

**MINUTES**  
**CLARENCE REGIONAL LIBRARY COMMITTEE 17 March 2022**  
**Grafton Library Meeting rooms & online MS Teams meeting**

**PRESENT:** *Bellingen Shire Council*

Cllr Jo Brotherton  
 Cllr Ellie Tree (Deputy Chair)  
 Alison Pattinson (Manager Community Wellbeing)

Rowena Sierant (Bellingen Shire Librarian)

*Clarence Valley Council*

Cllr Peter Johnstone  
 Cllr Karen Toms (Chair)  
 Justin Putze (Executive Officer) (Manager Cultural, Community and Industry)

Kathryn Breward (Regional Librarian)  
 Victoria Keane (Team Leader (Regional Resources))  
 Katrina Shillam (Team Leader (Grafton Library))

Meeting opened at 10:30am

**New CRL Committee member on-boarding presentations**

These were presented by the Regional Librarian and covered an overview of the Clarence Regional Library Service and the various Models for Regional Libraries available under the legislation with an outline of the Clarence Regional Library Service as a Hybrid Model to the Regional and Cooperative models outlined.

**1. Acknowledgement of Traditional Custodians**

Kathryn Breward

**2. APOLOGIES**

NIL

**3. AGM – election of Chair and Deputy Chair**

Justin Putze Acted as Returning Officer for the nominations of Chair and Deputy Chair of the CRL Committee.

Nominated Chair: Cllr Karen Toms

Nominated By Cllr Peter Johnstone  
 Seconded By Jo Brotherton

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

Unanimous appointment

Nominated Deputy Chair: Cllr Ellie Tree

Nominated by: Jo Brotherton  
Seconded By Peter Johnstone

Unanimous appointment

Chair Cllr Karen Toms welcomed the new Councillors to the CRL Committee and Cllr Ellie Tree to her position of Deputy Chair.

#### 4. Disclosure of Conflict of Interest

Nil

#### 5. CONFIRMATION OF MINUTES – 4 November 2021

Moved: Cllr Karen Toms  
Second: Alison Pattinson

Adopted

#### 6. Business arising from the Minutes – Meeting held 13 August 2021

##### 6.1 DIGITAL ENGAGEMENT POSITION

Discussion covered the arguments for and against continuing to fund this position as a permanent part time position.

##### Recommendation

That the Committee:

- Note the achievements of the position and the contribution to the CRL Service.
- Endorse the position becoming a permanent part time addition to the CRL staff.

Moved: Cllr Peter Johnstone  
Second: Cllr Jo Brotherton

For: Justin Putze, Cllr Karen Toms, Cllr Jo Brotherton, Cllr Ellie Tree,  
Cllr Peter Johnstone

Against: Alison Pattinson

Adopted

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

## 1. Financial Papers

### 7.1 ANNUAL BUDGET 2021/22

The budget items from the last meeting are the same in the Attachment 1 spreadsheet whilst the body of the report has been updated using the new *CRL Budget and Quarterly Reporting Spreadsheet*, (the line items discussed in the report refer to the line items in this spreadsheet not Attachment 1).

#### Recommendation

That:

- The Report on the Clarence Regional Library Budget for 2021/22 is noted by the new Committee.
- Question on notice for *Line item 21 Salaries and employment* what was the budget adjustment of \$28, 099.00 related to?

Moved: Alison Pattinson  
Second: Cllr Karen Toms

Adopted

### 7.2 LIBRARY AGREEMENT FUNDING FORMULA OPTIONS

This report provides information on the options for the Clarence Regional Library Agreement Funding Formula which forms a part of the CRL Agreement due for renewal 1 July 2022.

#### Recommendation

That the CRL Committee endorse a funding formula for the CRL Agreement of the following:

- Per capita increase set at 2% per year including the rate peg, returning 25% of the State Library Funding subsidies to CRL for the 2022/23 financial year then set at 50% from 2023/24 financial year for future years of the Library Agreement.
- Note. Rate Peg for 2022/23 is 0.7%

Moved: Alison Pattinson  
Second: Cllr Ellie Tree

Adopted

### 7.3 2<sup>nd</sup> QUARTER FINANCIAL INCOME AND EXPENDITURE SPREADSHEET UPDATE

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

This report provides information on the Year to date income and expenditure of the Clarence Regional Library service 2021/22.

Recommendation

That:

- The Report on the Year to Date Income and Expenditure Sheet for 2021/22 is noted by the Committee.
- Question on Notice *CRL Expenses 53 – Materials* what is the reason for the overspend of \$17,908?

Moved: Cllr Peter Johnstone  
Second: Justin Putze

Adopted

## 9.1 OVERVIEW OF CLARENCE REGIONAL LIBRARY COMMITTEE

An introduction to the Clarence Regional Library (CRL) Committee for the new Committee members.

Recommendation

That the:

1. New members of the Clarence Regional Library Committee are welcomed formally to the Committee and the elected Chair and Deputy Chair are reported to the Executive Council in the Minutes of this meeting; and
2. Scope and operations of the Clarence Regional Library Committee be noted by members.

Moved: Cllr Ellie Tree  
Second: Cllr Jo Brotherton

Adopted

## 9.2 CRL COMMITTEE WORK PLAN

Information on the CRLC procedures including dates, times, distribution of reports, conduct of the meeting and processes.

Recommendation

That the Committee note and continue with the current procedures for the operation of the committee.

Moved: Justin Putze  
Second: Cllr Jo Brotherton

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

Adopted

### 9.3 CRL STRATEGIC PLAN UPDATE

#### Recommendation

That the

1. Report of achievement of the Clarence Regional Library Strategic Plan 2012 – 2022 be endorsed, and reported to the Executive.
2. CRL Committee acknowledge the work undertaken by the Regional Librarian to note the achievements against the Strategic plan.

Moved: Aison Pattinson

Second: Cllr Ellie Tree

Adopted

### 9.4 DRAFT NEW LIBRARY AGREEMENT 2022

After brief discussion the following items were amended:

- Item 2.3 our vision: added “literacy” to Vision Statement:

The vision of the CRL is to be:

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

Item 9.1 add:

- A. Meetings may be held online by electronic means if the need arises.

Insert item 10.3

**10.3** The amount Payable from the State Library Subsidies provided to the Delegating and Executive Councils to Clarence Regional Library (CRL) each year shall be according to the following Schedule:

10.3.1            2022/23 Financial Year - 25% of State Library Subsidies to CRL

10.3.2            2023/24 Financial Year to the end of the CRL Agreement – 50% of State Library Subsidies to CRL

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

Funding formula for Delegating and Executive councils per capita increase will be as follows:

- 10.7** The annual level of increase in the Per Capita Rate for member Contributions is set at:

*Per capita increase = 2% rate per year*

In Item 10.9 the following words are added: “at the beginning of” see highlight below:

- 10.9** The Executive Council shall issue a tax invoice **at the beginning of** each quarter to the Delegating Councils for its proportion of that budget and the Delegating Councils agrees to pay that invoice within 28 days of receipt.

Recommendation

The CRL Committee:

- Acknowledges the different library models available
- Agrees to continue with the current Regional Library Model – a Modified Hybrid Model
- Endorses the functions of the CRL

Moved: Cllr Karen Toms  
Second: Cllr Jo Brotherton

Adopted

## 10. Correspondence

- 10.1** In-coming:
- Community correspondence

Noted

- 10.2** Out-going:

Media Releases:

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

CRL – 8/12/2021	Vintage Film Club
CVC – 8/2/2022	Blaze Exhibition
CVC – 8/12/2021	Copy for Summer SCENE writeup – Reading club & School Holiday activities
CVC – 8/12/2021	David Roland Workshops
CVC – 18/11/2021	Resilient Clarence Resources Collection Launch
CVC – 17/11/2021	Mini Writer’s Festival
CVC – 15/11/2021	Terry Bouton “About Face” Exhibition
CVC – 1/11/2021	Resilient Clarence Resources

Noted

## 11. Items for Information

Community Book Selections will no longer be reported as these events in the library calendar have been removed due to a change in supplier service models since Covid-19.

Community book selection for our library collections remains available through our website as an online opportunity.

Noted

## 12. Additional Matters

### 12.1 MEETING SCHEDULE – Times and Dates

Meetings commence at 10:30 am with refreshments available from 10:00am  
Morning tea and Lunch are provided by the Regional Library

13 May 2022 – Bellingen

5 August 2022 – Grafton

4 November 2022 – Bellingen

3 February 2023 - Grafton

## 13. Items for next meeting

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



- 13.1** CRL Local Studies Strategy update
- 13.2** CRL Circulation & Membership Policy review
- 13.3** New Library Agreement

Meeting Closed: 2:20 pm

Next meeting: 13 May 2022 – Bellingen Library

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





**CLARENCE REGIONAL LIBRARY ADVISORY COMMITTEE****AGENDA**

A Meeting of the **CLARENCE REGIONAL LIBRARY ADVISORY COMMITTEE** has been convened for **10:30am** on **17 March 2022** at the **GRAFTON LIBRARY, 126 Pound Street GRAFTON NSW.**

**BUSINESS**

1. Acknowledgement of Traditional Custodians
2. Apologies
3. AGM - Election of Chair and Deputy Chair

Nominated Chair:

Nominated Deputy Chair:

4. Disclosure of Conflict of Interest
5. Confirmation of Minutes – 4 November 2021
6. Business arising from the Minutes – Meeting Held 4 November 2021
  - 6.1 Digital Engagement position
7. Financial Papers
  - 7.1 Annual Budget Overview
  - 7.2 Library Agreement Funding Formula options
  - 7.3 2nd Quarter Income and Expenditure Spreadsheet

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

8. Executive Officer's Reports - nil

9. Regional Library Reports –

- 9.1 CRLC overview
- 9.2 CRL Committee work plan
- 9.3 CRL Strategic Plan Update
- 9.4 Draft New Library Agreement 2022

10. Correspondence

10.1 In-coming:

Community correspondence - ATTACHMENT 10

10.2 Out-going:

Media Releases:

CRL – 8/12/2021	Vintage Film Club
CVC – 8/2/2022	Blaze Exhibition
CVC – 8/12/2021	Copy for Summer SCENE writeup – Reading club & School Holiday activities
CVC – 8/12/2021	David Roland Workshops
CVC – 18/11/2021	Resilient Clarence Resources Collection Launch
CVC – 17/11/2021	Mini Writer's Festival
CVC – 15/11/2021	Terry Bouton "About Face" Exhibition
CVC – 1/11/2021	Resilient Clarence Resources

11. Items for Information

11.1 Community Book Selection

12. Additional Matters:

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

12.1 Meeting schedule – time & dates

13. Items for next meeting

13.1 CRL Local Studies Strategy update

13.2 CRL Circulation & Membership Policy review

13.3 New Library Agreement

Meeting Closed:

Next meeting:

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



**ITEM: 6.1 No. 1/22 – DIGITAL ENGAGEMENT POSITION**

<b>Meeting:</b>	Clarence Regional Library Committee	February 2022
<b>Reviewed By:</b>		
<b>Attachment:</b>	no	

**REPORT SUMMARY**

This report provides information on the ongoing commitment to employ the Grade 8 Senior Library Officer (Digital Engagement) in the Clarence Regional Library services.

**OFFICER RECOMMENDATION**

That the Committee:

- Note the achievements of the position and the contribution to the CRL Service.
- Make the position a permanent part time addition to the CRL staff.

**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**

On the 16 May 2019 CRL Committee meeting a report was prepared on the expenditure from the CRL Reserve that included:

- The addition to Regional staff of a 42 hour per fortnight position for a Regional grade 8 Senior Library Officer (Digital Engagement). The position would target the regional website and social media programs and services, would coordinate our *Get Connected* programs and provide support to the local staff for scheduling and promotion of the *Get Connected* program. The position would source and apply for relevant grants relating to digital engagement.
- Consideration was given on the length of time the position of a grade 8 Senior Library Officer (Digital Engagement) would be relevant given the ever-changing nature of technology and digital media. A 3 year contracted position was the suggestion put forward by the Committee.
- After discussion within the committee the following Recommendation was endorsed:
  - New Digital Engagement Position created – grade 8 Senior Library Officer (Digital Engagement) – 42 hrs per fortnight as a limited contracted position to be reviewed at the end of the Library Agreement in June 2021.
- Once interviews were conducted, the position commenced on 28 January 2020 and ended 30 June 2021, the position was functionally operational for 15 months to the end of June 2021.

Whilst this position is digitally based, the Position Description also includes:

- development and coordination of marketing and promotional initiatives for the Regional Library collections, services, and events
  - Which also includes: print and radio media and implementation of the CRL Marketing Plan and Marketing Action Plan
- Develop and manage the regional promotional budget to maximise effective and efficient marketing now and into the future

The new incumbent commenced 18 October 2021 for a 12 month temporary contract, this person has since resigned effective 4 February 2022 (3 months).

Recruitment has commenced 8 February to replace this position up to the end of October 2022 (Approximately 7 Months).

## KEY ISSUES

This position has become an essential role for the Regional service, providing both strategic oversight of the Marketing Plan and Action Plan which includes all the engagement elements for a successful marketing/digital engagement program for the Regional Library as well as being able to source external funding, and provide strategic and supervisory oversight to the Library's *get connected* tech help programs and scheduling.

Implementation of the *CRL Marketing Plan and Action Plan* will not be effective without the Digital Engagement position coordinating and taking a lead role.

Funding for this position can be fully funded from the annual CRL Operational Budget.

- The expenditure on the Senior Library Officer (Digital Engagement) position is budgeted at \$44,190.00.

The role of this position within the Regional Library service during the 2020 Covid-19 crisis was key in getting our messaging out to our communities in a timely and effective manner, informing our Regional communities what was happening with library services daily as events unfolded and changed.

This position was key in the development of our digital services during the Covid-19 crisis, including:

- Increasing the newsletter output
- Investigating the usage of the CRL YouTube channel for *storytime* and *library minute* videos, the creation of the *KidsTube* library channel
- Developing the program for the *Get Connected* Zoom sessions and sourcing the funding

Without this position, the CRL service would have struggled to get our messaging out to our communities during 2020 and 2021 Covid-19 crisis. Our ability to pivot quickly to the *click/call & collect* service and engage our *eLibrary* model was a result of this position being in place. Having this position during this period meant other Regional Services staff could continue to focus on regional Collections and Services as per the Regional Library Agreement and our Public Libraries staff could focus on development and delivery of programs knowing that the marketing and community engagement was covered.

The Covid-19 situation continues to impact our services and engagement with community, strategic marketing, and promotion activities both digital and traditional has become even more essential to continue to get our message to our communities in an effective and timely manner.

Supporting our communities with assistance in devices/technology issues through effective programming and management of the *get connected* program which includes: the coordination/supervision of staff facilitators, scheduling, as well as seeking grants funding to support the programs continuation, are all elements that the Regional Service would not have capacity to resource otherwise.

Current staffing within Regional Services does not have capacity to add to their responsibilities all the elements that this position covers.

Marketing and promotion through both traditional and digital means has become a common role in public libraries and the regular programming of technology support for community members is also now a regular feature in a similar way as is *Storytime* for our young members.

There is ongoing volume of work for this position that indicates it needs to become permanent within the Regional Service team.

Achievements to date:

- As a result of the digital engagement campaigns during 2020 and the Covid-19 crisis 8,000 eBook loans were placed through BorrowBox alone during the 4<sup>th</sup> quarter of 2019/20. To compare quarters:
  - 3 quarter 2019/20 total eBook loans = 5,000
  - 3 quarter 2020/21 total eBook loans = 7,347
- scheduled social media posts to identified and targeted audiences strategically promoting library services, programs, visitation and membership.
- Continued growth in followers and reach of all social media assets including 2930+ followers on CRL Facebook, 1100+ followers on CRL Instagram.
- Increased engagement and communication with community members through the use of Facebook, Messenger and Instagram. From April 2020 – April 2021 CRL had 11,310 engagements and information requests via social media platforms, equalling an engagement rate of 2.53%. From April 2021 to present, engagement rate has increased to 3.14%.
- Regular media releases scheduled for highlighting Regional services and collections
- \$17,250 gained across four successful grant applications for *Get Connected* programs
- Development and scheduling of get connected@home programs - get social with Zoom and the MiPad Lending iPad program
- Identification of new administrative software and Apps including Linktree, to assist strategically with our digital platforms – these tools enhance the output of our digital footprint and provide efficient and effective means to link and funnel our various social media platforms to our website.
- Regional Newsletter has increased frequency from quarterly to every 4-6 weeks
- Since February 2020 open rates of CRL Electronic Direct Mail (digital media releases and eNewsletters) have increased from 5% to 29.7%. Successful average email open rate should be between 15-25% (according to Electronic Direct Mail (EDM) specialist, Campaign Monitor).
- In the last 12 months we have had a 4.8% increase in subscribers to the eNewsletter
- Support provided to BSC and CVC staff posting to local individual library Facebook pages, including creating shareable content for branch Facebook pages and photo and text editing support.
- Produced a suite of radio and newspaper advertising campaigns to promote library services and membership.
- Managed two staff members for *Get Connected* programming
- Library survey development and management (also part of the Marketing Plan Research)

- Identified other web-based platforms where we can freely advertise our services including community-based Facebook groups and pages, Australian Tourism Data Warehouse (ATDW), My Clarence Valley and Library Planet.
- Created Facebook events for CRL events to increase promotion and reach.
- Activated CRL YouTube Channel to engage and grow membership and store digital content. In 2019/20 the Channel had 2073 views and has 46 subscribers. For 2020/21 3814 views with 79 subscribers.
- Explicit digital promotion of the CRL app has contributed to over 2000 downloads of the app and over 20,000 launches since it was launched in 2020.
- Reservations of 'Suggestions for Purchase' items have increased following a digital campaign.
- CRL campaign titles on Borrowbox have had steadily increasing loans since we started actively promoting them on social media.
- Storybox Library statistics increase after posting on social media. For example: there were 209 stories viewed in November after a Facebook post at the beginning of the month.
- The digital promotion of book titles on social media regularly results in a direct increase in reservations.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	nil

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**ITEM: 7.1 No. 4/21 – ANNUAL BUDGET OVERVIEW 2021/22**

<b>Meeting:</b>	Clarence Regional Library Committee	February 2022
<b>Reviewed By:</b>		
<b>Attachment:</b>	yes	

**REPORT SUMMARY**

This report provides updated information on the 2021/22 Clarence Regional Library Budget.

**OFFICER RECOMMENDATION**

That:

- The Report on the Clarence Regional Library Budget for 2021/22 is noted by the new Committee.

**LINKAGE TO CVC COMMUNITY PLAN**

Theme **1 Society**

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

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

**LINKAGE TO BSC COMMUNITY VISION 2030**

Theme 2: Community Wellbeing

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

Items of note in the 2021/22 Annual CRL Budget include:

- Line 4 - State Library Subsidies are calculated at 25% to go to the CRL this Financial year.
- LGA funding formula based on population from **ABS 3218.0 Regional Population Growth, Australia**
- *Line 151 - Book Stock* – set at \$300,000 as agreed
- *Line 154 – Opening Balance* of the CRL Reserve as at 1/7/2021 is \$734,212
- *Line 158 – Estimated balance* – CRL Reserve \$707,120

Note: The *Public Libraries in NSW Financial Reporting Manual* says it depends on whether the content is owned or leased. If it is owned in perpetuity it is capital. If it is licensed/leased it is operational. Page 12 of the report has the most information. Currently when completing the annual financial reporting for the State Library our finance section depreciates our eResources along with all other capital. As they are assets that CRL owns and are treated in the same as other book purchases.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Attachment 1: CRL Annual Budget 2021/22



**ITEM: 7.2 No. 1/22 – LIBRARY AGREEMENT FUNDING FORMULA OPTIONS**

<b>Meeting:</b>	Clarence Regional Library Committee	February 2022
<b>Reviewed By:</b>		
<b>Attachment:</b>	yes	

**REPORT SUMMARY**

This report provides information on the options for the Clarence Regional Library Agreement Funding Formula.

**OFFICER RECOMMENDATION**

That the CRL Committee endorse a funding formula of the following:

Option 1 - Per capita increase set at 2% per year including the rate peg with a reduced State subsidy of 50%.

**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**

At the May 2021 CRLC meeting the following recommendation regarding the State Library Subsidy payments to the CRL for the next 2 years was endorsed.

*Recommendation*

*That the CRL Committee agree to:*

*Returning 25% of the State Library Subsidies to CRL from 2021/22 and 50% in 2022/23 to preserve the CRL Reserve at a reasonable level and:*

- *Endorse a figure of \$200,000 as an estimated base rate for effectively covering potential redundancies.*
- *Provide a Book Vote to maintain the library Collection at appropriate levels, age and quality.*
- *Provide funds for another two User/Non-user Surveys conducted by a contractor over the next 10yrs.*

*Moved: Cllr Karen Toms*

*Second: Cllr Toni Wright-Turner*

*Adopted*

This was adopted at the September 2021 Clarence Valley Council Meeting and is incorporated into the funding options presented.

As part of the discussion for item *10.1 RAMIFICATIONS OF POSTPONED COUNCIL ELECTIONS*:

*Discussion covered the need for modelling around the funding formula as part of the new CRL Agreement review. The committee determined that modelling be undertaken for a 2%, 3% and 4% annual increase in funding across 10 years with the effects on collection and operations predicated.*

## **KEY ISSUES**

The 2018 forecasting spreadsheet used for determining the current funding formula has been revised to enable the funding formula options to be developed.

All assumptions are in line with Clarence Valley Council financial assumptions used in the 10 year Operational and the Long Term Forecast assumptions.

*Assumptions include:*

- State Library subsidies set at \$ 2.65 2021/22 and \$2.85 ongoing into the future
- Rate peg = 2.5%
- Interest on investments = 1%
- Wage growth at 2% increase per year
- Expenditure at 2% increase per year
- Workers comp at 2.6% increase per year
- Average cost per stock item = \$20.00
- Target stock number = 132,000
- Target stock item replacement = 13,200
- Regional Librarian Wages & Overheads consists of 20% of the following allocations:

Ord Hours
Award Allowances
Public Holidays
Sick Leave
Training (wages only)
Annual Leave
Long Service Leave
Super 10%
Workers Comp 2.6%
Motor Vehicle

- Population is based ABS 3218.0 Regional Population Estimates by local Government Area published in March/ April each year for the preceding year. (State Library base their per capita funding on the same population estimates).

Elements in spreadsheet that are adjustable to show different funding outcomes across the 10 years include:

- Percentage of State Library Subsidies that the CRL receives from BSC and CVC Public Libraries
- Rate peg + X% increase
- Cost per book is set at \$20 but can be adjusted up or down in price

The options provided include:

1. Per capita increase set at 2% per year
2. Per capita increase set at 3% per year
3. Per capita increase set at 4% per year

Based on the levels of the CRL combined Reserves as indicated

4. Per capita increase set at 2% per year combined with 50% State subsidy

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Attachment 2, 3, 4, 5: CRL 2021-22 Forecasts 2%, 3%, 4% and CRL Reserves summary comparison

**ITEM: 9.1 No. 1/22 – OVERVIEW OF CLARENCE REGIONAL LIBRARY COMMITTEE**

<b>Meeting:</b>	Clarence Regional Library Committee	February 2022
<b>Reviewed By:</b>		
<b>Attachment:</b>	yes	

**REPORT SUMMARY**

This report provides an introduction to the Clarence Regional Library (CRL) Committee for the new Committee members.

**OFFICER RECOMMENDATION**

That the:

1. New members of the Clarence Regional Library Committee are welcomed formally to the Committee and the elected Chair and Deputy Chair are reported to the Executive Council in the Minutes of this meeting; and
2. Scope and operations of the Clarence Regional Library Committee be noted by members.

**LINKAGE TO CVC COMMUNITY PLAN**

Theme 1 Our Society

Objective 1.3 We will have a diverse and creative culture

Strategy 1.3.1 Provide innovative and enhanced library services that support and encourage life long learning

**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**

Public Library operations are broadly governed by the *Library Act 1939*. The Clarence Regional Library (CRL) Committee is established under that Act. A formal Agreement details the relationship between the members of the regional service as per the Act (See Attachment). Public Libraries are funded to a certain extent by the State via the State Library NSW, with the majority of funding coming from Local Councils. Library Development grants are available each year for a limited range of projects on an increasingly limited funding allocation.

