371,639.77	\$ 391,852.30	\$ 413,281.04	\$ 436,000.51	
Additional CRL Revenue		\$ 10,250.00	\$ 10,506.25	\$ 10,768.91	\$ 11,038.13	\$ 11,314.08	\$ 11,596.93	\$ 11,886.86	\$ 12,184.03	\$ 12,488.63	\$ 12,800.85	
Total operational income		\$ 1,367,202.44	\$ 1,441,377.36	\$ 1,520,110.34	\$ 1,603,688.16	\$ 1,692,415.69	\$ 1,786,617.10	\$ 1,886,637.05	\$ 1,992,841.96	\$ 2,105,621.47	\$ 2,225,389.78	
rate peg		2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	
rate peg + x% minimum		4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	
rate used		6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	
per capita rate		\$ 16.47	\$ 17.46	\$ 18.51	\$ 19.62	\$ 20.79	\$ 22.04	\$ 23.36	\$ 24.76	\$ 26.25	\$ 27.83	
Expenses												
50 - Salaries, Wages & Oncosts		\$ 449,846.88	\$ 461,093.05	\$ 472,620.37	\$ 484,435.88	\$ 496,546.78	\$ 508,960.45	\$ 521,684.46	\$ 534,726.57	\$ 548,094.74	\$ 561,797.10	
51 - Other Employee Costs		\$ 13,133.33	\$ 13,461.66	\$ 13,798.20	\$ 14,143.15	\$ 14,496.73	\$ 14,859.15	\$ 15,230.63	\$ 15,611.40	\$ 16,001.68	\$ 16,401.72	
53 - Materials		\$ 3,933.95	\$ 4,032.30	\$ 4,133.11	\$ 4,236.43	\$ 4,342.34	\$ 4,450.90	\$ 4,562.18	\$ 4,676.23	\$ 4,793.14	\$ 4,912.96	
54 - Contractors & Consultancies		\$ 81,974.38	\$ 84,023.73	\$ 86,124.33	\$ 88,277.44	\$ 90,484.37	\$ 92,746.48	\$ 95,065.14	\$ 97,441.77	\$ 99,877.82	\$ 102,374.76	
57 - Insurance Expenses		\$ 4,869.78	\$ 4,991.52	\$ 5,116.31	\$ 5,244.22	\$ 5,375.32	\$ 5,509.70	\$ 5,647.45	\$ 5,788.63	\$ 5,933.35	\$ 6,081.68	
59 - Administration Expenses		\$ 41,278.80	\$ 42,310.77	\$ 43,368.54	\$ 44,452.75	\$ 45,564.07	\$ 46,703.17	\$ 47,870.75	\$ 49,067.52	\$ 50,294.21	\$ 51,551.56	
60 - Operating Expenses		\$ 98,233.95	\$ 100,689.80	\$ 103,207.04	\$ 105,787.22	\$ 108,431.90	\$ 111,142.70	\$ 113,921.27	\$ 116,769.30	\$ 119,688.53	\$ 122,680.74	
61 - Subscriptions & Memberships		\$ 84,255.00	\$ 86,361.38	\$ 88,520.41	\$ 90,733.42	\$ 93,001.76	\$ 95,326.80	\$ 97,709.97	\$ 100,152.72	\$ 102,656.54	\$ 105,222.95	
62 - Internal Expenses		\$ 143,955.10	\$ 147,553.98	\$ 151,242.83	\$ 155,023.90	\$ 158,899.50	\$ 162,871.98	\$ 166,943.78	\$ 171,117.38	\$ 175,395.31	\$ 179,780.19	
Total operational expenses		\$ 921,481.15	\$ 944,518.18	\$ 968,131.13	\$ 992,334.41	\$ 1,017,142.77	\$ 1,042,571.34	\$ 1,068,635.62	\$ 1,095,351.52	\$ 1,122,735.30	\$ 1,150,803.69	
Opening stock		132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	
acquisitions		13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	
item price		\$ 25.35	\$ 25.98	\$ 26.63	\$ 27.30	\$ 27.98	\$ 28.68	\$ 29.40	\$ 30.13	\$ 30.88	\$ 31.66	
# weeded		13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	
Closing Stock		132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	