The Clarence Regional Library (CRL) Committee has been in operation for over 20 years. Membership has varied over that time. The CRL Committee is guided by the Clarence Regional Library Service Agreement which was executed on 1 November 2011. It was amended following the withdrawal of Nambucca Shire Council and signed by the remaining two members, Bellingen Shire Council and Clarence Valley Council, in July 2012.

**KEY ISSUES**

### **The *Library Act 1939* (extract in Schedule 1 of the Agreement)**

The Act requires that Local Authorities provide library access to residents free of charge. It addresses library committees, arrangements between LGAs for library services and subsidy funding for the local authority.

### **The CRL Service**

The Clarence Regional Library Service management and operations have been undergoing extensive change following an assessment of its operations in 2006 (requested by Clarence Valley Council and delivered by the State Library NSW). The 46 actions that were recommended in that report have informed current operations of both the CRL and public library operations. One of the key actions was the development of a strategic plan to guide the future directions of the service at both the regional and local levels.

### **The CRL Model**

There are 102 public library services across the State. These include a mix of service models - standalone libraries which provide all of their library services independently, regional libraries with formal arrangements where the Executive Council provides all of the services, or partnerships between libraries for specified service delivery. The CRL is hybrid which has elements of both a regional model and a partnership model.

The CRL model has been thoroughly investigated by the Committee in preparation for the 2012 and the 2018 Clarence Regional Library Agreements and it remains largely unchanged. While there are inherent difficulties in operating on a hybrid model, it was the preference for the majority of the Committee.

### **The Library Agreement**

While the model of operation has not changed, the Agreement has had a major overhaul in 2012. The result is a much more detailed document that provides clarity to members about roles and responsibilities. This document was approved by the State Library of NSW which is the main funding body of public libraries across the State. The current Agreement remains in place 30 June 2022. A further review of the agreement will be undertaken prior to the signing off of a new agreement in 2022.

The Agreement recognises that specific powers and responsibilities related to library services of Bellingen Shire Council are delegated to Clarence Valley Council which has in turn accepted responsibility for those delegations.

The Agreement has a stated aim and vision which was taken from the Strategic Action Plan 2012 – 2022. While the vision in the current Strategic Plan has been slightly amended, the spirit of the vision is largely the same and is not considered necessary to again amend the Agreement.

The Agreement addresses:

- Responsibilities of the Executive Council, Member Councils, Delegating Councils and the CRL Committee
- Membership and proceedings of the CRL Committee
- Finances
- Assets
- Library management
- The role of the Regional Librarian
- The Strategic Plan
- Entry and exit of Members
- Standards of Service
- Amendments to the Agreement
- Dispute Resolution
- Schedule 1 contains relevant sections of the *Library Act 1939*
- Schedule 2 lists the Key Service of the CRL
- Schedule 3 explains how the costs of the Regional Librarian are apportioned between the members

The CRL Committee:

- is an advisory (not S.355) committee which makes recommendations to the Executive Council for its consideration;
- deals with the primary role of the CRL which is development of the collections and its management; and promotion.
- has a strategic role in guiding the future of the collection and its management, not an operational role.

In brief, the CRL manages the collection including the Library Management System (LMS) and eLibrary services and associated policies and plans, some programs, statistical reporting, its staff, its accommodation and the CRL Marketing Plan. Member councils manage their facilities, public library staff and programs. The CRL Committee oversees the collection, policies, plans and programs.

The Agreement also includes identified target areas for continued improvement which include: collection development; staff training; eResources; user and non-user surveys; technical upgrades to the library management system; website/social media development; RFID; Services for target groups; and Efficiencies in workflow.

The Agreement also requires that a Chair and Deputy Chair of the Committee be recommended to the Executive Council each year. These positions are to be filled by Councillors.

### **Library Funding**

The State Government provides a per capita subsidy of \$2.65 for each library service each year based on ABS data. The population of the CRL is approximately 64,871. A Subsidy Adjustment amount is also provided and comprises an equal or flat rate allocation of funds to councils, with a portion of the funding allocated with reference to need, identified using the Socio-Economic Indexes for Areas scale (SEIFA) developed by the ABS. For Clarence Valley the subsidy Adjustment for 2021/22 is \$64,430 and for Bellingen \$60,520. For 2021/22 the model comprises a flat rate payment of \$50,000 per council, with the remainder of the funds available allocated with reference to the SEIFA score of each council.

Library Development Grants are provided annually on a competitive basis and total up to \$6M depending on the year and budget allocation. We have been successful in securing a small number in recent years. It should be noted that development grants are provided to help those services that are helping themselves, they are not allocated as the primary means of service improvement.

In 2021/22 Member Councils pay \$19.27 per capita to the Regional Library Service. The contribution has been growing at a percent rate above the Rate Peg and CPI for the last five years. This has been considered necessary to maintain the collection to a standard typical of public libraries across the State. It has proved very effective. The Agreement addresses this increasing contribution and annual library statistical reports enable monitoring of our performance on a State-wide basis, while we track our performance from that data over time.

Based on population, Clarence Valley Council accounts for 80% of the total population serviced by the CRL and Bellingen 20%. Contributions are therefore aligned to that.

### **CRL Services provided to member councils**

The CRL's primary role is the development, management and promotion of the collections. That includes purchasing, processing, distribution, promoting, repairing, deselection (removal of items) and stocktaking. While the CRL is responsible and leads this aspect of a library service, it requires support, cooperation and collaboration with the public libraries.

The CRL is responsible for the Library Management System (LMS) which contains data on all the library stock, reporting data to the State Library, financial management, website/social media development, policy development and maintenance and staff of the CRL.

The CRL provides professional advice, reference support to public libraries, reader advisory services to the public, develops programs where resources permit, ensures that target groups and collections are

developed in accordance with need, undertakes marketing and promotion and keeps up-to-date with current library developments.

The CRL is located in the Sir Earle Page Library and Education Centre in Grafton and the contribution of members includes costs associated with this.

The CRL is not responsible for public library infrastructure, equipment or staff.

**Recommendations of the CRL Committee**

As the Committee is advisory, its discussions will culminate in recommendations to the Executive Council. The Executive Council has the responsibility for making the final decision. In the past the Executive have endorsed all of the recommendations of the Committee.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Attachment 7: DRAFT Clarence Regional Library Service Agreement

**ITEM: 9.2 No. 1/22 – CRL COMMITTEE WORK PLAN**

<b>Meeting:</b>	Clarence Regional Library Committee	February 2022
<b>Reviewed By:</b>		
<b>Attachment:</b>	No	

**REPORT SUMMARY**

This report provides information on the CRLC procedures including dates, times, distribution of reports, conduct of the meeting and processes.

**OFFICER RECOMMENDATION**

That the Committee note and continue with the current procedures for the operation of the committee.

**LINKAGE TO CVC COMMUNITY PLAN**

Theme	1 Our Society
Objective	1.3 We will have a diverse and creative culture
Strategy	1.3.1 Provide innovative and enhanced library services that support and encourage life long learning

**LINKAGE TO BSC COMMUNITY VISION 2030**

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

**BACKGROUND**

The Committee has been meeting each quarter on either the first Thursday or Friday of the month in February, May, August, and November. The day has been determined by Committee members as most suitable with them. The months have been determined to align with financial timeframes of Councils. Additional special meetings are able to be called and have been called as necessary to deal with specific topics/projects.

Agenda, reports and attachments are emailed to Committee members two weeks prior to the meeting date at the request of previous members. Copies are also mailed out at the same time to save on paper for members.

Meetings are held alternately between Bellingen Shire Library and the Sir Earle Page Library and Education Centre, or alternatively meetings have been video conferenced from both these locations.

The Regional Librarian takes the minutes of the meeting and finalises them in consultation with other staff in attendance. These draft minutes are forwarded to the Committee within the next week for changes, edits and additions. A copy is also sent with the next meeting's agenda and business papers for final review and adoption.



All minutes of meetings are reported to the Executive Council for noting. Any recommendations arising from meetings are reported to the Executive Council for its endorsement/approval/adoption.

Only the specified Committee Members are able to vote on Committee business. Additional library staff are generally present at meetings for the purpose of seeking advice regarding operational implications of potential strategic decisions the Committee may recommend. This has proved quite valuable in the past.

Draft policy documents are reviewed/drafted by the Regional Librarian in consultation with staff and presented to the Committee for discussion, feedback and endorsement. Committee endorsed Draft Policies are considered by the Executive Council's Executive Committee and forwarded to the Council for approval to be either adopted (if less than 10% changes) or placed on public exhibition for 28 days after which any feedback is considered and then the Executive Council endorses/rejects the policy. Upon adoption copies of the Policy are forwarded to Bellingen Shire Librarian, placed on the staff wiki, added to Clarence Valley Council and the Clarence Regional Library webpages.

The Chair of the Committee is also its delegate to NSW Public Library Association.

## KEY ISSUES

The meeting day has been determined based on preferences by previous members and may be adjusted to suit this new Committee.

No formal process has been adopted for the inclusion of items onto the agenda by Committee Members, excepting the standing item on the agenda which calls for items for the next meeting. However, this has not precluded items going onto the agenda in advance that we are aware of.

Some discussion has occurred previously as to changing the venue of future meetings to Coffs Harbour so that travel time is reduced for all parties. This would incur some additional costs in terms of hiring a meeting space as well as the provision of lunch and morning tea refreshments. This arrangement is also outside the parameters of the agreement that states in section 9.1: "*the venue of meetings to rotate around the parties*".

The minutes of each Committee meeting are reported to the Executive Council prior to their final endorsement of the Committee with any amendments being recognised in the minutes of the next meeting reported to the Executive Council.

Minutes of meetings are not sent to Member Councils for inclusion in their committee reports. It is expected that the representatives from each Council will undertake this task, in accordance with their own internal processes, of ensuring that their respective Councils are aware of the business of the CRL Committee.

Draft policies may also be placed on exhibition in the Member Council's areas for additional feedback. This practice has varied with each policy.

The opportunity to formally review Committee procedures is available each year. However, this does not preclude changes being made at any other time in response to requests and support by the Committee Members. Changes in the past have arisen outside the formal review time and been acted on. No further changes were raised at the last formal review.

The number of representatives from each member has increased to better facilitate decision making when members are unable to attend. Proxy votes are not permitted as is the case with Council meetings. Historically two Councillors were on the Committee from each council to ensure solid representation of regional library issues in both Councils' meeting deliberations as matters arise. In the 2018 Library Agreement this was reduced to a minimum of one councillor per council.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Attachment 8: Draft CRLC Work Plan

**ITEM: 9.3 No. 4/21 – CRL STRATEGIC PLAN UPDATE****Meeting:** Clarence Regional Library Committee

February 2022

**Reviewed By:****Attachment:** yes**REPORT SUMMARY**

This report refers to the draft revised Clarence Regional Library Service Strategic Action Plan 2012 – 2022 that was developed in workshops with Staff and the Clarence Regional Library (CRL) Committee. The Strategic Action Plan is used to guide the Committee.

**LINKAGE TO CVC COMMUNITY PLAN****OFFICER RECOMMENDATION**

That the

1. Report of achievement of the Clarence Regional Library Strategic Plan 2012 – 2022 be endorsed, and reported to the Executive.

Theme 1 Our Society

Objective 1.3 We will have a diverse and creative culture

Strategy 1.3.1 Provide innovative and enhanced library services that support and encourage life long learning

**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**

The Clarence Regional Library Strategic Plan 2012 – 2022 was developed in consultation with library staff, the CRL Committee and in consideration of the results of the User and Non-User Surveys 2008, 2012 and 2016. The associated Action Plan has been used to guide the agenda for the quarterly meeting of the CRL Committee. Each year, the committee is provided with an update on progress against the Action Plan.

The Strategic Plan and its Action Plan deal with the full range of library services and therefore go beyond the scope of the Committee's responsibilities. The committee is generally limited to the services provided by the Regional Library staff which focus on the collection and associated policies. However, staffing, customer service and facilities are captured in the plans. Some elements of service delivery are influenced by the CRL, by individual LGAs or by individual libraries or some combinations thereof. The Action Plan endeavours to identify the responsible entities to bring come clarity to roles.

A CRL Committee Work Plan is developed in conjunction with the CRL Strategic Plan and Action Plan and is the focus of a further report. The CRLC Work Plan reflects the elements in the CRL Strategic Plan that require the committee's input and recommendations.

## KEY ISSUES

A new CRL Strategic Plan and Action Plan need to be developed as the current plan expires in 2022.

The previous Review of the CRL Strategic Action Plan occurred in September 2020. The review in 2021 tracks the changes since then. Overall, the achievements over the past two years have been substantial (Refer Attachment 9: CRL Strategic Plan 2012 – 2022 Progress report – September 2021). These include:

### Key Achievements:

#### CRL:

- Increased usage of library App
- Development of digital collections – increased spending on eMagazines, eAudio, eBooks – huge increase in borrowing since Covid
- NBN for Iluka completed 2021
- Further databases added – BeamaFilm, Libby, Kinderling
- Targeted outreach services developed for seniors in their *Get Connected* sessions, Story time, and Live n Loud youth events, school Holiday activities
- Social networking – Instagram, Facebook, YouTube, Pinterest, Flickr developed
  - YouTube - Increase in number of YouTube films and increase in community access since Covid
- Themed and targeted eNewsletters continue monthly with increased engagement
- Visible library identity continues to be developed
- Enhanced collection management through introduction of RFID and Spydus Collections Module
- Collection arrangement incorporating best practice, integration of collections, separating Local Studies
- Expansion of Aboriginal resources and targeted marketing
  - Dual signage developed for Bellingen Libraries
  - Development of acknowledgement of country signage for all locations
  - Introduction of specific Aboriginal Collection artwork for advertising
- Process streamlining
  - Additional grade 2 Library support assistant - CRL
  - Additional grade 8 Senior Library Officer (Digital Engagement) – CRL
- Policy review and development including;
  - Local Studies Collection development Policy
  - Childrens and Young Adults policy
  - Collection Development Policy
  - Volunteer Policy
  - Internet Policy
  - Fee waiving policy
- Community Book Selection activities – these have been affected by Covid restrictions in the last 12 months
- Educational & recreational programs and activities – Preservation workshops, *Get Connected* program – these have been affected by Covid restrictions and where possible we have looked at online alternative delivery models for the short term.
- eSmart status achieved in 2018
- Surveys:
  - Childrens Survey 2020
  - Marketing Survey 2020
- Improved promotional and DVD displays for each location
- Collection in shelf displays and shelf guides developed
- Newspaper advertising developed to highlight services and collections
- Device charging stations purchased for Bellingen, Grafton, Iluka, Maclean & Yamba – marketing developed to distribute through local businesses
- Child play centres purchased for all locations to enhance toddler experience in the library – these have been withdrawn from use since Covid-19 became an issue
- Ipad replaced

- Interactive table purchased for Grafton Library – used as an exhibition space with multiple curated image collections being developed in the last 12 months including
  - *Embracing life Portrait exhibition*
  - *Nymboida 2019 fires Digital Photography Exhibition*
  - Pelican playhouse – productions
  - Jack Griffin – My cycling Life
  - Jacaranda History
  - *Minya Rose - I we're in this together*
- Spydus upgrades in 2018 and 2020
  - New Managed Services Agreement signed September 2020 (5 year contract)

### **Libraries:**

- BSC
  - Dorrigo Hours survey 2018 (BSC)
  - hours increased
  - Libraries opened an additional 6.5 hours per week from April 2019.
  - All libraries are now open from 10am Tuesday to Thursday and do not shut for lunch in Bellingen.
  - Urunga - open through two lunch hours
  - Dorrigo - open through two lunch hour
  - Successful Public Library Infrastructure Grant to expand Dorrigo Library - \$482,800
- CVC
  - CVC restructure in 2019 saw increased grades and qualification level for Yaegl country library team and Mobile Library
  - Iluka - hours have changed to consecutive days - Wednesday, Thursday, Friday by public demand
  - Yamba – hours increased – WER – 2 additional hours on Wednesdays since Covid
  - Maclean – hours increased- WER – extra half hour Saturdays in line with starting time for other CVC libraries since Covid
- CVC - Popup library being developed and rolled out to suitable events
- Mobile library service operations continued to be developed and programming expanded
- Greater range of activities and events
- Partnerships with other services to promote libraries and their role in the community
- Delivery of Home Library Services
- Staff professional development
  - CRL - Sparkle customer service training
  - CRL - eSmart online training
  - CRL – State Library Reference Group
  - CRL – Spydus upgrade training
  - CVC - Cultural skills training
  - CVC – Code of conduct training
- Book Clubs meeting in libraries
- Writer's groups meeting in libraries
- 3D printer programs developed and implemented
- Successful Yamba Community Hub Grant \$11 Million to include new expanded Yamba Library facility
- Successful Public Library Infrastructure Grant for Yaegl Library refurbishment project - \$274,960

### **Key activities that have progressed to some extent include:**

#### **CRL:**

- The ongoing implementation of the Local studies Strategy
- Marketing and promotion
- Targeted public consultations
- Volunteering base increased across all services
- Increasing income through grants

- Budget management
- Disaster planning
- Local studies strategic plan continues to progress
  - donations to CRL Local studies collection includes:
    - Mackey Archive Collection – still progressing
    - Duncan Miller photographs for the region

**Libraries:**

- Library hours review
- CVC – costings for additional staff in Maclean & Yamba libraries
- Improvements to collection arrangements
- Continuation of local community surveys
- Library signage and identity
- Marketing and promotional plan activities
- Book Clubs
- Writer's groups
- Disaster planning
- Staffing levels
- Future infrastructure plans and development

The attached draft revised CRL Strategic Action Plan 2012-2022 captures input from both staff and the Committee.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Attachment 9: CRL revised Strategic Action Plan 2012-2022 September 2021 review

**ITEM: 9.3 No. 4/21 – DRAFT NEW LIBRARY AGREEMENT 2022**

<b>Meeting:</b>	Clarence Regional Library Committee	February 2022
<b>Reviewed By:</b>		
<b>Attachment:</b>	no	

**REPORT SUMMARY**

This report provides information on the Regional Library Agreement that was due to expire on the 30 June 2022.

**OFFICER RECOMMENDATION**

The CRL Committee:

- Acknowledges the different library models available
- Agrees to continue with the current Regional Library Model – a Modified Hybrid Model
- Endorses the functions of the CRL

**BACKGROUND**

This report details the changes to the Library Agreement to date.

Items:

- 2.1 *A joint library service to be known as the Clarence Regional Library (hereafter called CRL) shall operate throughout the entirety of the areas of the Councils.*
- 5.9 *Member Councils shall make quarterly payments in membership contributions to the CRL, in accordance with clause 10 of this Agreement.*
- 9.7 *If a quorum is not present at a meeting, the Executive Officer has the power to make recommendations on behalf of the Advisory Committee to the Executive Council on matters arising from that meeting.*

The replaces the previous wording:

*The Executive Council shall not implement any policy initiatives relating to the CRL Service without first consulting with the Committee.*

All of these changes above are based on review of other Regional Services that also have similar statements in their Library Agreements.

*4.1.10 Appoint its Director of Environment, Planning & Community as the Executive Officer of the CRL;*

This needs to be amended to reflect the change in reporting structure for the Regional Library service in Clarence Valley Council and should now read: *Appoint its Manager Cultural, Community and Industry as the Executive Officer of the CRL;*

10.2 *The Delegating Councils shall make a payment each year to the Executive Council for the CRL Service. The amount payable shall be determined in the annual budget for the CRL, and for the Delegating Council shall be calculated on a per capita basis plus the subsidy receivable from the State Government. The Executive Council shall also contribute toward the budget on a per capita basis plus the subsidy receivable from the State Government.*

Proposed wording for this item:

*The Delegating Councils shall make a payment each year to the Executive Council for the CRL Service. The amount payable shall be determined in the annual budget for the CRL and for the Executive Council and Delegating Council shall be calculated on a per capita basis.*

*The Subsidy receivable from the State Government by both Executive and Delegating councils will also contribute to the CRL budget based on the following schedule:*

*2022/23 50% of the State Subsidy payments to go towards the CRL Budget.*

*2023/24 onwards - this needs to be determined by the CRL Committee and Adopted by both councils.*

The yellow highlights needs to be amended to reflect what is going to happen with the State Subsidy payments for each council.

The current decision for the State *Library subsidies* received from each LGA as per the minute 17 February 2021 reads as:

*Recommendation*

*That the CRL Committee agree to:*

*Returning 25% of the State Library Subsidies to CRL from 2021/22 and 50% in 2022/23 to preserve the CRL Reserve at a reasonable level.*

10.6 *The annual level of increase in the Per Capita Rate for member Contributions is set at:*

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

This item is subject to a separate report – item 7.2 Library Agreement Funding Formulas

## KEY ISSUES

Further to the above items, the following has been identified as a discussion point also:

- Is it necessary to define the role of the Executive Officer?
  - Previously when the Executive Officer was not a member of the CRL Committee they were not entitled to vote. When 3 delegates were agreed to per council the Executive Officer was the named staff representative for the Clarence Valley Council, at this point they were then able to vote as a member of the committee. Also historically the Executive Officer from time to time presented reports and papers relating to the CRL service.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	Refer to Attachment 7: DRAFT Clarence Regional Library Service Agreement

**MINUTES**  
**CLARENCE REGIONAL LIBRARY COMMITTEE 4 November 2021**  
**Grafton Library Meeting rooms & online MS Teams meeting**

**PRESENT:** Bellingen Shire Council  
 Rowena Sierant Bellingen Shire Librarian  
 Cllr Toni Wright-Turner  
 Alison Pattinson – Manager Community Wellbeing

Clarence Valley Council  
 Cllr Peter Ellem (Chair)  
 Cllr Karen Toms  
 Justin Putze (Executive Officer)  
 Kathryn Breward Regional Librarian  
 Victoria Keane (Team Leader Regional resources)  
 Nigel Longstaff (Finance & Asset Strategy Planner)

Meeting opened at 10:34am

**1. Acknowledgement of Traditional Custodians**

Cllr Karen Toms

**2. APOLOGIES**

NIL

**3. AGM – election of Chair and Deputy Chair**

Elections postponed until 2022 due to Councillors in caretaker mode prior to December council elections. Elections to be held at the February 2022 meeting of the Committee.

**4. Disclosure of Conflict of Interest**

Nil

**5. CONFIRMATION OF MINUTES – 14 May 2021**

Moved: Cllr Karen Toms  
 Second: Alison Pattinson

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



Adopted

## 6. Business arising from the Minutes – Meeting held 13 August 2021

### 6.1 UPDATE ON RECRUITMENT OF DIGITAL ENGAGEMENT POSITION

Recommendation

That the CRL Committee note the progress of the recruitment for the Grade 8 Senior Library Officer (Digital Engagement).

Moved: Cllr Toni Wright-Turner  
Second: Cllr Peter Ellem

Adopted

### 6.2 FINAL 4<sup>TH</sup> QUARTER INCOME & EXPENDITURE SHEETS

The outstanding items from the last meeting have been finalised in the attached spreadsheet whilst the body of the report remains the same.

Recommendation

That:

- The Report on the 4<sup>th</sup> Quarter Income and Expenditure Sheet for 2020/21 with the following:
- *Line 22 – final Leave Accruals* is \$45,31.73
- *Line 88 – final Interest on Investments* is \$9,919.89

is noted by the Committee.

Moved: Cllr Peter Ellem  
Second: Cllr Toni Wright-Turner

Adopted

### 6.3 UPDATED ANNUAL BUDGET 2021/22

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

The outstanding items from the last meeting have been finalised in the attached spreadsheet whilst the body of the report remains the same.

Recommendation

That:

- The Clarence Regional Library Budget for 2021/22 with the following updates:
- *Line 24 – Leave Accruals* is \$50,594
- *Line 90 – Interest on Investments* is \$7,342.00

is endorsed by the Committee.

Moved: Cllr Toni Wright-Turner

Second: Cllr Karen Toms

Adopted

## 7. Financial Papers

### 7.a NUTS AND BOLTS OVERVIEW OF BUDGET LINE ITEMS

Clarence Valley Council's Finance & Asset Strategy Planner provided a detailed demonstration of the new financial spreadsheet for the quarterly reporting and long term financial forecasting.

Recommendation

That the CRL Committee:

- Agree to move the CRL Computer Reserve of \$30,656.74 into the CRL Reserve to create one Reserve for the Regional Library.
- Agree to the new quarterly financial reporting spreadsheet and long term financial forecasting as demonstrated.

Moved: Justin Putze

Second: Alison Pattinson

Adopted

### 7.1 LIBRARY AGREEMENT FUNDING FORMULA OPTIONS

This report provides information on the options for the Clarence Regional Library Agreement Funding Formula.

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

Recommendation

That the CRL Committee:

- Note that further modelling is required to include the planned Dorrigo Library expansion prior to a decision on the Funding Formula for the CRL Agreement.
- Thank Nigel Longstaff for his presentation to the Committee and acknowledge that he will be back to present the updates to the formula for the February 2022 meeting of the CRL Committee.

Moved: Justin Putze

Second: Cllr Toni Wright-Turner

Adopted

## 7.2 1<sup>ST</sup> QUARTER INCOME AND EXPENDITURE SPREADSHEET

This report provides information on the 1<sup>st</sup> quarter for 2021/22.

Recommendation

That:

The Report on the 1<sup>st</sup> Quarter Income and Expenditure Sheet for 2021/22 is noted by the Committee

Moved: Cllr Karen Toms

Second: Cllr Toni Wright-Turner

Adopted

## 7.3 10 YEAR CRL RESERVE FORECAST – SEPTEMBER 2021

No report was provided for this item as it was discussed as part of the Funding Formula and long term planning for the CRL in item 7.1.

## 8. Executive Officer's Reports – Nil

## 9. Regional Library Reports -

### 9.1 NEW TECHNOLOGIES

Recommendation

That the Committee notes the new technologies that have been introduced to the library service.

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

Moved: Cllr Karen Toms  
 Second: Cllr Toni Wright-Turner  
  
 Adopted

## 9.2 CRL STRATEGIC PLAN UPDATE

### Recommendation

That the

1. Report of achievement of the Clarence Regional Library Strategic Plan 2012 – 2022 be endorsed, and reported to the Executive.

Moved: Cllr Karen Toms  
 Second: Cllr Toni Wright-Turner

Adopted

## 9.3 DRAFT NEW LIBRARY AGREEMENT 2022

### Recommendation

The CRL Committee:

- Acknowledges the different library models available
- Agrees to continue with the current Regional Library Model – a Modified Hybrid Model
- Endorses the functions of the CRL
- Agrees that the report is to be presented at the CRL Committee meeting in February 2022 to the incoming Councillors on the committee

Moved: Cllr Karen Toms  
 Second: Rowena Sierant

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

Adopted
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## 10. Correspondence

In-coming:

- State Library Subsidy letters for Bellingen and Clarence Valley Councils
- Bellingen and Clarence Public Library Infrastructure grants 2021-22

Out-going: CVC State Library Funding Strategy 2021/22 Subsidy forms

Media Releases:

CVC – 16/8/2021 click/call & collect – its back

CVC – 10/9/2021 libraries reopen after lockdown

Noted

## 11. Items for Information

## 12. Additional Matters

### 12.1 INFOGRAPHICS 2020/21 AND THE COMPARISON SPREADSHEET

Noted

Chair – Cllr Peter Ellem wished to thank the current elected members and library staff for their courtesy and the assistance provided to him as Chair and wished everyone well over the Christmas break.

Alison Pattinson thanked Cllr Ellem for his Chairmanship and thanked Cllrs Karen Toms and Toni Wright-Turner for their contribution to the CRL Committee.

## 11. Items for next meeting

1. CRL Local Studies Strategy update
2. CRL Circulation & Membership Policy review

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



3. New Library Agreement
4. New Funding Formula
5. CRL Work Plan 2022

Meeting Closed: 1:07pm

Next meeting: to be confirmed – dates to be checked include 10 and 17 February 2022

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



**SECTION 3**

**CLARENCE REGIONAL LIBRARY (CRL) 10 YEAR FORECASTS**

CRL Income	CVC Account Number	Allocations Included	Description	2020-21 Actuals	2021/22 OBUD	2021/22 Revised Budget	2021/22 CIA YTD Actuals	2021/22 - YTD Actuals - Adjusted	Budget Commentary
						Budget			
Contributions				(\$1,236,774)	(\$1,323,083)	(\$1,350,498)	(\$198,638)	(\$266,517)	budget variations needed not yet transacted
Other Revenue				(\$39,336)		(\$6,250)	(\$4,995)	\$13,458	revenue from Vintage Film club has not be
<b>TOTAL OPERATING INCOME</b>				<b>(\$1,276,110)</b>	<b>(\$1,323,083)</b>	<b>(\$1,356,748)</b>	<b>(\$203,633)</b>	<b>(\$253,059)</b>	

<b>CRL EXPENSES</b>									
50 - Salaries, Wages & Oncosts				\$516,503	\$570,943	\$583,457	\$362,809	\$21,471	
51 - Other Employee Costs				\$3,757	\$0	\$14,816	\$128	\$0	covid affected
53 - Materials				\$26,264	\$12,300	\$7,300	\$17,908	\$0	
54 - Contractors & Consultancies				\$83,022	\$90,000	\$90,300	\$40,699	\$7,731	
57 - Insurance Expenses				\$1,928	\$2,222	\$2,222	\$0	\$0	not yet due
59 - Administration Expenses				\$34,216	\$38,700	\$38,700	\$12,139	\$7,455	advertising underspent due to Digital Enga
60 - Operating Expenses				\$105,945	\$121,409	\$120,430	\$85,921	\$3,957	
61 - Subscriptions & Memberships				\$104,274	\$126,666	\$106,208	\$69,025	\$0	
62 - Internal Expenses				\$128,520	\$127,750	\$127,750	\$5,000	\$0	
<b>TOTAL OPERATING EXPENDITURE</b>				<b>\$1,004,429</b>	<b>\$1,089,990</b>	<b>\$1,091,181</b>	<b>\$593,630</b>	<b>\$40,613</b>	

**BOOK STOCK INFORMATION**

Opening stock		Number of Books Held			132,000	132,000			
acquisitions		New Acquisitions			13,200	13,200			
Yamba Book Increase		Additional Books			3,000				
Average item price (EX GST)					\$20	\$20.00			
# weeded		Annual book disposals			13,200	13,200			
Closing Stock		Number of Books Held			135,000	132,000			
Net Funds Available before Book Vote				\$271,681	\$233,093	\$265,566	(\$389,997)	\$212,446	
Bookvote Required	570161-6035-6082		Acquisitions X Item Av Price	\$327,720	\$300,000	\$300,000	\$151,320		

**ACCUMULATED RESERVES INFORMATION**

Reserve Opening - RA 41125 & 41127	RA 41125 & 41127	CRL and Computer Reserve	Closing Bal Prior Yr	\$825,690	\$734,212	\$734,212	\$734,212	\$734,212	this has yet to be transacted into one fund
Movement	997435-6300-4902	Transfer to/from Reserve		(\$101,398)	(\$66,907)	(\$34,434)	(\$541,317)	\$212,446	
Interest On Reserve Opening Balance	997435-6071-1344			\$9,920	\$18,320	\$7,342	\$0	\$0	
Other Reserve Expenditure									
<b>Reserve Closing Balance (Positive Figure - Funds Held, Negative - Overdrawn)</b>				<b>\$734,212</b>	<b>\$667,305</b>	<b>\$707,120</b>	<b>\$192,895</b>	<b>\$946,658</b>	
Minimum Reserve Balance Determined				\$	308,999.00	\$309,118	\$309,118	\$309,118	
Staff entitlements		Leave entitlements, Restructures		\$	200,000.00	\$200,000	\$200,000	\$200,000	
Contingency 10% of Operating Expenditure		Provided for unforeseen events, Replacement of CRL Specific Assets other than Book Stock		\$	108,999.00	\$109,118	\$109,118	\$109,118	

ATTACHMENT 1

CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT  
 Budget - 2021/22 Revenue and Expenditure - OPERATIONAL

	Original Budget 2021/22	Budget Adjustments (Council minuted)	Budget Adjustments (to go to Council)	Revised Budget
<b>Revenue</b>				
Contributions CVC Pub Library	976,590.00	0.00	20,309.00	996,899.00
Contributions CVC Pub Lib (Regional Lib Wage)	39,112.00	0.00	-12,971.00	26,141.00
Contributions BSC Pub Library	233,249.00	0.00	19,994.00	253,243.00
State Subsidy Contribution CVC (25%)	50,366.00	0.00	13.00	50,379.00
State Subsidy Contribution BSC (25%)	23,766.00	0.00	70.00	23,836.00
Grant Library (State)	0.00	0.00	0.00	0.00
Revenues from users	0.00	0.00	750.00	750.00
Sundry Revenues	0.00	0.00	2,500.00	2,500.00
<b>Total Revenue</b>	<b>1,323,083.00</b>	<b>0.00</b>	<b>30,665.00</b>	<b>1,353,748.00</b>
<b>Expenditure</b>				
<u>Workforce related</u>				
Salaries & Employment	439,162.00	0.00	28,099.00	467,261.00
Public Holidays	19,019.00	0.00	-521.00	18,498.00
Superannuation	49,476.00	0.00	-1,311.00	48,165.00
Leave Accruals	50,425.00	0.00	169.00	50,594.00
Workers Compensation	12,861.00	0.00	692.00	13,553.00
Motor vehicle costs	7,500.00	0.00	0.00	7,500.00
	<b>578,443.00</b>	<b>0.00</b>	<b>27,128.00</b>	<b>605,571.00</b>
<u>Site &amp; Equipment costs</u>				
Computer system costs	128,709.00	0.00	-6,479.00	122,230.00
Subscriptions/Databses	126,666.00	0.00	-20,458.00	106,208.00
Telephone	0.00	0.00	250.00	250.00
Insurance	2,222.00	0.00	0.00	2,222.00
	<b>257,597.00</b>	<b>0.00</b>	<b>-26,687.00</b>	<b>230,910.00</b>
<u>Direct Collection costs</u>				
Freight & cartage	19,500.00	0.00	0.00	19,500.00
Book Maintenance	65,000.00	0.00	0.00	65,000.00
	<b>84,500.00</b>	<b>0.00</b>	<b>0.00</b>	<b>84,500.00</b>
<u>Overhead costs</u>				
Admin and Management (ABC Cost Distribution)	120,250.00	0.00	0.00	120,250.00
Admin/Operating	29,200.00	0.00	750.00	29,950.00
Promotional expenses	20,000.00	0.00	0.00	20,000.00
	<b>169,450.00</b>	<b>0.00</b>	<b>750.00</b>	<b>170,200.00</b>
<b>Total Expenditure</b>	<b>1,089,990.00</b>	<b>0.00</b>	<b>1,191.00</b>	<b>1,091,181.00</b>
Excess / (Shortfall)	<b>233,093.00</b>	<b>0.00</b>	<b>29,474.00</b>	<b>262,567.00</b>



CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT				
Budget - 2021/22 Revenue and Expenditure - CAPITAL				
	Original Budget 2021/22	Budget Adjustments (Council minuted)	Budget Adjustments (to go to Council)	Revised Budget
<b>Revenue</b>				
Asset Disposal	0.00	0.00	3,000.00	3,000.00
<b>Total Revenue</b>	<b>0.00</b>	<b>0.00</b>	<b>3,000.00</b>	<b>3,000.00</b>
<b>Expenditure</b>				
<u>Recurrent</u>				
Bookstock	300,000.00	0.00	0.00	300,000.00
Furniture & Equipment	0.00	4,085.00	0.00	4,085.00
	<b>300,000.00</b>	<b>4,085.00</b>	<b>0.00</b>	<b>304,085.00</b>
<u>Non-Recurrent</u>				
Nil at this stage	0.00	0.00	0.00	0.00
Nil at this stage	0.00	0.00	0.00	0.00
	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Expenditure</b>	<b>300,000.00</b>	<b>4,085.00</b>	<b>0.00</b>	<b>304,085.00</b>
Excess / (Shortfall)	<b>-300,000.00</b>	<b>-4,085.00</b>	<b>3,000.00</b>	<b>-301,085.00</b>

	Based on Original budget figures	Budget Adjustments (Council minuted)	Budget Adjustments (to go to Council)	Revised Reserve Balance
<b>Balance of CRL Reserve</b>				
Opening Balance as at 1/7/21	\$560,032.59			\$734,212.00
Less transfers from reserve:				
Capital expenditure incl books	\$300,000.00	\$4,085.00	\$0.00	\$304,085.00
Prior year book vote c/fwd	\$0.00	\$0.00	\$0.00	\$0.00
Add:				
Estimated operating transfer to reserve	\$233,093.00	\$0.00	\$29,474.00	\$262,567.00
Other Capital Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Balance of reserve net of interest	\$493,125.59			\$692,694.00
Interest estimate as per Budget	<b>-\$18,320.00</b>	\$0.00	\$10,978.00	<b>-\$7,342.00</b>
Estimated balance as at 30/6/22	\$511,445.59			\$700,036.00

**SECTION 3 - SCENARIO INCREASE PER CAPITA BY 2% (INC RATE PEG)**

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**CLARENCE REGIONAL LIBRARY (CRL) 10 YEAR FORECASTS**

<b>CRL Income</b>	Allocations Included	Description	2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Contributions			(\$1,236,774)	\$ 1,323,083.00	(\$1,350,498)	(\$1,465,864)	(\$1,658,060)	(\$1,695,428)	(\$1,733,760)	(\$1,873,381)	(\$1,914,201)	(\$1,956,069)	(\$1,999,012)	(\$2,043,059)	(\$2,088,238)
Other Revenue			(\$39,336)		(\$6,250)	(\$6,375)	(\$6,503)	(\$6,633)	(\$6,765)	(\$6,901)	(\$7,039)	(\$7,179)	(\$7,323)	(\$7,469)	(\$7,619)
<b>TOTAL OPERATING INCOME</b>			<b>(\$1,276,110)</b>	<b>-\$ 1,299,317.00</b>	<b>(\$1,356,748)</b>	<b>(\$1,472,239)</b>	<b>(\$1,664,562)</b>	<b>(\$1,702,061)</b>	<b>(\$1,740,526)</b>	<b>(\$1,880,282)</b>	<b>(\$1,921,239)</b>	<b>(\$1,963,248)</b>	<b>(\$2,006,335)</b>	<b>(\$2,050,528)</b>	<b>(\$2,095,857)</b>

<b>CRL EXPENSES</b>															
50 - Salaries, Wages & Oncosts			\$516,503	\$ 570,943.00	\$583,457	\$599,301	\$616,161	\$634,182	\$653,540	\$674,079	\$695,916	\$719,183	\$744,029	\$770,619	\$799,135
51 - Other Employee Costs			\$3,757	\$ -	\$14,816	\$17,812	\$15,468	\$15,777	\$18,847	\$16,470	\$16,799	\$19,889	\$17,533	\$17,884	\$18,241
53 - Materials			\$26,264	\$ 12,300.00	\$7,300	\$7,446	\$7,595	\$7,747	\$7,902	\$8,060	\$8,221	\$8,385	\$8,553	\$8,724	\$8,899
54 - Contractors & Consultancies			\$83,022	\$ 90,000.00	\$90,300	\$92,106	\$118,948	\$95,827	\$97,744	\$99,698	\$129,692	\$103,726	\$105,801	\$107,917	\$110,075
57 - Insurance Expenses			\$1,928	\$ 2,222.00	\$2,222	\$2,266	\$2,312	\$2,358	\$2,405	\$2,453	\$2,502	\$2,552	\$2,603	\$2,655	\$2,709
59 - Administration Expenses			\$34,216	\$ 38,700.00	\$38,700	\$39,474	\$40,263	\$41,069	\$41,890	\$42,728	\$43,582	\$44,454	\$45,343	\$46,250	\$47,175
60 - Operating Expenses			\$105,945	\$ 120,409.00	\$120,430	\$128,740	\$131,315	\$133,941	\$136,620	\$139,352	\$142,139	\$144,982	\$147,882	\$150,839	\$153,856
61 - Subscriptions & Memberships			\$104,274	\$ 126,666.00	\$106,208	\$108,332	\$110,498	\$112,708	\$114,962	\$117,262	\$119,607	\$121,999	\$124,439	\$126,928	\$129,466
62 - Internal Expenses			\$128,520	\$ 127,750.00	\$127,750	\$130,305	\$132,911	\$135,569	\$138,281	\$141,046	\$143,867	\$146,745	\$149,679	\$152,673	\$155,727
<b>TOTAL OPERATING EXPENDITURE</b>			<b>\$1,004,429</b>	<b>\$ 1,088,990.00</b>	<b>\$1,091,181</b>	<b>\$1,125,782</b>	<b>\$1,175,471</b>	<b>\$1,179,179</b>	<b>\$1,212,191</b>	<b>\$1,241,149</b>	<b>\$1,302,327</b>	<b>\$1,311,917</b>	<b>\$1,345,863</b>	<b>\$1,384,489</b>	<b>\$1,425,283</b>

**BOOK STOCK INFORMATION**

Opening stock	Number of Books Held			132,000	132,000	132,000	135,000	138,000	141,000	144,000	144,000	144,000	144,000	144,000	144,000
acquisitions	New Acquisitions			13,200	13,200	13,200	13,200	13,200	13,200	15,400	15,400	15,400	15,400	15,400	15,400
Yamba Book Increase	Additional Books			3,000		3,000	3,000	3,000	3,000						
Average item price (EX GST)			\$ 20.00	\$20.00	\$20.40	\$20.81	\$21.22	\$21.65	\$22.08	\$22.52	\$22.97	\$23.43	\$23.90	\$24.38	
# weeded	Annual book disposals			13,200	13,200	13,200	13,200	13,200	13,200	15,400	15,400	15,400	15,400	15,400	15,400
Closing Stock	Number of Books Held			135,000	132,000	135,000	138,000	141,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000
Net Funds Available before Book Vote			\$271,681	\$ 210,327.00	\$265,566	\$346,457	\$489,091	\$522,882	\$528,334	\$639,133	\$618,913	\$651,331	\$660,471	\$666,039	\$670,574
Bookvote Required	Acquisitions X Item Av Price		\$327,720	\$ 300,000.00	\$300,000	\$330,480	\$337,090	\$343,831	\$350,708	\$340,057	\$346,858	\$353,795	\$360,871	\$368,089	\$375,450

**ACCUMULATED RESERVES INFORMATION**

Reserve Opening - RA 41125 & 41127	CRL and Computer Reserve	Closing Bal Prior Yr	\$825,690	\$ 734,211.92	\$734,212	\$707,120	\$730,168	\$889,471	\$1,077,417	\$1,265,817	\$1,577,552	\$1,865,382	\$2,181,572	\$2,502,988	\$2,825,968
Movement	Transfer to/from Reserve		(\$101,398)	\$ 89,673.00	(\$34,434)	\$15,977	\$152,001	\$179,051	\$177,626	\$299,076	\$272,055	\$297,536	\$299,600	\$297,950	\$295,124
Interest On Reserve Opening Balance			\$9,920	\$ 18,320.00	\$7,342	\$7,071	\$7,302	\$8,895	\$10,774	\$12,658	\$15,776	\$18,654	\$21,816	\$25,030	\$28,260
Other Reserve Expenditure															
<b>Reserve Closing Balance (Positive Figure - Funds Held, Negative - Overdrawn)</b>			<b>\$734,212</b>	<b>\$ 644,538.92</b>	<b>\$707,120</b>	<b>\$730,168</b>	<b>\$889,471</b>	<b>\$1,077,417</b>	<b>\$1,265,817</b>	<b>\$1,577,552</b>	<b>\$1,865,382</b>	<b>\$2,181,572</b>	<b>\$2,502,988</b>	<b>\$2,825,968</b>	<b>\$3,149,351</b>
Minimum Reserve Balance Determined				\$ 308,899.00	\$309,118	\$316,578	\$325,627	\$330,159	\$337,706	\$344,931	\$355,465	\$360,929	\$368,918	\$377,467	\$386,327
Staff entitlements	Leave entitlements, Restructures			\$ 200,000.00	\$200,000	\$204,000	\$208,080	\$212,242	\$216,486	\$220,816	\$225,232	\$229,737	\$234,332	\$239,019	\$243,799
Contingency 10% of Operating Expenditure	Provided for unforeseen events, Replacement of CRL Specific Assets other than Book Stock			\$ 108,899.00	\$109,118	\$112,578	\$117,547	\$117,918	\$121,219	\$124,115	\$130,233	\$131,192	\$134,586	\$138,449	\$142,528

**SECTION 3 - SCENARIO INCREASE PER CAPITA BY 3% (INC RATE PEG)**

**CLARENCE REGIONAL LIBRARY (CRL) 10 YEAR FORECASTS**

CRL Income	Allocations Included	Description	2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Contributions			(\$1,236,774)	\$ 1,323,083.00	(\$1,350,498)	(\$1,478,446)	(\$1,684,022)	(\$1,735,605)	(\$1,789,026)	(\$1,944,653)	(\$2,002,437)	(\$2,062,275)	(\$2,124,239)	(\$2,188,408)	(\$2,254,862)
Other Revenue			(\$39,336)		(\$6,250)	(\$6,375)	(\$6,503)	(\$6,633)	(\$6,765)	(\$6,901)	(\$7,039)	(\$7,179)	(\$7,323)	(\$7,469)	(\$7,619)
<b>TOTAL OPERATING INCOME</b>			<b>(\$1,276,110)</b>	<b>-\$ 1,299,317.00</b>	<b>(\$1,356,748)</b>	<b>(\$1,484,821)</b>	<b>(\$1,690,524)</b>	<b>(\$1,742,237)</b>	<b>(\$1,795,791)</b>	<b>(\$1,951,553)</b>	<b>(\$2,009,476)</b>	<b>(\$2,069,454)</b>	<b>(\$2,131,562)</b>	<b>(\$2,195,877)</b>	<b>(\$2,262,480)</b>

<b>CRL EXPENSES</b>															
50 - Salaries, Wages & Oncosts			\$516,503	\$ 570,943.00	\$583,457	\$599,301	\$616,161	\$634,182	\$653,540	\$674,079	\$695,916	\$719,183	\$744,029	\$770,619	\$799,135
51 - Other Employee Costs			\$3,757	\$ -	\$14,816	\$17,812	\$15,468	\$15,777	\$18,847	\$16,470	\$16,799	\$19,889	\$17,533	\$17,884	\$18,241
53 - Materials			\$26,264	\$ 12,300.00	\$7,300	\$7,446	\$7,595	\$7,747	\$7,902	\$8,060	\$8,221	\$8,385	\$8,553	\$8,724	\$8,899
54 - Contractors & Consultancies			\$83,022	\$ 90,000.00	\$90,300	\$92,106	\$118,948	\$95,827	\$97,744	\$99,698	\$129,692	\$103,726	\$105,801	\$107,917	\$110,075
57 - Insurance Expenses			\$1,928	\$ 2,222.00	\$2,222	\$2,266	\$2,312	\$2,358	\$2,405	\$2,453	\$2,502	\$2,552	\$2,603	\$2,655	\$2,709
59 - Administration Expenses			\$34,216	\$ 38,700.00	\$38,700	\$39,474	\$40,263	\$41,069	\$41,890	\$42,728	\$43,582	\$44,454	\$45,343	\$46,250	\$47,175
60 - Operating Expenses			\$105,945	\$ 120,409.00	\$120,430	\$128,740	\$131,315	\$133,941	\$136,620	\$139,352	\$142,139	\$144,982	\$147,882	\$150,839	\$153,856
61 - Subscriptions & Memberships			\$104,274	\$ 126,666.00	\$106,208	\$108,332	\$110,498	\$112,708	\$114,962	\$117,262	\$119,607	\$121,999	\$124,439	\$126,928	\$129,466
62 - Internal Expenses			\$128,520	\$ 127,750.00	\$127,750	\$130,305	\$132,911	\$135,569	\$138,281	\$141,046	\$143,867	\$146,745	\$149,679	\$152,673	\$155,727
<b>TOTAL OPERATING EXPENDITURE</b>			<b>\$1,004,429</b>	<b>\$ 1,088,990.00</b>	<b>\$1,091,181</b>	<b>\$1,125,782</b>	<b>\$1,175,471</b>	<b>\$1,179,179</b>	<b>\$1,212,191</b>	<b>\$1,241,149</b>	<b>\$1,302,327</b>	<b>\$1,311,917</b>	<b>\$1,345,863</b>	<b>\$1,384,489</b>	<b>\$1,425,283</b>