Funds Available		\$ 445,721.29	\$ 496,859.18	\$ 551,979.21	\$ 611,353.74	\$ 675,272.92	\$ 744,045.76	\$ 818,001.42	\$ 897,490.45	\$ 982,886.16	\$ 1,074,586.10	
Bookvote		\$ 334,596.90	\$ 342,961.82	\$ 351,535.87	\$ 360,324.26	\$ 369,332.37	\$ 378,565.68	\$ 388,029.82	\$ 397,730.57	\$ 407,673.83	\$ 417,865.68	
Reserve Opening		\$ 496,591.00	\$ 565,344.39	\$ 676,687.75	\$ 816,392.09	\$ 1,028,494.57	\$ 1,291,077.12	\$ 1,605,245.19	\$ 1,995,707.79	\$ 2,457,658.67	\$ 2,994,858.00	
Current Year Contribution (less bookvote)		\$ 111,124.39	\$ 153,897.36	\$ 200,443.34	\$ 251,029.48	\$ 305,940.55	\$ 365,480.08	\$ 429,971.60	\$ 499,759.88	\$ 575,212.33	\$ 656,720.42	
Other Reserve Expenditure		-\$ 42,371.00	-\$ 42,554.00	-\$ 60,739.00	-\$ 38,927.00	-\$ 43,358.00	-\$ 51,312.00	-\$ 39,509.00	-\$ 37,809.00	-\$ 38,013.00	-\$ 63,219.00	
Reserve Closing Balance		\$ 565,344.39	\$ 676,687.75	\$ 816,392.09	\$ 1,028,494.57	\$ 1,291,077.12	\$ 1,605,245.19	\$ 1,995,707.79	\$ 2,457,658.67	\$ 2,994,858.00	\$ 3,588,359.42	
Age of stock	<5yrs	59,801	58,661	57,917	60,086	60,060	60,060	60,060	60,060	60,060	60,060	
	5-10yrs	45,616	48,602	51,985	47,428	45,496	43,961	42,821	42,077	44,246	44,220	
	>10yrs	26,583	24,736	22,097	24,485	26,443	27,979	29,118	29,862	27,693	27,719	
Ending Stock Check		131,999	131,999	131,999	131,999	131,999	131,999	131,999	131,999	131,999	131,999	
Rounding Variance		-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	
Percentages	<5yrs	45%	44%	44%	46%	46%	46%	46%	46%	46%	46%	
	5-10yrs	35%	37%	39%	36%	34%	33%	32%	32%	34%	34%	
	>10yrs	20%	19%	17%	19%	20%	21%	22%	23%	21%	21%	
Check		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	



Assumptions	
minimum rate	8%
rate peg	2.5%
rate peg + x	1.5%
Target Stock Number	132,000
Target Replacement Number	13,200
Rate of expenditure growth	2.50%
Rate of book price growth	2.50%

FUNDING											
FINANCIAL YEAR		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
POPULATION	CVC	13080	13107	13133	13160	13187	13213	13240	13266	13293	13319
	BSC										
	TOTAL	65,659	65,927	66,195	66,464	66,732	67,001	67,269	67,538	67,806	68,074
CURRENT CONTRIBUTION	CVC	\$ 865,967.00	\$ 939,545.88	\$ 1,019,355.20	\$ 1,105,920.92	\$ 1,199,813.28	\$ 1,301,650.52	\$ 1,412,102.92	\$ 1,531,897.13	\$ 1,661,820.96	\$ 1,802,728.47
	BSC	\$ 215,429.85	\$ 233,137.22	\$ 252,299.03	\$ 273,034.64	\$ 295,473.24	\$ 319,754.60	\$ 346,029.94	\$ 374,462.91	\$ 405,230.56	\$ 438,524.48
	TOTAL	\$ 1,081,396.84	\$ 1,172,683.11	\$ 1,271,654.23	\$ 1,378,955.56	\$ 1,495,286.52	\$ 1,621,405.12	\$ 1,758,132.86	\$ 1,906,360.04	\$ 2,067,051.53	\$ 2,241,252.94
STATE LIBRARY \$1.85 PER CAPITA RATE subsidy	CVC	\$ 97,270.12	\$ 97,717.50	\$ 98,164.89	\$ 98,612.27	\$ 99,059.65	\$ 99,507.03	\$ 99,954.41	\$ 100,401.79	\$ 100,849.17	\$ 101,296.55