**BOOK STOCK INFORMATION**

Opening stock	Number of Books Held			132,000	132,000	132,000	135,000	138,000	141,000	144,000	144,000	144,000	144,000	144,000	144,000
acquisitions	New Acquisitions			13,200	13,200	13,200	13,200	13,200	13,200	15,400	15,400	15,400	15,400	15,400	15,400
Yamba Book Increase	Additional Books			3,000		3,000	3,000	3,000	3,000						
Average item price (EX GST)				\$ 20.00	\$20.00	\$20.40	\$20.81	\$21.22	\$21.65	\$22.08	\$22.52	\$22.97	\$23.43	\$23.90	\$24.38
# weeded	Annual book disposals			13,200	13,200	13,200	13,200	13,200	13,200	15,400	15,400	15,400	15,400	15,400	15,400
Closing Stock	Number of Books Held			135,000	132,000	135,000	138,000	141,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000
Net Funds Available before Book Vote			\$271,681	\$ 210,327.00	\$265,566	\$359,039	\$515,053	\$563,059	\$583,600	\$710,404	\$707,149	\$757,537	\$785,699	\$811,388	\$837,197
Bookvote Required	Acquisitions X Item Av Price		\$327,720	\$ 300,000.00	\$300,000	\$330,480	\$337,090	\$343,831	\$350,708	\$340,057	\$346,858	\$353,795	\$360,871	\$368,089	\$375,450

**ACCUMULATED RESERVES INFORMATION**

Reserve Opening - RA 41125 & 41127	CRL and Computer Reserve	Closing Bal Prior Yr	\$825,690	\$ 734,211.92	\$734,212	\$707,120	\$742,751	\$928,142	\$1,156,651	\$1,401,110	\$1,785,468	\$2,163,614	\$2,588,992	\$3,039,709	\$3,513,406
Movement	Transfer to/from Reserve		(\$101,398)	-\$ 89,673.00	(\$34,434)	\$28,559	\$177,964	\$219,227	\$232,892	\$370,347	\$360,291	\$403,742	\$424,827	\$443,300	\$461,747
Interest On Reserve Opening Balance			\$9,920	\$ 18,320.00	\$7,342	\$7,071	\$7,428	\$9,281	\$11,567	\$14,011	\$17,855	\$21,636	\$25,890	\$30,397	\$35,134
Other Reserve Expenditure															
<b>Reserve Closing Balance (Positive Figure - Funds Held, Negative - Overdrawn)</b>			<b>\$734,212</b>	<b>\$ 644,538.92</b>	<b>\$707,120</b>	<b>\$742,751</b>	<b>\$928,142</b>	<b>\$1,156,651</b>	<b>\$1,401,110</b>	<b>\$1,785,468</b>	<b>\$2,163,614</b>	<b>\$2,588,992</b>	<b>\$3,039,709</b>	<b>\$3,513,406</b>	<b>\$4,010,287</b>
Minimum Reserve Balance Determined				\$ 308,899.00	\$309,118	\$316,578	\$325,627	\$330,159	\$337,706	\$344,931	\$355,465	\$360,929	\$368,918	\$377,467	\$386,327
Staff entitlements	Leave entitlements, Restructures			\$ 200,000.00	\$200,000	\$204,000	\$208,080	\$212,242	\$216,486	\$220,816	\$225,232	\$229,737	\$234,332	\$239,019	\$243,799
Contingency 10% of Operating Expenditure	Provided for unforeseen events, Replacement of CRL Specific Assets other than Book Stock			\$ 108,899.00	\$109,118	\$112,578	\$117,547	\$117,918	\$121,219	\$124,115	\$130,233	\$131,192	\$134,586	\$138,449	\$142,528

**SECTION 3 - SCENARIO INCREASE PER CAPITA BY 4% (INC RATE PEG)**

**CLARENCE REGIONAL LIBRARY (CRL) 10 YEAR FORECASTS**

CRL Income	Allocations Included	Description	2020-21 Actuals	2021/22 OBUD	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Contributions			(\$1,236,774)	\$ 1,323,083.00	(\$1,350,498)	(\$1,491,029)	(\$1,710,237)	(\$1,776,569)	(\$1,845,925)	(\$2,018,746)	(\$2,095,062)	(\$2,174,851)	(\$2,258,272)	(\$2,345,496)	(\$2,436,699)
Other Revenue			(\$39,336)		(\$6,250)	(\$6,375)	(\$6,503)	(\$6,633)	(\$6,765)	(\$6,901)	(\$7,039)	(\$7,179)	(\$7,323)	(\$7,469)	(\$7,619)
<b>TOTAL OPERATING INCOME</b>			<b>(\$1,276,110)</b>	<b>\$ 1,299,317.00</b>	<b>(\$1,356,748)</b>	<b>(\$1,497,404)</b>	<b>(\$1,716,740)</b>	<b>(\$1,783,202)</b>	<b>(\$1,852,691)</b>	<b>(\$2,025,646)</b>	<b>(\$2,102,101)</b>	<b>(\$2,182,030)</b>	<b>(\$2,265,595)</b>	<b>(\$2,352,966)</b>	<b>(\$2,444,317)</b>

<b>CRL EXPENSES</b>															
50 - Salaries, Wages & Oncosts			\$516,503	\$ 570,943.00	\$583,457	\$599,301	\$616,161	\$634,182	\$653,540	\$674,079	\$695,916	\$719,183	\$744,029	\$770,619	\$799,135
51 - Other Employee Costs			\$3,757	\$ -	\$14,816	\$17,812	\$15,468	\$15,777	\$18,847	\$16,470	\$16,799	\$19,889	\$17,533	\$17,884	\$18,241
53 - Materials			\$26,264	\$ 12,300.00	\$7,300	\$7,446	\$7,595	\$7,747	\$7,902	\$8,060	\$8,221	\$8,385	\$8,553	\$8,724	\$8,899
54 - Contractors & Consultancies			\$83,022	\$ 90,000.00	\$90,300	\$92,106	\$118,948	\$95,827	\$97,744	\$99,698	\$129,692	\$103,726	\$105,801	\$107,917	\$110,075
57 - Insurance Expenses			\$1,928	\$ 2,222.00	\$2,222	\$2,266	\$2,312	\$2,358	\$2,405	\$2,453	\$2,502	\$2,552	\$2,603	\$2,655	\$2,709
59 - Administration Expenses			\$34,216	\$ 38,700.00	\$38,700	\$39,474	\$40,263	\$41,069	\$41,890	\$42,728	\$43,582	\$44,454	\$45,343	\$46,250	\$47,175
60 - Operating Expenses			\$105,945	\$ 120,409.00	\$120,430	\$128,740	\$131,315	\$133,941	\$136,620	\$139,352	\$142,139	\$144,982	\$147,882	\$150,839	\$153,856
61 - Subscriptions & Memberships			\$104,274	\$ 126,666.00	\$106,208	\$108,332	\$110,498	\$112,708	\$114,962	\$117,262	\$119,607	\$121,999	\$124,439	\$126,928	\$129,466
62 - Internal Expenses			\$128,520	\$ 127,750.00	\$127,750	\$130,305	\$132,911	\$135,569	\$138,281	\$141,046	\$143,867	\$146,745	\$149,679	\$152,673	\$155,727
<b>TOTAL OPERATING EXPENDITURE</b>			<b>\$1,004,429</b>	<b>\$ 1,088,990.00</b>	<b>\$1,091,181</b>	<b>\$1,125,782</b>	<b>\$1,175,471</b>	<b>\$1,179,179</b>	<b>\$1,212,191</b>	<b>\$1,241,149</b>	<b>\$1,302,327</b>	<b>\$1,311,917</b>	<b>\$1,345,863</b>	<b>\$1,384,489</b>	<b>\$1,425,283</b>

**BOOK STOCK INFORMATION**

Opening stock	Number of Books Held			132,000	132,000	132,000	135,000	138,000	141,000	144,000	144,000	144,000	144,000	144,000	144,000
acquisitions	New Acquisitions			13,200	13,200	13,200	13,200	13,200	13,200	15,400	15,400	15,400	15,400	15,400	15,400
Yamba Book Increase	Additional Books			3,000	3,000	3,000	3,000	3,000	3,000						
Average item price (EX GST)			\$ 20.00	\$20.00	\$20.40	\$20.81	\$21.22	\$21.65	\$22.08	\$22.52	\$22.97	\$23.43	\$23.90	\$24.38	
# weeded	Annual book disposals			13,200	13,200	13,200	13,200	13,200	13,200	15,400	15,400	15,400	15,400	15,400	15,400
Closing Stock	Number of Books Held			135,000	132,000	135,000	138,000	141,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000
Net Funds Available before Book Vote			\$271,681	\$ 210,327.00	\$265,566	\$371,622	\$541,269	\$604,023	\$640,499	\$784,498	\$799,774	\$870,113	\$919,732	\$968,476	\$1,019,034
Bookvote Required	Acquisitions X Item Av Price		\$327,720	\$ 300,000.00	\$300,000	\$330,480	\$337,090	\$343,831	\$350,708	\$340,057	\$346,858	\$353,795	\$360,871	\$368,089	\$375,450

**ACCUMULATED RESERVES INFORMATION**

Reserve Opening - RA 41125 & 41127	CRL and Computer Reserve	Closing Bal Prior Yr		\$825,690	\$ 734,211.92	\$734,212	\$707,120	\$755,333	\$967,066	\$1,236,928	\$1,539,089	\$1,998,921	\$2,471,826	\$3,012,862	\$3,601,852	\$4,238,258
Movement	Transfer to/from Reserve			(\$101,398)	\$ 89,673.00	(\$34,434)	\$41,142	\$204,179	\$260,192	\$289,791	\$444,441	\$452,916	\$516,318	\$558,861	\$600,388	\$643,584
Interest On Reserve Opening Balance				\$9,920	\$ 18,320.00	\$7,342	\$7,071	\$7,553	\$9,671	\$12,369	\$15,391	\$19,989	\$24,718	\$30,129	\$36,019	\$42,383
Other Reserve Expenditure																
<b>Reserve Closing Balance (Positive Figure - Funds Held, Negative - Overdrawn)</b>				<b>\$734,212</b>	<b>\$ 644,538.92</b>	<b>\$707,120</b>	<b>\$755,333</b>	<b>\$967,066</b>	<b>\$1,236,928</b>	<b>\$1,539,089</b>	<b>\$1,998,921</b>	<b>\$2,471,826</b>	<b>\$3,012,862</b>	<b>\$3,601,852</b>	<b>\$4,238,258</b>	<b>\$4,924,224</b>
Minimum Reserve Balance Determined				\$ 308,899.00	\$309,118	\$316,578	\$325,627	\$330,159	\$337,706	\$344,931	\$355,465	\$360,929	\$368,918	\$377,467	\$386,327	
Staff entitlements	Leave entitlements, Restructures			\$ 200,000.00	\$200,000	\$204,000	\$208,080	\$212,242	\$216,486	\$220,816	\$225,232	\$229,737	\$234,332	\$239,019	\$243,799	
Contingency 10% of Operating Expenditure	Provided for unforeseen events, Replacement of CRL Specific Assets other than Book Stock			\$ 108,899.00	\$109,118	\$112,578	\$117,547	\$117,918	\$121,219	\$124,115	\$130,233	\$131,192	\$134,586	\$138,449	\$142,528	

ESTIMATED CRL RESERVE BALANCE - COMPARISON DEPENDING ON PER CAPITA PERCENTAGE INCREASE PER ANNUM

	2021/22 Revised	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
<b>Reserve Balance</b>											
2%	\$707,120	\$730,168	\$889,471	\$1,077,417	\$1,265,817	\$1,577,552	\$1,865,382	\$2,181,572	\$2,502,988	\$2,825,968	\$3,149,351
3%	\$707,120	\$742,751	\$928,142	\$1,156,651	\$1,401,110	\$1,785,468	\$2,163,614	\$2,588,992	\$3,039,709	\$3,513,406	\$4,010,287
4%	\$707,120	\$755,333	\$967,066	\$1,236,928	\$1,539,089	\$1,998,921	\$2,471,826	\$3,012,862	\$3,601,852	\$4,238,258	\$4,924,224
<b>Per Per Capita</b>											
2%	\$19.27	\$19.66	\$20.05	\$20.45	\$20.86	\$21.28	\$21.70	\$22.14	\$22.58	\$23.03	\$23.49
3%	\$19.27	\$19.85	\$20.44	\$21.06	\$21.69	\$22.34	\$23.01	\$23.70	\$24.41	\$25.14	\$25.90
4%	\$19.27	\$20.04	\$20.84	\$21.68	\$22.54	\$23.45	\$24.38	\$25.36	\$26.37	\$27.43	\$28.53

ATTACHMENT 7

## Clarence Regional Library Agreement

Responsible Manager (Title)	Regional Librarian		
Adopted by Council	Date:	Minute Number:	
File Reference Number	DWS	Version:	Review Due:
Community Plan Linkage	1 Society		
Community Plan Linkage	1.3 We will have a diverse and creative culture		
Community Plan Linkage	1.3.1 Supports arts, learning, cultural services and festivals		

This Agreement made the first day of July 2021

**BETWEEN**

**CLARENCE VALLEY COUNCIL** ABN 85 864 095 684 of 2 Prince St, Grafton 2460

**AND**

**BELLINGEN SHIRE COUNCIL** ABN No: 2606 699 3265 of Hyde St, Bellingen 2454

### 1. WHEREAS:

- A. The Councils who are parties to this agreement have adopted the Library Act 1939 ('the Act') pursuant to section 8 of the Act.
- B. Councils which have adopted the Act must comply with and observe the requirements of Part 3, Division 2 of the Act (attached as Schedule 1). In general terms, these requirements relate to the provision, control and management of library services to the community.
- C. Bellingen Shire Council seeks to delegate certain of its powers and duties relating to the provision, control and management of libraries, library services and information services to Clarence Valley Council. This delegation is made pursuant to s.12 of the Act.

- D. Clarence Valley Council has agreed to accept the delegation and provide these library services to the Delegating Council on the terms and conditions set out in this agreement.
- E. The parties have recorded the terms on which Clarence Valley Council will provide the Services to the Delegating Councils in this agreement.

## NOW THIS AGREEMENT WITNESSES:

### 1. Definitions

<i>CRL</i>	Clarence Regional Library
<i>CRL Service</i>	Clarence Regional Library Service
<i>Delegating Councils</i>	Bellingen Shire Council
<i>Committee</i>	The CRL Committee
<i>Executive Council</i>	Clarence Valley Council
<i>Executive Officer</i>	The Executive Council's Director of Environment, Planning and Community
<i>IPR</i>	Local Government Integrated Planning and Reporting
<i>Member Councils</i>	Clarence Valley Council and Bellingen Shire Council
<i>Regional Librarian</i>	The person appointed by the Executive Council as the senior staff member in the CRL
<i>RFID</i>	Radio Frequency Identification Services – as set out in Schedule 2

### 2. CLARENCE REGIONAL LIBRARY SERVICE

**2.1** A joint library service to be known as the Clarence Regional Library (hereafter called CRL) shall operate throughout the entirety of the areas of the Councils.

**2.2** The CRL Service aims to provide: a contemporary, welcoming, responsive, sustainable and inclusive service for the communities of Clarence Valley and Bellingen Shire.

**2.3** Our Vision:

The vision of the CRL is to be:

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

*A regional library service that:*

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

(Clarence Regional Library Strategic Action Plan 2012 -2022 v4)

### 3. DELEGATIONS

- 3.1 For the purposes of s.12(1) of the Act, the Delegating Councils hereby delegates to the Executive Council such of its powers and duties relating to the provision, control and management of libraries, library services and information services as are necessary for the Executive Council to perform the Services.
- 3.2 In consideration of these delegations and the terms of this Agreement, the Executive Council hereby agrees to provide the Services to the Delegating Councils.

### 4. RESPONSIBILITIES OF THE EXECUTIVE COUNCIL

4.1 The Executive Council hereby undertakes to:

- 4.1.1 Provide, control and manage the Services pursuant to s.12 of the Act on the terms and conditions and to the extent set out in this Agreement;
- 4.1.2 engage professional librarians and support staff to undertake required duties;
- 4.1.3 Appoint the CRL staff within an approved organisational structure and determine the desirable qualifications and grading of such staff;
- 4.1.4 provide all services associated with the employment of staff to run the CRL Services, including payroll, workers compensation, taxes, leave entitlements and superannuation, expenses for attendance at conferences and training;
- 4.1.5 Insure, on behalf of the CRL Service, the property acquired on behalf of the CRL, including so much of the book stock in each library that has been acquired by the



CRL Service;

- 4.1.6 Shall arrange public liability and workers compensation insurance for the CRL staff;
- 4.1.7 Keep and audit all records and accounts in accordance with all relevant legislation;
- 4.1.8 Constitute a library committee in accordance with s.11 of the Act, which shall be known as the Clarence Regional Library Committee;
- 4.1.9 Prepare agendas and business papers for the Committee meetings, keep minutes of the meetings and consider all decisions of the Committee;
- 4.1.10 Appoint its Director of Environment, Planning & Community as the Executive Officer of the CRL;
- 4.1.11 lodge all relevant accountability documents and sign contracts relating to the CRL Services; and
- 4.1.12 Set and manage the employment conditions of CRL staff.

## 5 RESPONSIBILITIES OF MEMBER COUNCILS

Member Councils aim to conduct public library and public information services at a standard no less than that recommended from time to time by the Library Council of New South Wales.

- 5.2 The Member Councils shall provide the following facilities and services within their local government areas:
  - 5.2.1 The public library buildings, complete with the necessary fittings and furnishings required:
  - 5.2.2 The management of those library buildings, including:
    - all maintenance costs
    - all service costs
    - all insurances
  - 5.2.3 Public library staff and volunteers, including all services associated with their employment including salaries, workers compensation, taxes, leave entitlements

and superannuation, membership of professional associations, expenses for attendance at conferences and training.

- 5.2.4 All IT hardware, software and services relating to all computers located in branch libraries (other than the provision of a Library Management System (library catalogue)).
- 5.3 The number of Public Library locations to be serviced under the agreement shall be limited to those approved by the Committee from time to time.
- 5.4 Should any Member Council require an additional Public Library facility that Member Council shall, at its own expense and after consultation with the Committee, provide a suitable Public Library building within its council area complete with the necessary staff, fittings and furnishings, computer equipment and establishment collection at a standard agreed by the Committee. (Establishment stock is defined as a core collection of library material that is of a comparable quantity and standard to the collections held by other public libraries in the region of a similar size.) Such buildings, fittings and furnishings and establishment stock remain the property of the individual Member Council.
- 5.5 In planning new buildings for public libraries or the refurbishment of existing libraries, the Member Councils shall seek the advice of the Regional Librarian. The Regional Librarian is to be consulted on all library resourcing matters which relate to the service delivery responsibilities of the CRL.
- 5.6 Staff required at Public Libraries shall be employed by the Member Council concerned. The Member Councils each agree to confer with the Regional Librarian on matters concerning employment.
- 5.7 The Member Councils shall determine the opening hours of the Public Libraries in their areas in consultation with the Regional Librarian.
- 5.8 Mobile Libraries shall be provided and maintained by the Member Council in whose area the Mobile Library is located. Where a Mobile Library provides services to the communities of more than one Member Council, those Councils, in consultation with the Committee, shall provide, operate and maintain the Mobile Library Service. All costs for the mobile service shall be by those Member Councils receiving the service in proportion to the extent of service provided and agreed to for each Member Council as provided for in the funding formula. Mobile Library timetables will be established by negotiation.
- 5.9 Member Councils shall make quarterly payments in membership contributions to the CRL, in accordance with clause 10 of this Agreement.

## 6. RESPONSIBILITIES OF THE COMMITTEE

### 6 RESPONSIBILITIES OF DELEGATING COUNCILS

- 6.1 To make the delegations set out in clause 3 above.
- 6.2 To pay contributions to the Executive Council in accordance with clause 10.
- 6.3 To appoint members to the Committee.
- 6.4 To arrange property, contents and public liability insurance for the library facilities and resources provided by each of them as well as all insurances applicable to volunteer staff engaged by them in their branch libraries.

## 7 RESPONSIBILITIES OF CLARENCE REGIONAL LIBRARY COMMITTEE

- 7.1 To conduct its meetings and business and to ensure its records and accounts are kept in accordance with the provisions of the Local Government Act and Regulations 1993, the Library Act and Regulations 1939 (as amended, the Library (Amendment) Act 1992) and of this Agreement.
- 7.2 To provide annually to member Councils the estimates of expenditure and income for the ensuing year and to provide quarterly balance sheet updates.
- 7.3 To provide Committee members with copies of the minutes of each meeting of the Committee. Committee members are to provide their respective Councils with copies of those minutes.
- 7.4 To submit to the Councils an annual statistical review which shall include details of the activities of the Regional Library and its comparative performance against public library services state-wide based on data collated and reported by Libraries NSW.
- 7.5 To make recommendations on matters pertaining to the provision of Library and Information Services.
- 7.6 To develop and, once adopted by the Executive Council, maintain and monitor the implementation and achievements of the Clarence Regional Library Strategic Plan.

- 7.7 To prepare policy statements on relevant aspects of service for adoption by all Member Councils and periodically review policies as recommended by the Regional Librarian and determined by the Committee in order to improve the provision of library services for users of the Clarence Regional Library service.
- 7.8 To use its best endeavours to obtain the full benefit of grants and maximum subsidies made available by the Commonwealth, the State and other respective instrumentalities and agencies for Libraries and Library Services.
- 7.9 To co-operate with libraries and library systems in the wider library network on such terms and conditions as may be agreed.
- 7.10 To pay the Executive Council each year an agreed administration fee to compensate for the accounting, financial, human resources, fleet management and any other agreed functions performed by the Executive Council. This amount to be included as part of the annual budget for the Clarence Regional Library.

## 8 MEMBERSHIP OF THE CLARENCE REGIONAL LIBRARY COMMITTEE

8.1 The Committee shall be constituted as follows:

8.1.1 each of the Member Councils shall have the right to nominate three representatives for appointment to the Committee, at least one of whom should be a Councillor and the others may be staff members, and

8.1.2 The Executive Officer shall be entitled to attend each meeting of the Committee and may also be nominated by the Executive Council as one of their staff representatives.

8.2 A Delegating Council which nominates a person for appointment to the Committee indemnifies and agrees to keep indemnified the Executive Council against all claims and liabilities of any description whatsoever which may be made at any time by the nominated person in connection with the performance of his/her role on the Committee. This indemnity shall include, but not be limited to:

- provision of transport or reimbursement for transport expenses; and
- Claims arising from injury to or death of the nominated person or any injury or damage caused by the nominated person when acting in their capacity as a member of the Committee.

8.3 Members shall hold office until the next Local Government elections.

- 8.4 Each delegate may be removed from office at any time by the resolution of the appointing Council.
- 8.5 The office of a delegate automatically becomes vacant if he or she is absent from three consecutive meetings without leave of absence being granted by the Committee.
- 8.6 Any vacancy occurring on the Committee, by death, resignation, and disqualification or otherwise shall be filled by the appointment of a new representative by the relevant Council.
- 8.7 Once in each calendar year, the Committee shall recommend a Chairperson and a Deputy Chairperson from among its Councillor members to the Executive Council for formal appointment by the Executive Council under s.11(4) of the Library Act. Both shall hold office for the ensuing twelve months and both are eligible for renewal for a further period. The Chairperson or nominated alternate shall be the Committee's delegate to the NSW Public Libraries Association.

## 9 PROCEEDINGS OF THE CLARENCE REGIONAL LIBRARY COMMITTEE

- 9.1 The Committee will schedule to meet at intervals of not less than three months nor more than six months, with the venue of meetings to rotate among the parties, provided that the Chairperson or, in his/her absence, the Deputy Chair, is empowered to convene a Special Meeting at any time.
- 9.2 The meeting of the Committee immediately following the appointment of delegates by each of the Member Councils in Local Government Election years shall be the meeting for the election of Office Bearers for the ensuing twelve months and shall be known as the Annual General Meeting (AGM). The final meeting for the year will be the AGM in years between Local Government elections. The order of business to be conducted shall be as follows:
- A. Election of Chairperson
  - B. Election of Deputy Chairperson
  - C. Any other business that is necessary for the due and proper conduct of the Clarence Regional Library.
  - D. Meeting places and dates for the forthcoming year shall be decided
- 9.3 In addition to clause 9.1, the Executive Officer shall convene a Special Meeting of the Committee on receipt of a request for such a meeting by two Committee Members

- 9.4 The Committee is an advisory committee of the Executive Council and will operate in accordance with that Council's procedures for its advisory committees. It shall discuss matters of policy, strategic direction, achievements and outcomes concerning the CRL and may make recommendations to the Executive Council.
- 9.5 Each member of the Committee shall have one vote.
- 9.6 50% + 1 is the number of Committee members required for decisions to be made.
- 9.7 If a quorum is not present at a meeting, the Executive Officer has the power to make recommendations on behalf of the Advisory Committee to the Executive Council on matters arising from that meeting.
- 9.8 The Executive Council shall not implement any policy initiatives relating to the CRL Service without first consulting with the Committee.
- 9.9 A review of the Committee's operations and procedures will be undertaken annually.

## 10 FINANCES

- 10.1 The Executive Council shall prepare a draft budget for the CRL each year and submit that draft to the Committee for its consideration. The Committee may make recommendations to the Executive Council on changes it considers should be made to the draft and the Executive Council shall consider these recommendations when adopting that budget.
- 10.2 The Delegating Councils shall make a payment each year to the Executive Council for the CRL Service. The amount payable shall be determined in the annual budget for the CRL, and for the Delegating Council shall be calculated on a per capita basis plus the subsidy receivable from the State Government. The Executive Council shall also contribute toward the budget on a per capita basis plus the subsidy receivable from the State Government.
- 10.3 An agreed formula shall be used to determine the budget Contribution for each Member Council which shall be based on a per capita rate contribution.

$$\text{Contribution} = \text{Population} \times \text{Per Capita Rate}$$

- 10.3.1 Specified amount of Contribution from each Member will be provided when the population figures are released by the Australian Bureau of Statistics (ABS),

generally in March of each year. The population is determined by the ABS report 3218.0 Regional Population Growth, Australia Table 1. Estimated Resident Population, Local Government Areas, New South Wales.

**10.4** During the period when the Regional Librarian is also overseeing the operations of the Clarence Valley Council Libraries, the Delegating Council's contribution will be amended to reflect the estimated proportion of time the Regional Librarian dedicates to the management and operations of the CRL service. Refer to Schedule 3 for an example.

**10.5** Determining the Per Capita Rate of each member's contributions to the CRL is underpinned by the notion of Continuous Improvement in the library collection development and delivery as required to satisfy grant funding criteria.

**10.5.1** Targets for improvement include:

- Collection Development – improved age, size, format, sub-collections, genres
- Staff Training
- Online eResources
- 4 yearly User / Non-User Survey
- Technical upgrades to the Library Management System
- New Technology
- CRL Website, Social Media and App development
- Maintenance of RFID
- Services to special interest groups: children, youth, aged, special needs etc.
- Efficiencies in workflow
- Development of Local Studies Collection
- CRL Marketing Plan implementation
- Development of Aboriginal resources and services
- Development of a business outreach service

**10.6** The annual level of increase in the Per Capita Rate for member Contributions is set at:

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

**10.7** A Member Council may contribute additional funding to that payable under clause 10.3 in consultation with the CRLC and in agreement with the Executive Council for specified services.

**10.8** The Executive Council shall issue a tax invoice each quarter to the Delegating Councils for its proportion of that budget and the Delegating Councils agrees to pay that invoice within 28 days of receipt.

**10.9** The CRL Service will reimburse the Executive Council for the cost of the insurance premiums incurred in providing insurance cover for the CRL and its staff. This cost will be captured in the members' annual contributions.

## **11 ASSETS**

**11.1** The Executive Council shall own the assets acquired by the CRL Services' budget subject to the 'reimbursement rights' held by the Delegating Councils as provided in this clause.

**11.2** The Executive Council shall maintain an asset register which records the assets acquired from the CRL Services' budget.

**11.3** Upon the termination of this Agreement, a proportion of the assets identified in the asset register shall be distributed to the Member Councils. The method for determining the asset distribution to each Member Council is specified in clause 15 of this Agreement.

## **12 CLARENCE REGIONAL LIBRARY MANAGEMENT AND ADMINISTRATION**

**12.1** A Regional Librarian shall be appointed by the Executive Council.

**12.2.1** The Regional Librarian shall be a qualified Librarian in accordance with provisions set by the Australian Library and Information Association.

**12.2.2** The Regional Librarian shall be responsible to the Executive Officer for the administration of the library services as well as supervision and control of CRL staff employed by the Executive Council.

**12.2.3** The Regional Librarian shall provide administrative services and support to the Committee.

**12.2.4** The Regional Librarian shall attend meetings of the Committee, but is not entitled to vote.

## **13 FUNCTIONS OF THE CLARENCE REGIONAL LIBRARIAN**

**13.1** Plan and manage all aspects of the CRL Service including:

**13.1.1** Consult with the Member Councils regarding their library service provided in partnership with the CRL.



- 13.1.2 Provide advice about current and future trends in the delivery of contemporary public library services and operations.
- 13.1.3 Report on the relative performance of the CRL against other library services and make recommendations for improving/maintaining performance in the future.
- 13.1.4 Monitor and report progress in delivering the CRL's Strategic Plan and associated Action Plan to the Committee and the Member Councils
- 13.1.5 Develop and manage the CRL Services including preparing and reviewing all relevant Policy and Procedures.
- 13.1.6 Manage and develop the CRL Computer Library Management System.
- 13.1.7 Provide an electronic catalogue of all CRL materials held by the Member Councils.
- 13.1.8 Review, adopt and maintain service systems and technologies that ensure efficient cost-effective service delivery and enhance client satisfaction with CRL services.
- 13.1.9 Develop the collections for the CRL through effective and efficient purchasing and disposal of library materials.
- 13.1.10 Establish, develop and monitor systems and databases necessary for the daily and long-term management of the CRL Service.
- 13.1.11 Monitor trends in client usage and interests through loan data, client requests and engaging with clients to provide feedback and suggestions to determine modifications in service delivery.
- 13.1.12 Prepare the annual resource budget for the CRL, review and control commitments and expenditure.
- 13.1.13 Prepare long-term budget options for the Committee that identify the future outcomes for service delivery and clients for consideration of the Member Councils
- 13.1.14 Develop and grow the CRL website presence on the Internet or other methods of electronic marketing
- 13.1.15 provide professional advice on library development, local staffing, buildings, grant applications, library trends and other matters relating to CRL services,
- 13.1.16 Advise and source training of CRL and public library staff in various areas of relevance to Member Councils and clients.

- 13.1.17 Provide resource exchange and delivery services of library materials to, and between, the CRL public libraries as well as from libraries outside the CRL Service.
- 13.1.18 Provide a reference service to members of the public and CRL members.
- 13.1.19 Initiate and encourage regional and local library promotion in conjunction with the Member Councils.
- 13.1.20 Develop effective communication procedures between member branches.
- 13.1.21 Provide minutes of all meetings of the Committee and an Annual Report of the CRL Service including statistics relating to each public library.
- 13.1.22 Represent the CRL in professional networks.

## 14 STRATEGIC PLAN

- 14.1 The Committee recommended the adoption of a Strategic Plan, the review of which aligns with the Local Government Integrated Planning and Reporting (IPR) requirements.
- 14.2 Implementation of the Strategic Plan is achieved by the implementation of an Action Plan as adopted by the Committee and the Executive Council.
- 14.3 The Strategic Plan and Action Plan capture the entirety of the Library service and clearly identifies strategies which are the core responsibility of the Member Councils.
- 14.4 Progress of the Strategic Plan is monitored annually.
- 14.5 The Strategic Plan is to be reviewed in the last term of the incumbent Committee and confirmed by the new Committee.
- 14.6 A new Strategic Plan is prepared every 10 years in line with the Community Strategic Plan for the Executive Council.

## 15 ENTRY AND EXIT OF PARTIES

- 15.1 This Agreement shall remain in force in accordance with Integrated Planning and Reporting requirements, until 30 June 2021 (at the latest) unless earlier terminated by the withdrawal of one party from it in accordance with this clause.
- 15.2 Future Agreements will remain in force for a period of 4 years aligning generally with the

Delivery Plans under the Integrated Planning and Reporting and Local Government Elections.

**15.3** This Agreement supersedes in all aspects all preceding agreements relating to the provision of library services between the Member Councils.

**15.4** In the event of any future Council amalgamations the Executive Council, in consultation with the Committee, will review the Agreement and provide a report recommending necessary actions for the continuance or otherwise of the CRL.

**15.5** A Council which is not a party to this Agreement may, by supplementary agreement with the Member Councils, be admitted as a party to this Agreement and subject to the provisions of the supplementary agreement, shall have the same rights, duties and obligations of the Member Councils. The amount payable by the new Council for admission to membership in the CRL shall be as recommended by the Committee and resolved by the Executive Council.

**15.6** A Member Council may, by twelve months notice in writing, notify the Committee and the Executive Council that it intends to withdraw from the CRL Service and to terminate its obligations under this Agreement.

**15.7** In such event, the Council so terminating shall be entitled to receive a distribution of the net assets, after payment of all liabilities, apportioned among the Member Councils in the ratio of the respective contributions paid by them over the current life of the Agreement, provided that the Executive Council shall have the right to acquire any of these assets by payment to the terminating Council of the current pro rata value thereof, in lieu of distributing that asset to the terminating Council.

**15.8** In the event that a Member Council fails to sign a new Agreement prior to its termination with the intent of withdrawing from the CRL, that Member Council will continue to participate in the CRL for a period of time to be negotiated with the Executive Council, but not less than 6 months and not before the end of the current financial year. During that time the withdrawing Council will:

**15.8.1** Work collaboratively with the Executive Council and the CRL Committee to develop an agreed Withdrawal Plan which includes:

- a specified termination date
- operational tasks to be addressed
- timeframes for completion of each task
- responsibilities of each party

**15.8.2** Be liable for the full contribution costs that would be paid if it continued its membership, for the period until the termination date

**15.8.3** Be entitled to its share on any accumulated financial reserves, of which a proportion may be accessed in advance of its departure with consideration given to potential liabilities at the time of termination as determined by the Executive Council.

**15.9** A Member Council that withdraws from this Agreement shall be liable for a portion of the liabilities including contingent liabilities, of the CRL as at the date of its withdrawal from the Agreement. These may include, but are not limited to: standing orders for stock, software licence fees, the financial costs arising from impacts on CRL staff such as redundancies or redeployments, memberships and subscriptions or overtime payments accrued by staff facilitating the withdrawal and other contingent liabilities.

**15.10** The decision of the Executive Council shall be final and binding in respect of the method of valuation and assessment of the net assets and liabilities of the Committee at any time and the books and /or other assets or cash to be apportioned or paid to a Member Council upon termination, withdrawal or expulsion pursuant to this Agreement.

**15.11** Where book stock is to be redistributed as a result of a Member Council terminating the Agreement, the stock is to be distributed according to:

- % of financial contributions of the exiting member; and
- The age, genre and format of the collection.

**15.12** The redistribution of the assets will exclude any bequests which are made to a specified member or library.

**15.13** If the fund, authority or institution is wound up or if the endorsement (if any) of the organisation as a deductible gift recipient for the operation of the fund, authority or institution is revoked, any surplus assets of the fund remaining after the payment of liabilities attributable to it, shall be transferred to a fund, authority or institution associated with each CRL member Council to which income tax deductible gifts can be made.

## **16 STANDARDS OF SERVICE**

**16.1** The services that the CRL will provide are set out in Schedule 2 of the Agreement.

**16.2** The standard of library service to be provided shall be reviewed annually, particularly with regard to expenditures on library resources and staff, with a view to raising the standard by stages as described in the approved Strategic Plan.

**16.3** The CRL may progressively establish Service Level Agreements with Member Councils to ensure services are being provided to agreed standards and targets. These Agreements may include: Collection Development, provision of information services, technical services and systems development, training programs, the rotation and delivery of stock and the provision of library programs.

## 17 AMENDMENT OF THIS AGREEMENT

**17.1** Any notice of motion recommending amendment of this Agreement by the Committee shall be given in writing by the Member Councils at least one month before the meeting of the Committee at which the motion is to be discussed

**17.2** No amendment shall be considered to this Agreement unless the proposal for the amendment has the support of all Member Councils

**17.3** No amendment shall be made to it unless all Member Councils agree to such amendment in writing.

## 18 DISPUTE RESOLUTION

**18.1** If a dispute between Member Councils arises out of or relates to this Agreement, or a breach, termination, validity or subject matter thereof, the parties to the dispute shall use their best endeavours to resolve the dispute between themselves.

**18.2** In the event that the dispute cannot be resolved in this manner, the parties agree to submit the dispute to arbitration on the request of any of the parties.

**18.3** The parties agree to submit the dispute to the Library Council of NSW for mediation and advice as prescribed under section 12(5) of the Library Act 1939 as amended.

*12 (5) It shall be a term of every agreement made under this section, whether the agreement is made before or after the day appointed and notified under section 2 (2) of the Library (Amendment) Act 1977, that any dispute arising under the agreement shall, be settled by arbitration by an arbitrator appointed by the Council.*

**18.4** All costs associated with the arbitration (other than the costs that are personal to the parties), including the arbitrator's fees, shall be borne equally by the parties to the dispute.

**18.5** The decision of the arbitrator shall be final and binding on all parties to this Agreement.





IN WITNESS WHEREOF the parties to this agreement have signed below

**SIGNED on behalf of  
CLARENCE VALLEY COUNCIL**

by the .....

in the presence of: .....

Witness

**SIGNED on behalf of  
BELLINGEN SHIRE COUNCIL**

by the .....

in the presence of: .....

Witness

## 19 SCHEDULE 1

### LIBRARY ACT 1939

#### 9 Application of Division

This Division shall apply to and in respect of local authorities who have adopted this Act.

#### 10 Requirements as to services to be provided by local libraries

(1) A [local authority](#) must comply with and observe the following requirements in relation to any [local library](#) that is provided, controlled or managed by the [local authority](#) (either directly or under an agreement or other arrangement to which it is a party):

- (a) Any person who is a resident of the [area](#) of the [local authority](#) or a ratepayer of the [local authority](#) is entitled to [membership](#) of the library free of [charge](#).
- (b) Any person (whether or not a [member](#) of the library) is entitled free of [charge](#) to access any [library material](#) of the library and any information forming part of the [information service](#) of the library (other than information excepted from free access by guidelines issued by the [Council](#)) for use on the library premises.
- (c) Any person who is a [member](#) of the library is entitled to borrow free of [charge](#) from the library for use away from the library premises any [library material](#) of the library which has been classified by the librarian of the library as being of literary, informative or educational value or as being fiction.
- (d) No [charge](#) is to be made for the delivery to a [member](#) of the library of any [library material](#) or information that the [member](#) is entitled to borrow free of [charge](#) if the [member](#) for reasons of ill health or disability cannot reasonably be expected to attend the library in person.
- (e) Any person who is a [member](#) of the library is entitled to be provided free of [charge](#) with basic reference services (being any service classified by guidelines issued by the [Council](#) as a basic reference service), including assistance in locating information and sources of information.
- (f) Any subsidy paid to the [local authority](#) under this Act must be expended in providing the services that are required by this section to be provided free of [charge](#).

(2) An entitlement under this section to borrow [library material](#) from a library for use away from the library premises does not apply to any [library material](#) that is classified by the librarian of the library as reference material.

(3) If two or more local authorities have entered into arrangements for conferring reciprocal library entitlements on the residents and ratepayers of their [areas](#), a resident or ratepayer of any of the [areas](#) concerned is for the purposes of this section to be considered to be a resident or ratepayer of each of the other [areas](#) concerned also.



(4) In this section "charge" means any [charge](#) made directly or indirectly on a person but does not include a [prescribed](#) fee for the late return of [library material](#) or a [charge](#) made for the loss of or damage to [library material](#).

(5) The [Council](#) may issue guidelines to local authorities for the purposes of this section.

### 10A Restrictions on borrowing entitlements and other matters

(1) Section 10 does not affect the operation of any regulation or by-law relating to the library to the extent that it is not inconsistent with a requirement of section 10 that an entitlement be provided free of charge.

(2) Section 10 does not prevent a [local authority](#) from determining:

- (a) the maximum number of items of [library material](#) or the maximum number of items of [library material](#) of a particular class of [library material](#) that a person may borrow at any one time from the library for use on or away from the library premises, or
- (b) the limitations, restrictions and conditions which may apply to the availability of any particular item of [library material](#) or class of [library material](#) for use on or away from the library premises.

(3) A determination under subsection (2):

- (a) must be consistent with the requirements of section 10 that an entitlement be provided free of charge, and
- (b) must not differ, or have effect so as to differ, in its operation between [members](#) and non-members of the library (except as regards the payment of a charge by non-members).

### 11 Library committee

(1) A [local authority](#) may from time to time constitute a library committee and may delegate to the library committee all or any of the powers and duties of the [local authority](#) in relation to the provision, control and management of libraries, library services and [information services](#), except a power to borrow money, to make or levy a rate, to execute a deed or contract or an agreement under this Act, or to institute proceedings at law or in equity on behalf of the [local authority](#).

(2) The [members](#) of the library committee shall be appointed by the [local authority](#) but need not be [members](#) of the [local authority](#).

(3) A library committee shall exercise and perform its powers and duties subject to the control and direction of the [local authority](#).

(4) The [local authority](#) may appoint any [member](#) of the committee to be the chairperson thereof and may from time to time remove such [member](#) from the [member's](#) office as chairperson and appoint another [member](#) in the [member's](#) place.

(5) The [local authority](#) may at any time dissolve a library committee or may, from time to time, reconstitute the library committee or revoke, amend or vary any delegation to a library committee.

(6) The [local authority](#) shall from time to time determine the number of [members](#) of the library committee which shall constitute a quorum at meetings of the library committee.

(7) The procedure for the calling of meetings of a library committee and for the conduct of business at such meetings shall, subject to any regulation made in relation thereto, be as determined by the library committee.

## 12 Agreements relating to local libraries

(1)

- (a) Two or more local authorities may enter into an agreement whereby the [local authority](#) of one [area](#) undertakes the function of providing, controlling and managing libraries, library services or [information services](#) within the [area](#) or [areas](#) of the other [local authority](#) or local authorities.
- (b) Any such agreement shall specify the terms and conditions upon which the libraries, library services or [information services](#) shall be so provided, controlled and managed.
- (c) The [local authority](#) undertaking the function of providing, controlling and managing libraries, library services or [information services](#) pursuant to an agreement under this subsection shall have, in relation to the [area](#) or [areas](#) of the other contracting [local authority](#) or contracting local authorities, such of the powers and duties of a [local authority](#) relating to the provision, control and management of libraries, library services and [information services](#) as may be delegated to it by the agreement.

(2)

- (a) Two or more local authorities may enter into an agreement whereby the [local authority](#) of one [area](#) undertakes to exercise, for and on behalf of the [local authority](#) or local authorities of any other [area](#) or [areas](#), within such other [area](#) or [areas](#), any specified power or duty of a [local authority](#) in relation to the provision, control and management of libraries, library services and [information services](#).
- (b) Any such agreement shall specify the terms and conditions upon which such power or duty shall be so exercised.

(3) Any agreement made under this section shall be made to have effect for a period to be specified therein.

(4) An agreement made under this section may provide that on termination of the agreement an adjustment shall be made of the interests of the several local authorities which are parties thereto in any property to the provision of which they have contributed and as to the mode in which the adjustment shall be arrived at.

(5) It shall be a term of every agreement made under this section, whether the agreement is made before or after the day appointed and notified under section 2 (2) of the *Library (Amendment) Act 1977*, that any dispute arising under the agreement shall, on the application to the [Council](#) of a party to that agreement, be settled by arbitration by an arbitrator appointed by the [Council](#).

### 12A Other arrangements relating to local libraries

(1) Without limiting section 12, 2 or more local authorities may, with the approval of the Minister, enter into an arrangement for the provision, control and management of any library, library service or [information service](#) in the [area](#) of any [local authority](#) that is a party to the arrangement.

(2) The Minister is not to approve such an arrangement without the agreement of the Minister for Local Government.

### 13 Subsidy

(1) A [local authority](#) within whose [area](#) a library, library service or [information service](#) is provided, controlled and managed in accordance with this Act shall, subject to this Act, be entitled to subsidy under this section.

(2) A [local authority](#) shall be eligible for subsidy under this section if during the year for which the subsidy is payable it expends out of rate income upon the provision, control and management of libraries, library services and [information services](#) in its [area](#), not less than the larger of the following amounts, namely:

- (a) An amount equivalent to the product of a rate upon the unimproved capital value of all rateable land within its [area](#):
  - (i) in the case of an [area](#) that (immediately before the commencement of the [Local Government Act 1993](#)) was a municipality-of one-tenth of one cent in the dollar,
  - (ii) in the case of an [area](#) that (immediately before the commencement of the [Local Government Act 1993](#)) was a shire-of one twenty-fifth of one cent in the dollar.
- (b) An amount equivalent to the sum of ten cents for each person resident within the [area](#) of the [local authority](#): Provided that in any case where the amount referred to in paragraph (a) is greater than an amount equivalent to the sum of fifteen cents for each person resident within the [area](#) of the [local authority](#), the [local authority](#) shall be eligible for subsidy if it so expends not less than the last-mentioned amount.

(3) A [local authority](#) shall not be eligible for subsidy under this section unless the library, library

service or [information service](#) so provided, controlled and managed is in the opinion of the [Council](#) reasonably capable of meeting the requirements of the persons resident in its [area](#).

(3A) Where a [local authority](#) has failed to comply with the requirements of sections 10 and 10A during the year preceding the day on which it lodges an application for subsidy with the [Council](#) under section 14, the [local authority](#) shall not be eligible for subsidy for the year to which the application relates if the Minister so directs by order in writing served on the [local authority](#).

(4) Where a [local authority](#) is eligible for subsidy under this section the subsidy payable to the [local authority](#) in respect of any year shall be:

- (a) an amount equal to one-half of the total amount expended by the [local authority](#) on libraries, library services and [information services](#) in that year from:
    - (i) rate income, and
    - (ii) any advance against subsidy made by the Minister to the [local authority](#) in respect of that year, or
  - (b) an amount equivalent to the [prescribed](#) amount for each person resident within the [area](#) of the [local authority](#),
- whichever is the less.

(5) An advance against subsidy may be made by the Minister to a [local authority](#) in any year in respect of which the Minister considers the [local authority](#) would, on the basis of the [local authority](#)'s estimated expenditure on libraries, library services and [information services](#) in that year from rate income, be eligible for subsidy under this section.

(5A) An advance against subsidy is payable subject to such conditions and at such times as the Minister may determine.

(6) The [regulations](#) shall prescribe the manner in which the number of persons resident within the [area](#) of a [local authority](#) is to be ascertained for the purposes of this section.

(a) 14 Subsidy-how payable

(1) A [local authority](#) which claims to be entitled to subsidy under section 13 may lodge with the [Council](#) an application for payment of such subsidy.

(2) The [Council](#) shall consider such application and forward the same to the Minister together with its report and recommendation.