	BSC	\$ 24,198.25	\$ 24,247.45	\$ 24,296.64	\$ 24,345.83	\$ 24,395.03	\$ 24,444.22	\$ 24,493.41	\$ 24,542.60	\$ 24,591.80	\$ 24,640.99
DISABILITY & GEOGRAPHIC ADJUSTMENT subsidy	CVC	\$ 121,468.65	\$ 124,505.37	\$ 127,618.00	\$ 130,808.45	\$ 134,078.66	\$ 137,430.63	\$ 140,866.39	\$ 144,388.05	\$ 147,997.76	\$ 151,697.70
	BSC	\$ 32,618.58	\$ 33,434.04	\$ 34,269.89	\$ 35,126.64	\$ 36,004.80	\$ 36,904.92	\$ 37,827.55	\$ 38,773.24	\$ 39,742.57	\$ 40,736.13
ADDITIONAL REGIONAL FUNDS	CVC										
	BSC										
TOTAL STATE LIBRARY FUNDING		\$ 275,555.60	\$ 279,904.36	\$ 284,349.41	\$ 288,893.19	\$ 293,538.14	\$ 298,286.80	\$ 303,141.76	\$ 308,105.68	\$ 313,181.29	\$ 318,371.37
	CVC	\$ 1,084,705.77	\$ 1,161,768.75	\$ 1,245,138.09	\$ 1,335,341.64	\$ 1,432,951.59	\$ 1,538,588.17	\$ 1,652,923.72	\$ 1,776,686.97	\$ 1,910,667.89	\$ 2,055,722.71
	BSC	\$ 272,246.67	\$ 290,818.71	\$ 310,865.56	\$ 332,507.11	\$ 355,873.07	\$ 381,103.74	\$ 408,350.90	\$ 437,778.75	\$ 469,564.93	\$ 503,901.60
Additional CRL Revenue		\$ 10,250.00	\$ 10,506.25	\$ 10,768.91	\$ 11,038.13	\$ 11,314.08	\$ 11,596.93	\$ 11,886.86	\$ 12,184.03	\$ 12,488.63	\$ 12,800.85
Total operational income		\$ 1,367,202.44	\$ 1,463,093.71	\$ 1,566,772.55	\$ 1,678,886.88	\$ 1,800,138.74	\$ 1,931,288.85	\$ 2,073,161.47	\$ 2,226,649.75	\$ 2,392,721.44	\$ 2,572,425.16
rate peg		2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
rate peg + x% minimum		4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
rate used		8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
per capita rate		\$ 16.47	\$ 17.79	\$ 19.21	\$ 20.75	\$ 22.41	\$ 24.20	\$ 26.14	\$ 28.23	\$ 30.48	\$ 32.92
Expenses											
50 - Salaries, Wages & Oncosts		\$ 449,846.88	\$ 461,093.05	\$ 472,620.37	\$ 484,435.88	\$ 496,546.78	\$ 508,960.45	\$ 521,684.46	\$ 534,726.57	\$ 548,094.74	\$ 561,797.10
51 - Other Employee Costs		\$ 13,133.33	\$ 13,461.66	\$ 13,798.20	\$ 14,143.15	\$ 14,496.73	\$ 14,859.15	\$ 15,230.63	\$ 15,611.40	\$ 16,001.68	\$ 16,401.72
53 - Materials		\$ 3,933.95	\$ 4,032.30	\$ 4,133.11	\$ 4,236.43	\$ 4,342.34	\$ 4,450.90	\$ 4,562.18	\$ 4,676.23	\$ 4,793.14	\$ 4,912.96
54 - Contractors & Consultancies		\$ 81,974.38	\$ 84,023.73	\$ 86,124.33	\$ 88,277.44	\$ 90,484.37	\$ 92,746.48	\$ 95,065.14	\$ 97,441.77	\$ 99,877.82	\$ 102,374.76
57 - Insurance Expenses		\$ 4,869.78	\$ 4,991.52	\$ 5,116.31	\$ 5,244.22	\$ 5,375.32	\$ 5,509.70	\$ 5,647.45	\$ 5,788.63	\$ 5,933.35	\$ 6,081.68
59 - Administration Expenses		\$ 41,278.80	\$ 42,310.77	\$ 43,368.54	\$ 44,452.75	\$ 45,564.07	\$ 46,703.17	\$ 47,870.75	\$ 49,067.52	\$ 50,294.21	\$ 51,551.56
60 - Operating Expenses		\$ 98,233.95	\$ 100,689.80	\$ 103,207.04	\$ 105,787.22	\$ 108,431.90	\$ 111,142.70	\$ 113,921.27	\$ 116,769.30	\$ 119,688.53	\$ 122,680.74