(3) Subsidy shall be payable out of moneys provided by Parliament.

## 20 SCHEDULE 2

### 20.1 Services of the CRL

#### 20.1.2 COLLECTION DEVELOPMENT

- Selection and purchase of Resources
- Process purchases and donations
- Catalogue – provision and management
- Repair Resources
- Regular stocktaking at all libraries
- Undertake regular weeding of stock at all locations

#### 20.1.3 OPERATIONS

- Stock movement between libraries
- Website development and maintenance
- Library App development and maintenance
- Management of the Library Management System
- Statistics and Reports
- Financial Management
  - Budget forecasting
- Policy and Procedure development and review
- Management of CRL Staff: employment, training and Professional Development, workplace and equipment.

#### 20.1.4 SERVICES

- Reference support
- Readers Advisory
- Reciprocal support of Inter Library Loans Services
- Resource development for target groups and needs – children, Young Adults, older persons, disability, cultural diversity.
- Development and maintenance of a Local Studies and Family History/Genealogy collection
- Promotion and marketing of local library services to community
- Research and implementation of new initiatives for example: eResources, digitization of local content

## 21 SCHEDULE 3

### 21.1 Formula example for the Regional Librarian's costs

- 10.4.1 The estimated proportion of time that the Regional Librarian will dedicate to the CRL operations is 80%. This will be monitored and reviewed to ensure equity and fairness in the contributions of Bellingen Shire Council.
- 10.4.2 In determining the amended contribution of Bellingen Shire Council the wages plus on-costs for the Regional Librarian will be used.
- 10.4.3 Bellingen Shire Council will contribute towards the 80% wages and on-costs of the Regional Librarian in proportion to its population's representation of the total population serviced by the CRL.
- 10.4.4 If Bellingen Shire Council's proportional population representation of the CRL is 20%, then the following formula will apply to determining its share of the Regional Librarian's wages and on-costs.

*BSC share of Regional Librarian's wages and on-costs = 20% of (80% of Regional Librarian wages and on-costs)*

- 10.4.5 If Bellingen Shire Council is only liable for its proportional population representation of the Regional Librarian's wages and on-costs then the following formula will apply to determining its share of the costs total contribution to the CRL:

*BSC Total Contribution = BSC Per Capita Contribution less the difference between its 20% of the total Regional Librarian wages and on-costs, and its 20% of the Regional Librarian wages and on-costs dedicated to the CRL.*

*BSC Total Contribution = BSC Per Capita Contribution – (20% of the Regional Librarian wages and on-costs – (20% of (80% of the Regional Librarian wages and on-costs))).*

**DRAFT WORKPLAN FOR THE CRLC 2022**

STRATEGIES		2022				2023				2024				2025		
		1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr
<b>PRIORITY</b>	<b>1</b>	<b>Community Service Delivery: collections, programs facilities and activities, service delivery and charters, marketing, promotion community information, community identified needs and access</b>														
	<b>1.1.</b>	<b>Maximise community access to library services</b>														
L	1.1.1.	Conduct a User and Non-User Survey														
H-M	1.1.7	Support access to collection by improved inventory management														
	<b>1.2</b>	<b>Well managed, relevant and timely and up-to-date collections that meet community needs and demands</b>														
H	1.2.1	Regional Collection Management Pan														
H-M	1.2.2	Community Collection needs Survey														
H-M	1.2.4	Implement Local Studies and Family Strategy														
M	1.2.5	Develop and promote comprehensive digital collection resources														
H	1.2.6	Develop a DVD Collection														
H	1.2.7	Review eResources for relevance														
M	1.2.8	New technologies														
L	1.2.9	Investigate lending Objects														
M	1.2.10	Develop a Corporate Library Collection/Service														
H-M	1.2.11	Develop a Literacy Focus														
	<b>1.3</b>	<b>Relevant and contemporary targeted services, programs and activities</b>														
M	1.3.1	Marketing/Promotional Plan														
M	1.3.2	Develop a visible library identity														
H	1.3.5	Develop Aboriginal resources and services														
H_M	1.3.6	Develop a business outreach service														
	<b>1.4</b>	<b>Optimum, recognised and transparent customer standards and practice</b>														
	1.4.1	Library Customer Service Charter														
	<b>1.5</b>	<b>Engaged and supported community</b>														
H-M	1.5.1	targeted public consultations														
M	1.5.4	Annual Community Book Selection														
	<b>3</b>	<b>Business Systems, Management and Resourcing: standards, policies, procedures, guidelines, communication tools and organisational structure. Libraries are well resourced &amp; sustainable.</b>														
	<b>3.1</b>	<b>A library service that meets contemporary operational standards</b>														
H	3.1.1	Review policies, procedures														
L	3.1.4	Review Library Management System														
M-H	3.1.5	Maintain effective work practices between Regional Services staff and														
	<b>3.2</b>	<b>Responsible and accountable financial/resource management</b>														
H	3.2.1	Budget informed by strategic objectives														
H	3.2.2	Annual budget workshops														
H	3.2.3	Increased library income														
H	4.1.4	Library Stock appropriately insured														
M	4.1.5	Staffing levels														
		Budget Balance sheet - quarterly report														
		Review - CRL workplan - annually														

not reportable within this period





## **Clarence Regional Library Strategic Action Plan 2012-2022** **revised 27 July 2016: September 2021 Review**

**Links to CVC Community Strategic Plan 2027**

**Links to BSC Community Vision 2030**

<b>Objective 1.1 Proud and inviting Communities</b>	
1.1.1	<i>encourage vibrant and welcoming town and villages</i>
1.1.2	<i>Respect the heritage of the region by highlighting and enhancing our unique characteristics</i>
1.1.3	<i>Support, encourage and celebrate community participation, community organisations and volunteerism</i>
1.1.4	<i>Encourages greater awareness of our earliest communities and inhabitants, in partnership with local Aboriginal and Torres Strait islander communities.</i>
<b>Objective 1.2 A safe and healthy region</b>	
1.2.1	<i>Provides and maintains accessible quality sport and recreation facilities and encourages participation</i>
1.2.2	<i>Improves outcomes for the Clarence Valley through partnerships with key agencies and community organisations</i>
1.2.4	<i>With our partners , promotes community safety</i>
<b>Objective 1.3 A diverse and creative culture</b>	
1.3.1	<i>Supports arts, learning, cultural services and festivals</i>
1.3.2	<i>Supports a diverse and rich local Aboriginal and Torres Strait Islander culture</i>
<b>Objective 1.4 To have access and equity of services</b>	
1.4.3	<i>Fosters an inclusive and equitable community</i>

### **Our Purpose**

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

### **Our Vision**

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

A regional library service that:

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

### **Strategic Focus**

<b>Theme 2. Community Wellbeing</b>	
1.	<u>Our children, youth and seniors are valued, involved and supported</u>
2.	<u>We are a learning and creative community</u>
3.	<u>We value, honour and actively acknowledge our Gumbaynggirr culture and heritage</u>
4.	<u>We are connected, safe and healthy with a strong sense of community</u>
<b>Theme 3. Places for people</b>	
1.	<u>We have a diversity of beautiful spaces that foster community happiness and wellbeing</u>

1. Community Service Delivery: collections, programs, facilities and activities, service delivery and charters, marketing, promotion, community information, community identified needs and access
2. Learning and Growth: staff professional development, skill and competency identification, staff recognition and team focus
3. Business Systems, Management and Resourcing: standards, policies, procedures, guidelines, communication and organisational structure, financial management and performance, asset management, staffing (human resources), building partnerships

LEGEND:

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

Traffic light progress code:

	Progressing to time
	COMPLETE
	Overdue but progressing
	Not progressing

**Strategic Focus 1: COMMUNITY SERVICE DELIVERY**

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

**Objective 1.1 Maximise community access to library services**

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.1 Conduct a user/non-user survey	<ul style="list-style-type: none"> <li>Engage a consultant</li> <li>Review and amend 2016 survey</li> <li>Conduct random interviews</li> <li>Analyse data</li> <li>Prepare report</li> </ul>	Statistically valid feedback about library performance and usage	CRLC & CRL	Every 4 years	Approx. \$20,000 per survey CRL Reserve	Aligns with each new committee and acts as a review for the strategic plan and work plans. <b>Commence review of questions and process for survey in October 2019 in preparation for 2020 survey implementation - postponed to 2021 further postponed till after new councillors commence in 2022</b>	Undertake in 2020	
1.1.2 Review the spread of library opening hours to address community and professional development needs	<ul style="list-style-type: none"> <li>Refer to survey feedback</li> <li>Staff feedback</li> <li>Seek council approval</li> </ul>	<ul style="list-style-type: none"> <li>Public access maintained or enhanced.</li> <li>All library staff to undertake a range of professional development.</li> </ul>	Each LGA	Not less than every 2 years	WER	<p>Each Council undertakes in respect of local community needs.</p> <p>Yamba Hours changed to line up more closely with those in the other libraries WER. 10.00am opening with 1 hr for lunch closure not 1.30 hrs.</p> <p><b>CVC: 2020 September -</b></p> <ul style="list-style-type: none"> <li>Iluka hours changed from Monday Wednesday &amp; Friday to Wednesday, Thursday &amp; Friday with lunch hours now the same as Maclean &amp; Yamba: 12:30 – 1:30. These changes were based on community and operational needs.(survey undertaken – 117 responses only 3 against changes)</li> <li>Yamba open Wednesday afternoons (additional 2 hrs) WER since Covid reopening</li> <li>Maclean open ½ hr earlier on Saturday morning - WER tto line up with hours in Yamba and Grafton since Covid reopening</li> </ul> <p><b>No further extension of CVC hrs possible with current budget levels</b></p> <p><b>BSC: 2019 April -</b></p> <ul style="list-style-type: none"> <li>Libraries opened an additional 6.5 hours per week.</li> <li>All libraries are now open from 10am Tuesday to Thursday and do not shut for lunch in Bellingen.</li> <li>Urunga is open through two lunch hours</li> <li>Dorrigo open through one.</li> </ul> <p>These changes have been well received by the community.</p>	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.3 Online access to services is reviewed for relevance in meeting the needs of current and future users	<ul style="list-style-type: none"> <li>Review online service usage</li> <li>web enhancements</li> <li>Participate in NSW.net</li> <li>LMS Spydus initiatives</li> <li>Skill staff to increase and improve community access to the library's website and catalogue</li> <li>staff to Promote/advertise online services</li> </ul>	Increased use of online services	CRL – Initial training & future upgrades	Annual ongoing	WER	<p>Occur annually All staff need to be trained. Some training can be delivered by CRL staff.</p> <p>2020 New Library App developed to enhance access to library services.</p> <p>2021 eLibrary borrowing continues to grow, Covid-19 has boosted usage and community awareness through marketing campaigns on radio, papers and social media.</p>	High	
1.1.4 Mobile library services : CVC	<ul style="list-style-type: none"> <li>Monitor usage of routes and stops <ul style="list-style-type: none"> <li>Amend as appropriate</li> </ul> </li> <li>provide complementary service delivery from the mobile library</li> <li>Implementation of State Library Grant Project: GO Mobile! Digital Library on Wheels</li> </ul>	<ul style="list-style-type: none"> <li>Increased access</li> <li>Additional outreach services</li> </ul>	CVC	2016/17	WER State Library Grant - \$132,000	Expansion of activities and events from the mobile over the last 12months to include <i>Get Connected</i> training and Q&A. School holiday activities and PLUNGE events.	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.5 Develop relevant and targeted outreach services	<ul style="list-style-type: none"> <li>Investigate partnerships &amp; funding for HLS eg: Home Care Services</li> <li>Outreach to Seniors through expos, seniors week etc</li> <li>Outreach to youth through expos, school visits, liaising with individual class groups, HSC support programs, Live n Loud events</li> <li>Investigate outreach to businesses in shopping precincts <ul style="list-style-type: none"> <li>Implement a service where practical</li> <li>Evaluate outcomes</li> </ul> </li> <li>Outreach to children through expos, preschools, playgroups, vacation care, holiday activities, home work clubs</li> <li>Outreach to Aboriginal communities through workshops, preschools and interagency meetings</li> <li>Explore general outreach services ie) books in flight, books at the beach, pop up library services, workplace book clubs at lunchtime – council/other?</li> </ul>	<ul style="list-style-type: none"> <li>Funding opportunities identified</li> <li>Deliver feasible outreach services</li> <li>Partners for delivery identified</li> <li>Increase in usage of services by targeted groups</li> </ul>	Each LGA investigate local opportunities for outreach	Ongoing	WER	<p>Local initiatives may proceed, but common services across the region are preferred.</p> <p><b>CRL</b> 2021 <i>Vintage Film Club</i> grant success, preparation for implementation at Dorriggo, Urunga, Bellingen, Grafton &amp; Iluka Libraries commencement for December 2021 (delayed due to Covid) – to assist seniors in isolation to connect.</p> <p><b>CVC</b> <i>Get Connected</i> classes and Q&amp;A sessions developed at all locations with the support of grant funding. 2021 Partnering with Youngster.co and Tech Savvy Senior grant funding 2021 <i>Live n Loud</i> – music event for youth week – over 200 attendees – used library undercover carpark as the venue Popup libraries at MyFutureFest, Career expos: equipment purchased from CVC Program Budget in 2019/20 to improve the <i>Popup library – Clarence Valley</i> experience. Preschool visits for storytime activities Popup @ Seniors Expo @ GDSC – cancelled due to Covid-19 Popup at NAIDOC week events – cancelled due to Covid-19</p> <p>2020 Presentation @ IWD breakfasts 2021 Development of Aboriginal Cultural Program document</p> <p><b>BSC</b> 2019 <i>Be Connected</i> sessions were run for seniors, 2021 Partnering with Youngster.co for tech Savvy Seniors funding 2020 <i>Connect and Go Go Go</i> project has provided training and free loan of ipads to seniors. Drug Info program ran outreach to the Dorriggo community markets 2020 Outreach to primary schools through the Stig Wemys show and State Library visits and visits to BSC libraries when possible through COVID.</p>		

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.6 Increase community awareness of Library services	<ul style="list-style-type: none"> <li>• CRL website well positioned in member councils' websites</li> <li>• Review website for improved accessibility</li> <li>• Expand YouTube Channel to include mini info clips for community awareness of services</li> <li>• maintain relationships with educators / Teacher Librarians Eg: CRL website linked to school website, attend TL meetings</li> <li>• maintain and review a community library newsletter (online)</li> <li>• investigate use of MailChimp for more frequent newsletter mailouts</li> <li>• develop a print version of newsletter to keep the community informed of activities</li> <li>• Open days at libraries</li> <li>• Library tours</li> <li>• Information package developed for community groups, service clubs, school groups etc.</li> <li>• Annual membership drive promotion to be developed</li> <li>• Explore radio and newspaper advertising</li> <li>• Guest speaking to service clubs and community groups and</li> </ul>	<ul style="list-style-type: none"> <li>• Increased use of library website</li> <li>• Regular contact with educators</li> <li>• Quarterly newsletter template developed with content provided from across the CRL network</li> <li>• Regular community tours of libraries</li> </ul>	<p>Each LGA</p> <p>CRL &amp; LGAs</p> <p>CRL: develop collate info distribute libraries: input</p>	ongoing	<p>WER - Internal process</p> <p>WER - staff time</p>	<p>CRL continuing with website enhancement.</p> <ul style="list-style-type: none"> <li>• YouTube channel developed with video from Author visits, <i>Live n Loud</i>, online storytime, <i>Library Minutes</i> and other events being loaded for community to access.</li> <li>• Instagram and Facebook posts highlighting and promoting events, collections and services.</li> <li>• Quarterly newsletter produced – since January 2020 this has gone out monthly with the new Digital Engagement position in place.</li> <li>• Annual membership drive collateral being developed August 2020</li> <li>• CVC – TL meetings attended regularly by library team</li> <li>• CVC - School tours have occurred annually.</li> </ul> <p>2020 CRL Bus ad developed – 6 month campaign implemented across CVC</p> <ul style="list-style-type: none"> <li>• BSC bus to be considered for future campaign</li> </ul> <p>2020 CVC and CRL radio ads developed</p> <p>2021 BSC radio ads developed</p> <p>2020 radio interviews with Regional Librarian and Senior Library Officer (Programs)</p> <p>2021 introduced fortnightly radio interviews about books with <i>Team Leader (Regional Resources)</i> on Life 103.9 FM community radio</p>	High	
1.1.7 Support access to collection by improved inventory management	<ul style="list-style-type: none"> <li>• Investigate emerging trends in inventory management <ul style="list-style-type: none"> <li>• Implement if recommended</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Efficient, cost effective inventory management</li> </ul>	CRLC: support CRL:	Ongoing	WER	<p>2017 November - Spydus manager/collections implemented</p> <p>Ongoing regular use of Spydus Manager to provide reports and lists of items for collection rotation and deselection.</p>	High – medium	
1.1.8 Collection arrangement	<ul style="list-style-type: none"> <li>• Monitor &amp; implement best practice collection presentation (layout; stock arrangement; and furniture/fittings)</li> <li>• Review integration of YA into Adult Fiction pilot project - Urunga Library <ul style="list-style-type: none"> <li>• where feasible in local branches implement</li> </ul> </li> <li>• monitor how technological trends impact on arrangement</li> <li>• review spine label conventions</li> <li>• investigate consultant for displays and shelving arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Collection Arrangement design guidelines adopted in local branches</li> <li>• Enhanced Collection access through effective arrangement</li> </ul>	CRL: guide libraries: adopt	ongoing	<p>WER</p> <p>Potential costs local libraries</p>	<p>2019/20 - DVD marketing displays provided to CRL libraries</p> <p>2018 - Promotional cubes set provided to all libraries for use in marketing new books and curated collections.</p> <p>2019 - Urunga YA to be separated to provide a visual location for Young Adult reading material. Will be undertaken during the refurbishment.</p> <p>2019 - New shelf guides purchased for all libraries – slimline taking up less shelf space than previous guides.</p> <p>2018 - Identification of JNF with fluoro labels enhance access.</p> <p>2019 - New location of JNF Picture books developed and this collection is expanding. Display shelving provided in Grafton library with the biggest collection so far.</p>	High - Medium	
1.1.9 wireless internet access	<ul style="list-style-type: none"> <li>• Provide ongoing wireless internet access</li> </ul>	<ul style="list-style-type: none"> <li>• Effective and efficient community access to wireless internet services</li> </ul>	CRL/LGA	Ongoing	WER	<p>Consultation with State Library to determine future of Wi-Fi service. Constant slow speed issues to be addressed. Solution is additional internet access for all locations ordered in September 2019. NBN where available being rolled out - complete</p>	High	

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.1 Regional Collection Management Plan	<ul style="list-style-type: none"> <li>Collection Development Policy regularly reviewed</li> <li>Procedures and guidelines developed and adopted</li> <li>Regular collection 'audits' to determine gaps, weeding and optimum levels of duplication</li> <li>Implement equitable and effective stock rotation program for all</li> <li>Develop standards for cataloguing (Collection Management Plan.)</li> <li>Investigate ways to promote new stock arrivals</li> </ul>	<ul style="list-style-type: none"> <li>User-driven collection</li> <li>Collection meets Living Learning Library baseline Standards</li> <li>Common procedures and guidelines</li> <li>Branch collections profile meet needs of local community</li> <li>Stock rotation program is implemented</li> </ul>	CRLC: support CRL: lead <a href="#">libraries: input</a>	ongoing	Library Service Agreement to address member contributions  WER	<p>Need to target expenditure to local needs. CRLC consider proportional expenditure of book vote on specific target groups.</p> <p><b>Stock Rotation has been implemented</b> <b><a href="#">Shelf talkers</a> have been developed to link our eResource products to our books.</b> <b>Community Selection days continue to be popular with community - (cancelled in 2020 due to Covid-19)</b></p>	High	
1.2.2 Community collection needs survey	<ul style="list-style-type: none"> <li>Review previous survey and amend</li> <li>Distribute through local libraries</li> <li>Analysis to inform collection development and purchasing</li> <li>Report survey results to community in an easily accessible format ie) infographics</li> </ul>	<ul style="list-style-type: none"> <li>User-driven collection</li> </ul>	CRLC CRL to develop and analyse <a href="#">Libraries to distribute</a>	2017	WER	<p>Internally developed, delivered and analysed with existing software.</p> <p>2014/15 Collection Needs survey 2016 User/Nonuser Survey) 2018 Collection needs survey completed 2020 Marketing Plan survey <b>2020 User/non user survey delayed until 2021</b></p>	High – Medium	
1.2.3 Process streamlining and restructure	<ul style="list-style-type: none"> <li>Continue to streamline processing of stock.</li> <li>Continue to identify and implement potential operational and service delivery improvements</li> <li>Review staff structures to achieve improvements</li> <li>Develop costings</li> <li>Implement agreed actions</li> </ul>	<ul style="list-style-type: none"> <li>Decreased processing time</li> <li>Decreased waiting time for stock delivery to branches</li> <li>Increase in client satisfaction</li> </ul>	Executive Council: lead	Ongoing	WER	<p>Costs of outsourcing continuing to decline.</p> <p><b>2017 - Introduced outsourced cataloguing for fiction books</b></p> <p><b>2018 - Restructure in CRL saw the addition of 21 hrs at grade 2 to provide staff assistance for processing as relying on volunteers was not adequate to keep up with service level needs.</b></p> <p><b>2018 – CVC Restructure saw increased grade/qualification levels for Yaegl Libraries Officers and Mobile Officer</b></p> <p><b>2020 - CRL Digital Engagement position filled</b></p> <p><b>2021 - CRL Digital Engagement position refilled for 12 months</b></p> <p><b>2020 - CVC costing and options for additional staff in Maclean and Yamba have been developed.</b></p>	High	
1.2.4 Implement a Local Studies & Family History Strategy (print and non-print resources)	<ul style="list-style-type: none"> <li>Continue to develop Local Studies Strategic Action Plan</li> <li>Continue to liaise with local museums and galleries to develop and maintain partnerships</li> <li>Explore cross promotional opportunities with museums and historical societies</li> <li>Continue to develop Local Studies website content for each LGA</li> </ul>	<ul style="list-style-type: none"> <li>Refer to Local Studies Strategic Action Plan: <a href="http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-March-2016.pdf">http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-March-2016.pdf</a></li> </ul>	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	Refer to Local Studies Strategic Action Plan	<p>Refer to Local Studies Strategic Action Plan.</p> <p><a href="https://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-February-2021.pdf">https://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-February-2021.pdf</a></p> <p><a href="..\Projects\CRL - YOUR HERITAGE in pixels\YHIP - Meetings\YHIP - meeting 2.docx">..\Projects\CRL - YOUR HERITAGE in pixels\YHIP - Meetings\YHIP - meeting 2.docx</a> <b>Your Heritage in Pixels project promotes Museum and Gallery partnership with the Library.</b></p> <p><a href="..\Projects\CRL - MACKEY Archive\MACKEY Archive project.docx">..\Projects\CRL - MACKEY Archive\MACKEY Archive project.docx</a></p> <p><b>2019 Major donation of a local and family history collection from Nola and Vernon Mackey – progressive handover of collection commenced February. A major injection into CVC local History and Family Collection.</b></p> <p><b>2020 purchase of Duncan Miller Fairfax photos from US</b></p>	Refer to Local Studies Strategic Action Plan	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.5 Develop and promote comprehensive digital collection resources	<ul style="list-style-type: none"> <li>• Allocate a portion of book vote to continuous development</li> <li>• Review impact on state wide statistical data</li> <li>• Continue to monitor satisfaction</li> <li>• Promote digital collections</li> <li>• Continue to monitor industry developments</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced and relevant collection</li> <li>• Greater awareness and use of digital resources</li> </ul>	CRLC CRL	Ongoing		Usage monitored through existing systems:  Spydus Library Management System Reports and Enquiry Modules and individual eResource administrative statistics function.  <b>2020 - New databases added include:</b> <ul style="list-style-type: none"> <li>• BorrowBox introduced for access to eBook and eAudio reads</li> <li>• IndyReads</li> <li>• BeamaFilm</li> <li>• Libby (replacing RBdigital)</li> </ul> <b>2019/20</b> <ul style="list-style-type: none"> <li>• Development of the use of <i>Campaign titles</i> as promotion leaders for eBooks and eAudio</li> <li>• Digital Engagement officer schedule social media posts weekly for eLibrary</li> </ul>	Medium	
1.2.6 Develop a DVD Collection and review for relevance in meeting the needs of current and future users	<ul style="list-style-type: none"> <li>• Allocate a portion of book vote to continuous development</li> <li>• Monitor usage figures</li> <li>• Monitor emerging technologies - streaming video (beamer films, Netflix etc)</li> <li>• Investigate opportunities for showing films in libraries – movie nights</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced and relevant collection</li> <li>• Purchasing reflects current needs and perceived future needs</li> <li>• User-driven collection</li> <li>• Increased client satisfaction</li> </ul>	CRL	2018 Ongoing	\$10,000	DVD collection enhanced by donations from community members. <b>2019/20 - Additional DVD display stands have been sourced for all libraries to assist with the expanding collection.</b>	High	



Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.7 Review eResources for relevance to meet the needs of current and future users	<ul style="list-style-type: none"> <li>• Review existing usage of eResources</li> <li>• Determine growth areas and unmet need</li> <li>• Cost the preferred eResources access</li> <li>• Review Lynda.com for public use <ul style="list-style-type: none"> <li>• Obtain costings with a view to subscribe</li> </ul> </li> <li>• Review distribution of collection funds</li> </ul>	<ul style="list-style-type: none"> <li>• Purchasing reflects current needs and perceived future needs</li> <li>• User-driven collection</li> <li>• Increased client satisfaction with online services</li> </ul>	CRL	Ongoing  2017	WER	<p>Without additional funds need to reallocate book vote - LYNDA reviewed and considered too costly for implementation at this stage.</p> <p>Current list of eResources (*denotes free access via State Library Consortia new in 2021):</p> <ul style="list-style-type: none"> <li>*Gale Power search</li> <li>Ancestry.com</li> <li>Aussie drivers- driver knowledge test</li> <li>BeamaFilm December 2020</li> <li>BorrowBox – 1 July 2018</li> <li>Encyclopaedia Britannica online</li> <li>Find my past</li> <li>*Gale Books and Authors</li> <li>*Gale Business – Entrepreneurship</li> <li>*Gale Business – Plan Builder</li> <li>*Gale Health and wellness</li> <li>*Gale in Context – Biography</li> <li>*Gale in Context – Environmental Studies</li> <li>*Gale in Context – Global Issues</li> <li>*Gale in Context – Opposing Viewpoints</li> <li>*Gale in Context – Science</li> <li>*Gale in Context – World History</li> <li>*Gale Interactive – Science</li> <li>*Gale Literature Resource Center</li> <li>*Gale Onefile – News</li> <li>*Gale Presents – National Geographic Virtual Library</li> <li>*Gale Presents – National Geographic for Kids</li> <li>Haynes all access car manuals - 2018</li> <li>IndyReads – March 2020</li> <li>Mango languages – July 2019</li> <li>Internet history resources</li> <li>Niche Academy – enhances the computer school technology training – February 2019</li> <li>*State library NSW eResources</li> <li>Storybox library – February 2019</li> <li>Trove</li> <li>The Computer School</li> <li>World Book online</li> <li>Ziptales – 2018 - literature and language for young children</li> </ul>	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.8 New technologies	<ul style="list-style-type: none"> <li>• Proceed with a 2yr trial of lending mini tablets</li> <li>• Monitor and evaluate</li> <li>• Implementation of iPad use at Library and Regional Level</li> <li>• Provide a range of new technologies for clients to experience <ul style="list-style-type: none"> <li>○ 3D printer</li> <li>○ Wireless printing</li> <li>○ Remote printing</li> <li>○ 3D virtual goggles</li> <li>○ 360 degree camera</li> <li>○ 3D doodler Pens</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Provision of contemporary library services for public <a href="http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios.pdf">http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios.pdf</a> <a href="http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios_review.pdf">http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios_review.pdf</a></li> </ul>	CRL	2016/19	WER  ?	<p>Focus on individual library capability and budgetary requirements</p> <p>2017 - Mini tablet lending, purchased 10 Samsung Galaxy Tab 3 Lites. Workload has been manageable. Borrower feed back has been good. 2020 – 8 tablets – 4 Reserves (Sept 2020) – a total of 236 Reservations to date.</p> <p>2017/18 – CVC - New technology purchased for Mobile Van:</p> <ul style="list-style-type: none"> <li>• 3D printer (2019 relocated to Grafton library and implementation has been developed during 2019/20).</li> <li>• 3D doodler pens – 5x cordless versions have been purchased for trial on Mobile and will consider further purchases for library programing.</li> </ul> <p>CRL:</p> <ul style="list-style-type: none"> <li>• 3x sets of Ozobots are being utilised in library programs.</li> <li>• 2019 - Charging stations for mobile devices in libraries</li> <li>• 2019 - iPad replacement for Team Leaders</li> <li>• iPad stands, light boxes and editing equipment for filming</li> </ul> <p>CVC:</p> <ul style="list-style-type: none"> <li>• Interactive table – Grafton Library</li> <li>• iPads for seniors</li> <li>• Grafton Print Management and air printing</li> </ul> <p>BSC:</p> <ul style="list-style-type: none"> <li>• CD Cleaner</li> <li>• iPads for seniors</li> <li>• 6 ipads purchased through grant for supporting seniors</li> </ul>	High  Medium	
1.2.9 Investigate Lending Objects	<ul style="list-style-type: none"> <li>• Investigate lending objects eg: <ul style="list-style-type: none"> <li>○ Seeds?</li> <li>○ Recipes</li> <li>○ Ukuleles</li> <li>○ Cake tins?</li> <li>○ Tools?</li> </ul> </li> <li>• Review current library practice and trends</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of contemporary library services for public</li> </ul>	CRL	2024	WER	<p>Lending objects is an emerging international trend for libraries in conjunction with providing “maker Spaces” – space for making objects, anything you can think of, handcrafts, wood, metal, computer generated 3D designs, recording music, video etc. Locally Tamworth library is currently loaning cake tins to their community, Port Macquarie, Tamworth and Dorrigo libraries are offering seed libraries, and Port Macquarie is lending Ukuleles for example.</p> <p>Need to research potential partners.</p>	Low	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.10 Develop a Corporate Library Collection/Service	<ul style="list-style-type: none"> <li>Determine the level of interest in establishing a corporate library service.</li> <li>Scope the range of materials that might be provided</li> <li>Determine the gaps between what does and doesn't exist</li> <li>Identify suitable locations</li> <li>Catalogue materials</li> <li>Develop a corporate catalogue</li> <li>Develop procedures for purchase, borrowing etc</li> <li>Allocate funding</li> <li>Implement</li> <li>Monitor and review</li> </ul>	<ul style="list-style-type: none"> <li>Interest will be identified</li> <li>Existing resources may be identified for broader use</li> <li>Materials for professional development will be more economically and equitably available</li> </ul>	CRL	2020	WER	There are numerous council owned resources held by individuals, work units and section within council which are unknown by other council staff and yet may be quite valuable to them. This may be a way of maximising use of existing resources and rationalizing future demand.	low	
1.2.11 Develop an literacy focus	<ul style="list-style-type: none"> <li>Investigate best practice in libraries for literacy</li> <li>Identify resources</li> <li>Promote literacy</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced and relevant collection</li> <li>Purchasing reflects current needs and perceived future needs</li> <li>Provision of contemporary library services</li> <li>Building community capacity</li> </ul>	CRL	2018	WER	Develop and facilitate a literacy program <ul style="list-style-type: none"> <li>Need to Identify grants and partnerships</li> </ul> <i>Identifying and badging programs, we already do as literacy.</i>	High - Medium	

**Objective 1.3 Relevant and contemporary targeted services, programs and activities**

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.3.1 Comprehensive marketing / promotional plan.	<ul style="list-style-type: none"> <li>Set context within member councils' strategic directions eg: management, social, cultural plans</li> <li>Identify priority target groups (now &amp; future)</li> <li>Produce comprehensive marketing strategy</li> <li>Produce associated Action Plan</li> <li>Determine opportunities WER in CRL and LGAs</li> </ul>	<ul style="list-style-type: none"> <li>Marketing plan and associated action plan</li> <li>A recognised local library identity</li> <li>Increased awareness and recognition of the range of library services</li> </ul>	CRL: Lead & manage LGA: input delivery	Draft plan - 2019	WER	<p>Members will utilise common templates and share materials.</p> <ul style="list-style-type: none"> <li>2020 - Draft plan is in development</li> <li>September 2020 marketing survey undertaken</li> <li>Draft plan delivered to February 2021 meeting</li> <li>Draft action plan delivered to May 2021 meeting</li> <li>2021 complete – 1 July implementation commences</li> </ul>	Medium	
1.3.2 Develop a visible Library identity	<ul style="list-style-type: none"> <li>Develop visual tools to improve Library visibility and status (logo, branding, style, signage)</li> <li>Develop common templates for shared use</li> <li>Develop Point of Service promotions for targeted collections and services</li> <li>BSC to investigate consistent signage for all libraries</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness and recognition of all Libraries and their services</li> <li>Consistent and professional identity</li> </ul>	CRL / LGAs	Ongoing	WER	<p>Collateral needs identified and designed. 2018 Branding refresher training completed for CVC staff.</p> <p>BSC now using all CRL branding 2021 – new logo signage for Yaegl libraries</p>	Medium	
1.3.3 Educational and recreational programs and activities.	<ul style="list-style-type: none"> <li>Review user/non-user survey results.</li> <li>Review current Best practice in libraries</li> <li>Facilitate programs and activities.</li> <li>Seek partners to fund</li> <li>Promote to target groups</li> <li>Structure programs to enhance their outcomes</li> <li>Feedback forms developed and completed for events/programs                             <ul style="list-style-type: none"> <li>Feedback developed on marketing – “where did you hear about this?”</li> </ul> </li> <li>Feedback on all surveys to be more comprehensive – what did people actually say or want?</li> <li>Develop Conversation Volunteers for people learning ESL</li> <li>Investigate viability of travel talk/information sessions/group</li> </ul>	<ul style="list-style-type: none"> <li>Relevant educational and recreational programs and activities are delivered for the local community.</li> <li>CRL provides contemporary library services</li> <li>Programs have specified outcomes</li> </ul>	CRL: develop promote CRL & Libraries: seek funds deliver	2017/18	WER	<p>CVC/CRL</p> <ul style="list-style-type: none"> <li>Author talks</li> <li>Game nights &amp; D and D days</li> <li>Live n Loud performance in partnership with Clarence Youth Action group (CYA group)</li> <li>Performing arts nights - Conservatorium partnership</li> <li>Aboriginal Cultural workshops</li> <li>Bush tucker talks and tastings</li> <li>Book binding workshops</li> <li>Preservation workshops</li> <li>Travel tips for seniors workshop</li> <li>Library Lego Legends being developed across all locations</li> <li>Knit Wits knitting groups</li> <li>Library hosted book clubs</li> <li>Writers groups</li> </ul> <p>Get Connected:</p> <ul style="list-style-type: none"> <li>Q&amp;A sessions scheduled regularly – funding from TSS and Be Connected grants 2018/19</li> <li>Be Connected travel talks undertaken for get online week event 2019 – grant funded</li> <li>Zoom training 2020 – grant funded</li> <li>MiPad lending program 2020 – grant funded</li> </ul> <p>BSC</p> <ul style="list-style-type: none"> <li>After school lego and ozobots</li> <li>Author talks</li> </ul>	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.3.4 Develop community information	<ul style="list-style-type: none"> <li>Investigate results of user/non user survey relating to community information</li> <li>Assess current provision of community information services</li> <li>Develop guidelines for community information access</li> </ul>	<ul style="list-style-type: none"> <li>User-driven service</li> <li>Increased client satisfaction</li> </ul>	CRL / LGA	2017	WER	<p>Community information was one of the highest priority areas in the user/non-user survey 2016.</p> <p>BSC - community notice boards are available for posting community information. Local papers sourced</p> <p>CVC 2020 Yamba library community advertising on TV display from Yamba Community centre commenced</p>	High	
1.3.5 Develop Aboriginal resources and services	<ul style="list-style-type: none"> <li>Identify aboriginal resources in varying formats</li> <li>Allocate a portion of the book vote to purchase</li> <li>Promote the sub collection</li> <li>Investigate "Dawn" Newspaper online subscription</li> <li>Investigate purchase of "Tracker" Newspaper</li> <li>Link to State Library Aboriginal resources</li> <li>Include resource page on library website</li> <li>Consult with AECG re resource sharing</li> <li>Support development of resources/oral histories from local community</li> <li>Source local Aboriginal Story Tellers</li> <li>Investigate partnerships with local Aboriginal Land Councils</li> </ul>	<ul style="list-style-type: none"> <li>Increase aboriginal access to the library</li> <li>Promote social inclusion</li> <li>Raise awareness and understanding of aboriginal culture and heritage</li> <li>Increased client satisfaction</li> </ul>	CRL	Ongoing	\$3,000	<p>CRL has twice the average Aboriginal representation in our population.</p> <ul style="list-style-type: none"> <li>Aboriginal resource page developed for the website</li> <li>Resources identified and sought out for collection</li> <li>CVC - Bush tucker talk and tasting sessions</li> <li>CVC - Aboriginal cultural workshops</li> <li>2018/19 – BSC - Dual Language signage – English and Gumbayngirr developed</li> <li>2020 - Acknowledgement of country signage being developed</li> <li>2020 - Aboriginal Art competition run to obtain local Aboriginal artwork for use in promotions</li> <li>2020 – Aboriginal consultative group from CVC staff being developed</li> <li>2021 Aboriginal Cultural Program for libraries integrated into library programming is being developed</li> </ul>	High	
1.3.6 Develop a business outreach service	<ul style="list-style-type: none"> <li>Promote: <ul style="list-style-type: none"> <li>Australian Standards database</li> <li>Each LGAs Profile ID database</li> </ul> </li> <li>Investigate co-working groups (see Bellingen model)</li> <li>Develop partnerships with council Economic Development Unit Officers</li> <li>Webpage developed highlighting services for business</li> <li>Talks/info session with chambers of commerce</li> <li>Investigate workshops with businesses on: <ul style="list-style-type: none"> <li>Databases</li> <li>Resources</li> <li>Statistics available</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Provision of contemporary library services for local business</li> </ul>	CRL/Libraries	2021	WER	<p>Existing resources to be promoted to local business ie) books, journals, Australian Standards, Community statistics etc</p> <p>2017 Due to low usage stats over an extended period the Australian Standards database subscription was not renewed</p> <p>2018 Mobile Library van is being shared with the Economic Development Unit in CVC – was being used by Tourism staff as a pop-up tourist info van on days the library isn't utilising the van 2018. – this has ceased since 2019.</p> <p>2020/21 charging stations info dots developed for libraries with charging stations available for distribution to local businesses</p> <p>2021 DL flyers developed for Business to provide information to local tourists</p>	Medium - Low	

**Objective 1.4 Optimum, recognised and transparent customer service standards and practice**

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.4.1 CRL library customer service charter	<ul style="list-style-type: none"> <li>Monitor and review charter and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Common standards of service across all branches</li> <li>Common approach to customer feedback, suggestions and responses to requests</li> </ul>	CRL	2017	WER	Review for ongoing relevancy <b>2018 Amendment to R.E.S.P.E.C.T. sign developed after incidents with public order between library patrons</b>	Medium	
<ul style="list-style-type: none"> <li>1.4.2</li> <li>Obtain eSmart library status</li> </ul>	<ul style="list-style-type: none"> <li>Work through e-Smart checklist for eSmart accreditation, addressing:                             <ul style="list-style-type: none"> <li>Leadership, strategies and policy</li> <li>Agreements and procedures</li> <li>Staff training and knowledge</li> <li>Library user guidance and training</li> <li>Community connections</li> <li>Promote and badge our service as eSmart accredited and the 'user-safe' cyber-environment this implies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Common standards of cyber security across service</li> <li>Provision of contemporary library services</li> <li>Safe environment for internet users</li> </ul>	CRL / LGAs	2016-2018	WER	Provides community with known standards of cyber safety and anti-bullying online strategies, training and information.  <b>eSmart status July 2018 Signage developed and ongoing training for library teams.</b>	High	

## Objective 1.5 Engaged and supportive community

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.5.1 Targeted public consultations re: services, collection and programs e.g. Youth, Children's, Adults, Older People etc	<ul style="list-style-type: none"> <li>Develop consultation plan</li> <li>Target particular groups on an annual basis</li> <li>Build results into future budget allocations</li> <li>Train staff or engage consultant</li> <li>Analyse results</li> <li>SurveyMonkey used for online survey development</li> <li>Survey development to include LGA and individual library breakdown of results</li> </ul>	<ul style="list-style-type: none"> <li>Results inform future collection development and purchasing</li> </ul>	CRL Libraries to assist	2018 Ongoing	WER	<p>Utilising CVC subscription to Survey Monkey</p> <p>2012/13 Youth survey 2015 Marketing evaluation survey (CVC) 2016 digital literacy survey customer and staff surveys completed 2017 Book Club survey completed 2018 Dorrigo Hours survey (BSC) 2020 Children's survey - January – February 2020 Marketing survey – September</p> <p>2020 - Clarence Conversations used for Iluka Hrs survey and also for the marketing survey Direct mail outs to library members of the Survey Monkey version of the Marketing survey has yielded excellent results with over 400 participants</p>	High – Medium	
1.5.2 Establish 'Friends of Library' for each library location	<ul style="list-style-type: none"> <li>Monitor community interest</li> <li>Establish FOL.</li> <li>Investigate a "Facebook friends" group for CVC Mobile library</li> </ul>	<ul style="list-style-type: none"> <li>Improved community relations.</li> <li>Potential funding partner</li> <li>Regular consultation reference</li> </ul>	CRL: Investigate Libraries: adopt establish	2019	WER	<p>Many friends groups operate in different circumstances. Management of them is critical to their success.</p> <p>Friends of Grafton Library (FoGL) have been slow growing in number and had been identifying how they can support the services of the library. They organised and promoted Heritage walks, provided supper for a gold coin at the Performing Arts Nights with the Conservatorium of Music</p> <p>2019 – due to lack of numbers willing to serve on the committee for FoGL the group has disbanded as an association, they will gather as a social group around library events only.</p>	High – Medium	
1.5.3 Greater customer interaction, social networking and information access	<ul style="list-style-type: none"> <li>Develop social media tools ie) Facebook, Pinterest, YouTube, flickr etc</li> <li>Promote tools</li> <li>Explore targeted communication to various groups ie) bookclubs</li> <li>Provide targeted information sessions – short, specific, relating to 1 service or technology ie) "get Appy" new mobile app info session</li> </ul>	<ul style="list-style-type: none"> <li>Increase the Library's opportunities and capacity to delivery of improved Reader Advisory services</li> <li>Improved feedback on all aspects of the library service</li> <li>Improved response times</li> </ul>	CRL	2017/19	WER	<p>Technology training and skills identification and training</p> <p>Author Talks and other events are being videoed for those unable to attend and being loaded to our YouTube channel.</p> <p>Staff skills developed in videoing, editing, and YouTubing.</p> <p>Use of Zoom sessions increasing engagement for online activities.</p>	High	
1.5.4 Annual target group 'book selection' activities	<ul style="list-style-type: none"> <li>develop partnership with current suppliers</li> <li>Arrange days for community to select items</li> <li>Evaluate demand for additional sessions</li> <li>Consider future opportunity for future FOL to manage selection days</li> </ul>	<ul style="list-style-type: none"> <li>Client –driven collection</li> <li>Enhanced supplier appreciation of local interests.</li> </ul>	CRL	2017/26 Ongoing	WER	<p>Different libraries hosting the event each year.</p> <p>Selection events have continued to occur for CVC and BSC communities each year. Have also added a CVC Volunteer selection event as part of the Volunteer Christmas Celebrations for 2018 &amp; 2019 2018 also saw a teacher's selection event in CVC and will consider doing it again in 2020.- UPDATE no selection scheduled in 2020 due to Covid-19 limitations</p>	Medium	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.5.5 MOU with community groups to enhance access to information e.g. visitor information in libraries; U3A activities; help from the historical groups; drug information, story time to playgroups	<ul style="list-style-type: none"> <li>Identify appropriate ranges of information that may be welcomed at each branch</li> <li>Identify potential partners and determine their interest</li> <li>Determine how partners will participate</li> <li>Prepare MOU's</li> <li>Deliver</li> <li>Evaluate</li> <li>Link community information from CRL website</li> </ul>	<ul style="list-style-type: none"> <li>Easier access to a range of resources for the community and visitors</li> </ul>	CRL: Lead Libraries: Input & delivery	2017 Ongoing	WER	<p>March 2018 – Tourism Hub in Grafton Library implemented</p> <p>2019 – Nola Mackey donation – <i>Mackey Archive</i></p> <p>March 2020 – MOU with Cast Net Production company <i>Jack Griffin Digitisation Project</i></p> <p>BSC - Dorrigo Library hosts U3A activities and is partnering with the Museum on an oral history project</p>	High	
1.5.6 Library supported Book Clubs (including online Book Clubs)	<ul style="list-style-type: none"> <li>Promote existing Book Clubs</li> <li>Investigate supporting a virtual Book Club</li> <li>Investigate eBook sets for book clubs</li> <li>Evaluate</li> <li>Develop procedures to guide expansion</li> </ul>	<ul style="list-style-type: none"> <li>Book clubs established in areas of interest where capacity exists.</li> </ul>	CRL: investigate Libraries : adopt	2019	WER	<p>Book club kit swaps between library services used to increase collection</p> <p>2018 Marketing collateral updated</p> <p>Library sponsored Books Clubs running in each Library.</p> <p>2021 - 49 Book Clubs currently supported by CRL</p>	High - Medium	
1.5.7 Support volunteering	<ul style="list-style-type: none"> <li>Identify appropriate tasks for volunteers</li> <li>Development statement of duties for various volunteering opportunities</li> <li>Promote volunteering opportunities</li> <li>Support and recognise volunteers</li> <li>Create a webpage for volunteering information</li> </ul>	<ul style="list-style-type: none"> <li>More engaged community</li> <li>Enhanced services</li> </ul>	CRL & Libraries	2017 Ongoing	WER	<p>May need small budget allocations for reimbursement and or recognition</p> <p>Volunteer of the year application completed for Regional Services volunteer.</p> <p>Regular promotion through networks</p> <p>2016 Webpage complete DL designed promoting library volunteering. Volunteer Christmas Celebration and Selection event December 2018, 2019.</p>	High	