61 - Subscriptions & Memberships		\$ 84,255.00	\$ 86,361.38	\$ 88,520.41	\$ 90,733.42	\$ 93,001.76	\$ 95,326.80	\$ 97,709.97	\$ 100,152.72	\$ 102,656.54	\$ 105,222.95
62 - Internal Expenses		\$ 143,955.10	\$ 147,553.98	\$ 151,242.83	\$ 155,023.90	\$ 158,899.50	\$ 162,871.98	\$ 166,943.78	\$ 171,117.38	\$ 175,395.31	\$ 179,780.19
Total operational expenses		\$ 921,481.15	\$ 944,518.18	\$ 968,131.13	\$ 992,334.41	\$ 1,017,142.77	\$ 1,042,571.34	\$ 1,068,635.62	\$ 1,095,351.52	\$ 1,122,735.30	\$ 1,150,803.69
Opening stock		132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000
acquisitions		13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200
item price		\$ 25.35	\$ 25.98	\$ 26.63	\$ 27.30	\$ 27.98	\$ 28.68	\$ 29.40	\$ 30.13	\$ 30.88	\$ 31.66
# weeded		13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200
Closing Stock		132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000
Funds Available		\$ 445,721.29	\$ 518,575.53	\$ 598,641.42	\$ 686,552.47	\$ 782,995.97	\$ 888,717.51	\$ 1,004,525.85	\$ 1,131,298.24	\$ 1,269,986.14	\$ 1,421,621.47
Bookvote		\$ 334,596.90	\$ 342,961.82	\$ 351,535.87	\$ 360,324.26	\$ 369,332.37	\$ 378,565.68	\$ 388,029.82	\$ 397,730.57	\$ 407,673.83	\$ 417,865.68
Reserve Opening		\$ 496,591.00	\$ 565,344.39	\$ 638,404.10	\$ 716,528.62	\$ 804,770.65	\$ 903,151.83	\$ 1,011,676.03	\$ 1,130,367.28	\$ 1,260,313.30	\$ 1,401,755.79
Current Year Contribution (less bookvote)		\$ 111,124.39	\$ 175,613.71	\$ 247,105.55	\$ 326,228.20	\$ 413,663.60	\$ 510,151.83	\$ 616,496.03	\$ 733,567.67	\$ 862,312.31	\$ 1,003,755.79
Other Reserve Expenditure		\$ 42,371.00	\$ 42,554.00	\$ 60,739.00	\$ 38,927.00	\$ 43,358.00	\$ 51,312.00	\$ 39,509.00	\$ 37,809.00	\$ 38,013.00	\$ 63,219.00
Reserve Closing Balance		\$ 565,344.39	\$ 698,404.10	\$ 884,770.65	\$ 1,172,071.85	\$ 1,542,377.45	\$ 2,001,217.28	\$ 2,578,204.31	\$ 3,273,962.98	\$ 4,098,262.28	\$ 5,038,799.08
Age of stock	<5yrs	59,801	58,661	57,917	60,086	60,060	60,060	60,060	60,060	60,060	60,060
	5-10yrs	45,616	48,602	51,985	47,428	45,496	43,961	42,821	42,077	44,246	44,220
	>10yrs	26,583	24,736	22,097	24,485	26,443	27,979	29,118	29,862	27,693	27,719
Ending Stock Check		131,999	131,999	131,999	131,999	131,999	131,999	131,999	131,999	131,999	131,999
Rounding Variance		-1	-1	-1	-1	-1	-1	-1	-1	-1	-1
Percentages	<5yrs	45%	44%	44%	46%	46%	46%	46%	46%	46%	46%
	5-10yrs	35%	37%	39%	36%	34%	33%	32%	32%	34%	34%
	>10yrs	20%	19%	17%	19%	20%	21%	22%	23%	21%	21%
Check		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



**CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
2017/2018 Revenue and Expenditure - OPERATIONAL**

	Original Budget 2017/18	Revised Budget as at 31/12/17 (NC)	Actuals to 31/12/17	% Actual vs Revised Budget
Revenue				
Contributions CVC Pub Library	783,103.00	783,103.00	391,551.50	50%
Contributions CVC Pub Lib (Regional Lib Wage)	22,000.00	22,000.00	11,000.00	50%
Contributions BSC Pub Library	238,255.00	238,255.00	52,559.72	22%
Revenues from users	14,709.00	14,709.00	4,474.69	30%
Sundry Revenues	0.00	0.00	795.98	0%
Total Revenue	1,058,067.00	1,058,067.00	460,381.89	
Expenditure				
<u>Workforce related</u>				
Salaries & Employment	347,495.00	347,495.00	163,097.22	47%
Public Holidays	14,552.00	14,552.00	6,207.28	43%
Superannuation	35,941.00	35,941.00	15,465.88	43%
Leave Accruals	40,458.00	40,458.00	20,229.00	50%
Workers Compensation	13,242.00	13,242.00	7,777.02	59%
Motor vehicle costs	7,500.00	7,500.00	4,500.00	60%
	459,188.00	459,188.00	217,276.40	
<u>Site & Equipment costs</u>				
Computer system costs	92,091.00	92,091.00	40,490.76	44%
Subscriptions/Databases	82,200.00	82,200.00	44,579.77	54%
Telephone	7,585.00	7,585.00	-92.67	-1%
Insurance	4,751.00	4,751.00	2,551.63	54%
	186,627.00	186,627.00	87,529.49	
<u>Direct Collection costs</u>				
Freight & cartage	19,500.00	19,500.00	9,060.00	46%
Book Maintenance	55,350.00	55,350.00	13,754.25	25%
	74,850.00	74,850.00	22,814.25	
<u>Overhead costs</u>				
Admin and Management (ABC Cost Distribution)	132,944.00	132,944.00	66,472.02	50%
Admin/Operating	27,368.00	27,368.00	12,864.24	47%
Promotional expenses	18,029.00	18,029.00	3,198.65	18%
	178,341.00	178,341.00	82,534.91	
Total Expenditure	899,006.00	899,006.00	410,155.05	
Excess / (Shortfall)	233,911.00	233,911.00	73,041.09	31%

**CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT
2017/18 Revenue and Expenditure - CAPITAL**

	Original Budget 2017/18	Revised Budget as at 31/12/17 (NC)	Actuals to 31/12/17	% Actual vs Revised Budget
Revenue				
Asset Disposal	0.00	0.00	0.00	
Other Revenues	0.00	0.00	0.00	
Total Revenue	0.00	0.00	0.00	
Expenditure				
<u>Recurrent</u>				
Bookstock	300,000.00	300,000.00	87,764.12	29%
Furniture & Equipment	0.00	0.00	0.00	0%
	300,000.00	300,000.00	87,764.12	
<u>Non-Recurrent</u>				
Nil at this stage	0.00	0.00	0.00	
Nil at this stage	0.00	0.00	0.00	
	0.00	0.00	0.00	
Total Expenditure	300,000.00	300,000.00	87,764.12	
Excess / (Shortfall)	-300,000.00	-300,000.00	-87,764.12	29%

The shortfall is the amount to be transferred from the CRL reserve and has a direct correlation with the net operating result

	Based on Original budget figures	Based on Revised budget figures (NC)
Balance of CRL Reserve		
Opening Balance as at 1/7/17	\$496,591.00	496,591.00
Less transfers from reserve:		
Capital expenditure incl books	\$300,000.00	300,000.00
Prior year book vote c/fwd	\$0.00	0.00
Add:		
Estimated operating transfer to reserve	\$233,911.00	\$233,911.00
Other Capital Revenue	\$0.00	\$0.00
Balance of reserve net of interest	\$430,502.00	\$430,502.00
Interest estimate as per Budget	\$15,104.00	\$15,104.00
Estimated balance as at 30/6/18	\$496,591.00	\$445,606.00