## Strategic Focus 2: LEARNING AND GROWTH

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

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
2.1.1 Staff professional development plans.	<ul style="list-style-type: none"> <li>Identify skill requirements for RS and library staff, now and into the future.</li> <li>Review skills gap analysis</li> <li>Development individual and team training plans</li> <li>Members agree specific programs and make staff available</li> <li>Training delivered.</li> <li>CRL to seek to host State Library training locally</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive individual and team skills more efficiently deliver current and future library services.</li> <li>Greater professional opportunities for staff</li> <li>Increased job satisfaction.</li> <li>4 days per year agreed for training purposes</li> <li>Provision of study leave, flexible rostering, recognition of staff participation etc</li> <li>Develop a positive learning environment</li> </ul>	<p>CRL: Lead Coordinate opportunities where appropriate Develop tools</p> <p>LGAs: participate</p>	Ongoing	<p>SLNSW – free training and reimburses travel costs for Sydney based training.</p> <p>Backfill per officer per day – approx \$200 per day</p>	<p>Preference for a Regional Level approach and assistance in developing tools for identification of skills and training.</p> <p><i>Know your catalogue training refresher for staff. CRL</i></p> <p><i>Novelist Readers Advisory training completed by staff.</i></p> <p><i>State Library Webinars covering different genres, copyright, Reference ....</i></p> <p><i>Spydus upgrade training for all staff</i></p> <p><i>2019 SPARKLE customer service training</i></p> <p><i>2020 Digital Health Literacy</i></p> <p><i>2020 SL Cultural competence training</i></p> <p><i>CVC</i></p> <p><i>2021 Code of conduct training</i></p> <p><i>2020/21 Homelessness training</i></p> <p><i>2021 Confrontation training</i></p> <p><i>2021 Fire Warden Training</i></p> <p><i>BSC</i></p> <p><i>Readers advisory training rolled out to all staff through staff meetings</i></p> <p><i>2019 4 staff attended SLNSW training, 2 x oral history and 2 x readers advisory.</i></p> <p><i>2021 Mental Health Awareness training</i></p>	High and ongoing	
2.1.2 Staff are well informed and engaged in emerging public library trends	<ul style="list-style-type: none"> <li>CRL membership of ALIA and PLC</li> <li>Professional journal articles discussed at team meetings.</li> <li>Active membership to working groups is encouraged where viable</li> <li>Lobby State Library to have more regional meetings and training opportunities</li> <li>Review Lynda.com for staff internet, social media, device online training</li> <li>Participate in Spydus training through webex and webinars</li> </ul>	<ul style="list-style-type: none"> <li>Contribution to staff professional development</li> <li>Future library directions informed by current and emerging trends.</li> </ul>	<p>CRL LGAs</p>	Ongoing	WER	<p>Lynda reviewed – very good but out of budget range at this time.</p> <p><i>2020 &amp; 2021 Reference Group meeting and Readers Advisory through the State Library – online option</i></p> <p><i>2018 SWITCH library conference in Coffs Harbour. Staff given the opportunity to attend a day of the conference.</i></p> <p><i>2019 SWITCH Conference attended by Regional Librarian, Team Leader (Regional Resources), Senior Library Officer (Programs)</i></p>	High Ongoing	
2.1.3 Staff sharing of knowledge, expertise and experience	<ul style="list-style-type: none"> <li>Regular team meetings formalised with agenda topics and minutes</li> <li>Provide opportunities for working groups to undertake projects</li> <li>Promote the use of the staff wiki amongst staff</li> <li>Where appropriate staff training days incorporate staff sharing and networking</li> </ul>	<ul style="list-style-type: none"> <li>Greater sense of involvement in the decision making and planning process by team members from across the library network</li> </ul>	CRL & Libraries	Ongoing	WER	<p>Wiki has been introduced and variously used.</p> <p><i>Regular team meetings and individual staff catch-ups undertaken.</i></p> <p><i>Staff wiki regularly updated for relevance.</i></p>	High Ongoing	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
2.1.4 Work experience opportunities	<ul style="list-style-type: none"> <li>• Identify opportunities for staff to fill other library roles apart from their own</li> <li>• Develop plans to realise those opportunities</li> <li>• Monitor and evaluate</li> </ul>	<ul style="list-style-type: none"> <li>• Increased skills and knowledge</li> <li>• Staff can rotate positions and locations</li> <li>• Means of addressing shortages at critical times</li> </ul>	CRL & Libraries	Ongoing	WER excepting any travel reimbursements	<p>Rotated positions in CVC necessitated by staff shortages have improved to deliver valued outcomes</p> <p>Regional Services staff working service points 1hr week for Professional Development</p> <p>Limited opportunities to work across different locations due to travel time incurred</p>	High	

**Objective 2.2 Regional communications and networking**

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
2.2.1 Participative team based planning process	<ul style="list-style-type: none"> <li>• Hold six (6) monthly regional staff meetings (face-to-face or video link or teleconference)                             <ul style="list-style-type: none"> <li>• Enable maximum numbers of staff to participate 2x per year</li> </ul> </li> <li>• Participate in monthly Regional Team Leader meetings</li> <li>• Utilise web 2.0 technologies</li> <li>• Measure and report effectiveness and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative decision making and development</li> </ul>	CRL & LGA	Ongoing	WER	Scheduled annually	High Ongoing	

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

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

#### Objective 3.1 a library service that meets contemporary operational standards

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.1.1 Review and develop all library policy, procedures with reference to NSW library and ALIA standards	<ul style="list-style-type: none"> <li>Nominate review teams</li> <li>Agreed timeframe and outcomes</li> <li>Comment on drafts</li> <li>Finalise and adopt reviewed policies</li> <li>Review Children's &amp; Youth Policy</li> <li>Investigate need for a Homeless/ No Fixed Address Policy</li> </ul>	<ul style="list-style-type: none"> <li>Contemporary standards adopted</li> <li>Greater implementation with increase levels of ownership</li> </ul>	CRLC: Lead Branches: input	Ongoing as required	WER	Per executive council schedule. Each policy reviewed every 3 years. 2020 Collection Development Policy 2020 Volunteer Policy 2020 Internet Policy 2020 Children's Policy 2020 Fines & Fee Waiving Policy	High	
3.1.2 Assess current infrastructure standards against contemporary New South Wales library standards	Refer 4.3		LGAs	As required		2017 State Library Review completed in September  2017/18 CVC preparing joint facility concept designs for Yamba and Maclean Libraries  Consider revisiting the CVC infrastructure review undertaken in 2006 with an updated report from a consultant.	Medium - Low	
3.1.3 Review of Library Management System	<ul style="list-style-type: none"> <li>Evaluate current LMS system</li> <li>Identify alternative systems and their adoption</li> <li>Assess alternative systems suited to our library service</li> <li>Evaluate and cost options</li> <li>Recommend option</li> <li>Implement</li> </ul>	<ul style="list-style-type: none"> <li>User friendly comprehensive LMS that will address future growth and changing needs</li> </ul>	CRL	2022	WER	Completed review in 2016  Upgrade to Spydus 10 in 2018 inclusion of Events Module in 2018  LMS agreement renewal in October 2020 – 5 yr contract signed	Low	
3.1.5 Maintain effective work practices between Regional Services staff and libraries	<ul style="list-style-type: none"> <li>Monitor and review</li> <li>Identify opportunities to share skills and work cooperatively</li> </ul>	<ul style="list-style-type: none"> <li>Service outcomes maximised through service integration and collaboration</li> </ul>	CRL & CVC libraries	Ongoing	WER	ongoing	Medium	

#### Objective 3.2 Responsible and accountable financial/resource management

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.2.1 Budget preparation is informed by the strategic plan	<ul style="list-style-type: none"> <li>Review state-wide data Determine agreed standards of delivery</li> <li>Prioritising strategic planning objectives</li> <li>Develop 10 year budget plan</li> </ul>	<ul style="list-style-type: none"> <li>Strategically driven budget bids</li> <li>Long term planning</li> </ul>	CRLC	Yearly	WER	Business cases developed.	High	

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.2.2 Annual Regional Library Budgeting Workshop to scope needs and set priorities to better inform each member Council's budgeting process	<ul style="list-style-type: none"> <li>Meeting/workshop scheduled prior to member councils budget deliberations</li> <li>Set priorities in line with strategic plan</li> <li>Agree standards of delivery</li> </ul>	<ul style="list-style-type: none"> <li>Common and robust approach</li> </ul>	CRLC	Annually no later than April	WER	Part of staff 6 monthly meeting cycle	High	
3.2.3 Increase the library's income	<ul style="list-style-type: none"> <li>Exploit DGR status opportunities</li> <li>Develop a list of priority projects</li> <li>Apply for grants as appropriate to the needs of the service</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of donation opportunities</li> <li>Increased donations</li> </ul>	CRL & LGAs	Ongoing	WER	<p>All staff need to promote DGR Status and list of local priority projects</p> <p>Donated Autism books</p> <p>Tech Savvy Seniors and Be Connected grants to run our <i>Get Connected</i> programs across libraries.</p> <p>CRL 2021 Vintage film club grant \$31,395</p> <p>CVC 2020 Tech Savvy Seniors grant - \$8 2020 Good Things Foundation Building Digital Skills Grant - \$2750 2020 Good Things Foundation - Digital Engagement grant - \$6600 2021 Backyard Cricket grant – Digital Daydreaming project - \$1200 2021 CVC Yaegl Libraries Refurbishment grant for new shelving, service desk, furniture and technology \$274,960 2021 CVC Infrastructure Grant for \$11Million for new Yamba Library co located with Community Centre</p> <p>BSC 2021 BSC Dorrigo library extension grant \$482,800</p> <p>2019 2 Grants for Urunga Library to refurbish and extend library 2019 <i>Be Connected</i> grants and grant to purchase ipads</p>	High	
3.2.4 Library stock is appropriately insured	<ul style="list-style-type: none"> <li>Value of collection is monitored annually and adjusted accordingly</li> </ul>		CRL	Ongoing		This is done each year.	High	
3.2.5 Evaluate staffing levels to ensure appropriate levels of service	<ul style="list-style-type: none"> <li>Review industry benchmarks</li> <li>Increase/maintain funding to meet the minimum standard – (living learning libraries)</li> <li>Prepare project plans/business cases</li> <li>Review existing operational activities [and organisational structure] to maximise benefits</li> </ul>	<ul style="list-style-type: none"> <li>Service outcomes maximised through appropriate staffing levels</li> </ul>	CRL , LGAs	Ongoing	Additional staff will incur additional budget	<p>Any increased staff levels will require a business case</p> <p>CVC/Regional Services restructure completed May 2019</p> <p>CRL business cases made for grade 2 Library Support Assistant (Technical Services) 21 hrs per week to manage operational workloads. grade 8 21 hrs per week contractor for digital engagement position in CRL</p>	Medium	

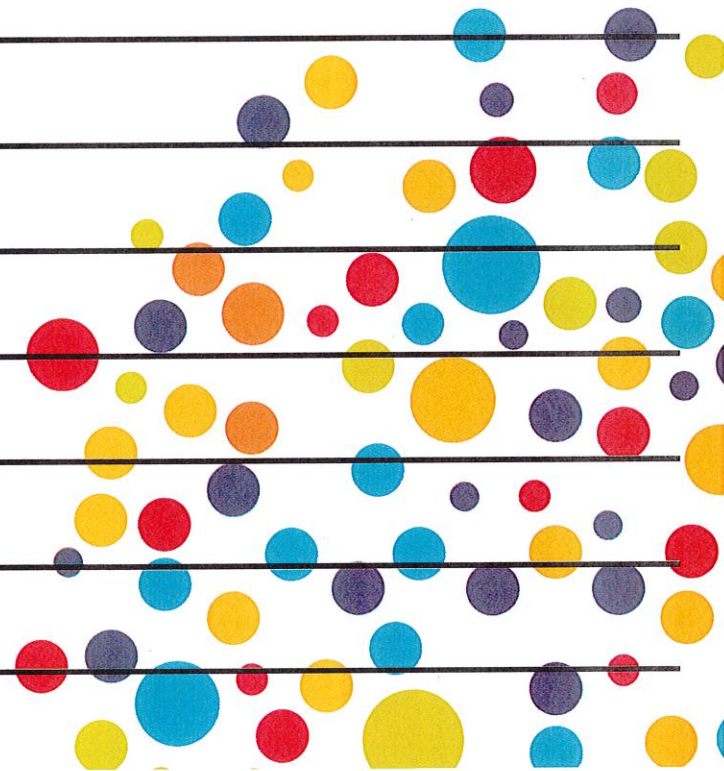
### Objective 3.3 A safe and accessible workplace

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.3.1 Review staff work practices in line with relevant OH&S and risk management standards	<ul style="list-style-type: none"> <li>Compare current strategies</li> <li>Develop risk management plans</li> <li>Determine necessary actions</li> <li>Prepare budget bid</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced safety for staff and community</li> <li>Reduced risk for Council</li> </ul>	LGAs	2017	WER	Significant work undertaken to change services due to COVID restrictions.	High	
3.3.2 Monitor and update emergency and disaster preparedness and management plans	<ul style="list-style-type: none"> <li>Identify the risks at each library</li> <li>Assess the risks</li> <li>Develop mitigating strategies</li> <li>Prepare budget bids where appropriate</li> <li>Incorporate business continuity plans</li> <li>Train staff</li> </ul>	<ul style="list-style-type: none"> <li>Enhance safety for staff, equipment and collection.</li> <li>Savings to Councils and CRL</li> <li>Continuity of service</li> </ul>	CRL / LGAs	2016/17	WER	Adapt and adopt disaster management plan in association with Local Studies Strategic Plan  Kits for disaster management are currently developed for each library.	High	

### Objective 3.4 Safe, attractive and useful library facilities

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.4.1 Identify and prioritise library infrastructure needs for each library now and into the future	<ul style="list-style-type: none"> <li>Assess current standard of infrastructure against contemporary standards</li> <li>Determine level of provision</li> <li>Develop building design briefs</li> <li>Prepare costings</li> <li>Prepare business case</li> <li>Identify potential sources of funding</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure that addresses local needs now and into the future which allows for contemporary library services operations.</li> </ul>	LGAs	As required		<p>State Library Review September 2017 EOI for Yamba library relocation with Community centre and meals on wheels in Treelands drive.</p> <p>EOI for Maclean Library to be relocated with council offices and performing arts facility in River street.</p> <p>2018/19 BSC Successful with State Library grant to refurbish Urunga and Regional Cultural Fund grant to add a meeting room space to the front of the building. Proposal being developed for Public Library Infrastructure Grant to expand Dorrigo Library</p>	Medium	

Thankyou so much for  
this system, I really appreciate  
being able to get more books when  
I need them. Janet Hauser



To the amazing staff at  
Huka library!

We really appreciate the  
click and collect option during  
lockdown. Tracy is always  
super friendly and  
helpful.

Stacey link  
H498 and  
Teddy ☺





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your place**  
CLARENCE VALLEY

**customer feedback  
what would you like to tell us?**

we welcome feedback on any aspect of our services.

your thoughts, comments, concerns and suggestions are important to us.

please use this form to let us know what you think about our services.

fill in the details over the page including an email address, so we can reply to you.

we will respond to you within 10 working days.

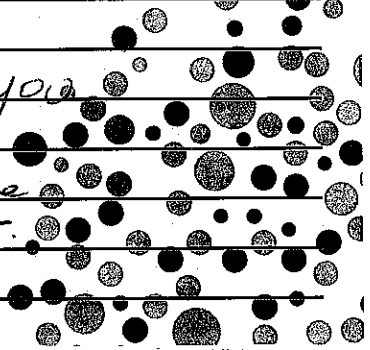
all customer feedback is confidential and is only used within our services. Your name and contact details will never be published.

[www.crl.nsw.gov.au](http://www.crl.nsw.gov.au)

feedback/suggestion

A wonderful day. Included a great range of amazing speakers. Speakers were very generous sharing their experiences and stories. I am looking forward to reading some new books. A great assortment of genre

Thank you  
I look forward to the next event.



date: 8/12/21 borrower no: \_\_\_\_\_

name: Patty Delaney

phone: 665142185

email: pattydelaney101@gmail.com

address: 3 Dackum Rd Mollawday



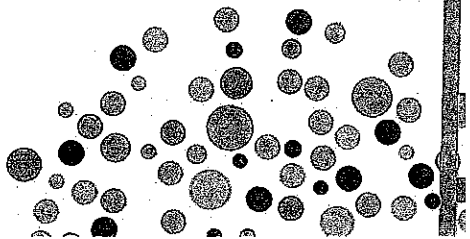
what is your preferred method of contact?

please circle :

phone

written

email



# your library your place

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[www.crl.nsw.gov.au](http://www.crl.nsw.gov.au)

## feedback/suggestion

Congratulation  
Di on a  
great mini ~~master~~  
Writer's Festival!

The event was set up  
wonderfully.  
Really  
well done!

date: 3/12 borrower no: \_\_\_\_\_

name: Renee Seung

phone: 0497 071 922

email: renees@mystictonemedia.com

address: 96 Yamba Rd, Yamba

your library - your place

CLARENCE VALLEY

what is your preferred method of contact?

please circle :

phone

written

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your place**  
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[www.crl.nsw.gov.au](http://www.crl.nsw.gov.au)

feedback/suggestion

Great to hear different  
genres and writing  
processes spoken of  
Enjoyed the possibility  
to talk with other  
authors & get ideas  
Would evening  
be better  
for the  
general  
public?

date: \_\_\_\_\_ borrower no: \_\_\_\_\_

name: Bruce Meder

phone: 0426876316

email: brucemeder@gmail.com

address: \_\_\_\_\_



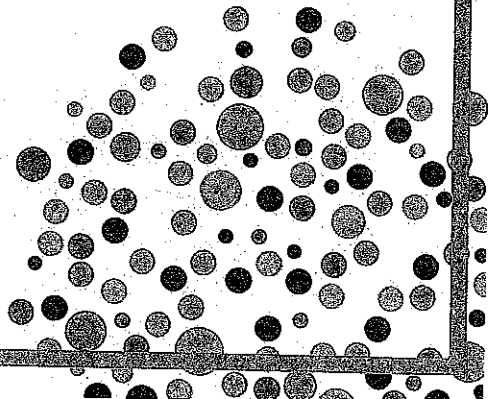
what is your preferred method of contact?

please circle :

phone

written

email



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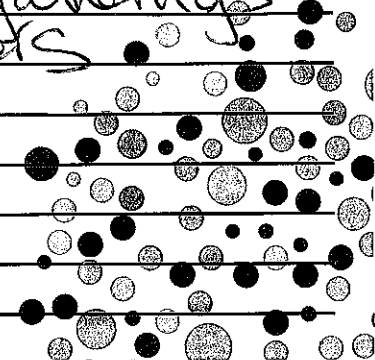
all customer feedback is confidential and is only used within our services. Your name and contact details will never be published.

[www.crl.nsw.gov.au](http://www.crl.nsw.gov.au)

feedback/suggestion

An excellent afternoon with a great diverse group of speakers

look forward to a similar gathering of writers



feedback/suggestion

Loved the Mini Writers' Festival! Had a great turnout, despite covid & a belated jacaranda festival week day. I'd like to see this run again each year, & perhaps on a weekend to allow more people to attend. Great venue ( & arvo tea!)

tempre initiative

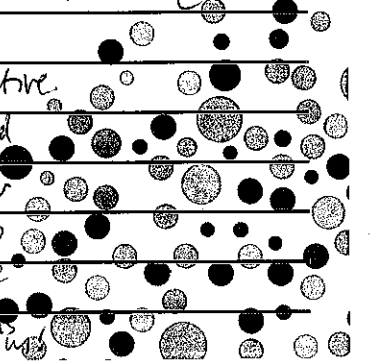
lunch break would

be appreciated, or

scheduled stretch

breaks. but these

are helping problems on way



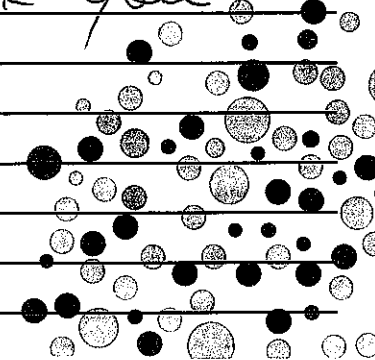
feedback/suggestion

Delighted with the variety, quality and excellence

provided today.

I'll be back

Thank you



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your place**  
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[www.crl.nsw.gov.au](http://www.crl.nsw.gov.au)

feedback/suggestion

Re Mini Writers Festival

A fantastic and well run afternoon that felt friendly and was interesting and engaging.

So pleased to have the opportunity to be here in this ~~entire~~ setting.

Much better than a huge bookfest

Thanks Again!

feedback/suggestion

The afternoon writers 'festival' was most interesting, varied & a great way to spend an afternoon.

Well done everyone involved.

feedback/suggestion

Gordon

— loved the format exactly as it was with the debate room + the speaking area + opportunity for all to share.

To Contonette &  
The Returning Staff

Merry Christmas and a  
Happy New Year

With many thanks for  
your thoughtful  
response  
The Personnel Dept

To Katrina and colleagues  
Thank you for your care of our  
community in serving through our  
Library,  
With best wishes for Christmas  
and the New Year

Lynda and family

CIARENCE  
REGIONAL LIBRARIAN

ONCE AGAIN I WOULD  
LIKE TO SAY HOW  
IMPRESSED I AM  
WITH ALL YOUR STAFF  
IF I HAVE TROUBLE  
FINDING WHAT I NEED  
AND I APPROACH A  
STAFF MEMBER, THEY  
SORT OUT MY PROBLEM.  
THE KNOWLEDGE YOUR  
STAFF HAVE (TO HELP  
OUT LIBRARY MEMBERS)  
IS FANTASTIC.  
YOU MUST BE VERY PROUD  
TO HAVE SUCH  
EFFICIENT LADIES.  
YOURS FAITHFULLY

VALERIE JEAN WALZ

16<sup>TH</sup> JAN 2020



May the spirit  
of Christmas  
be with you  
now and always.

To all our wonderful  
"girls".

Love you all  
Judy & Benita  
★ Dooming  
★ ★ ★ ★  
★ ★ ★ ★  
★ ★ ★ ★  
★ ★ ★ ★

Wishing you a Merry Christmas  
and a Happy New Year.

To all the wonderful staff and

volunteers. Thank you for your

kind help for which I am very

grateful. Having books etc delivered

has meant so much to me.

Best wishes to you all for the journey

Merry Christmas Everyone,  
Enjoy your families &  
your break -


HAPPY HOLIDAYS

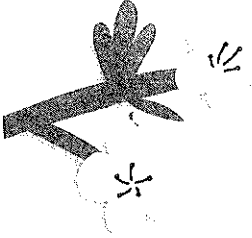
Many thanks for another  
great year & despite the  
many hurdles you faced  
you achieved a great  
result

Best,

Allison

✓ Paul





26 August

To all the  
invaluable staff  
at the Library

For all your  
help during  
COVID19

Thanks -  
Valerie -  
Robert -  
Wally

To Annette. and all The STAFF.

Merry Christmas and Happy Holiday  
To you all.

Thank you for having us in the library  
and for our afternoon teas  
Thanks for all you do for us Happy holidays  
wonderful support from you all. great  
Mama for knitting! Mama

Best Wishes From the Knit. Wits

Thankyou  
Yvonne

Wishing you a  
Merry Christmas and a  
Happy New Year

Many thanks  
Glennis  
you are a great  
help and I thank  
you all.  
Michelle

Thankyou  
from  
Raley

**From:** Kathryn Breward  
**Sent:** Tuesday, 14 April 2020 4:05 PM  
**To:** quickstitch@live.com.au  
**Subject:** RE: Commendation

Hi Fiona, thank you so much for this lovely feedback for Louise, we will certainly pass this on to her and I can assure you she is a highly valued member of the library team.

Many thanks

**From:** Fiona Turner <[quickstitch@live.com.au](mailto:quickstitch@live.com.au)>  
**Sent:** Tuesday, 14 April 2020 1:56 PM  
**To:** [clarlib@crl.nsw.gov.au](mailto:clarlib@crl.nsw.gov.au)  
**Subject:** Commendation  
**Importance:** High

TO WHOM IT MAY CONCERN

I would appreciate it, if you could please pass on my sincere thanks to

the staff at Maclean Library, in particular Louise, who has the patience of a saint;

She very kindly talked me through how to reserve on line, and not just once !

I feel she should at least be acknowledged by the Council, for her patience and politeness,  
she made an ageing lady understand the Tech needed.

Once again my Thanks to all your staff at Maclean Library.

Kind Regards  
Fiona Turner  
Quickstitch Embroidery  
e: [quickstitch@live.com.au](mailto:quickstitch@live.com.au)  
p: 0409460478

**From:** Dianne Collins  
**Sent:** Monday, 13 December 2021 9:17 AM  
**To:** Kathryn Breward  
**Subject:** (ECM:2306295) FW: Feedback

Dianne Collins  
Library Officer (Grafton Library)  
(02) 6641 0103  
www.clarence.nsw.gov.au



We acknowledge the Bundjiking, Gumbaynggirr and Yeogi people as the Traditional Owners of the land on which we live and work. We honour the First Nations peoples culture and connection to land, sea and community. We pay our respects to their Elders past, present and emerging.



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**From:** Gaye Sprenglewski <gaye.springa@gmail.com>  
**Sent:** Thursday, 9 December 2021 1:53 PM  
**To:** Dianne Collins <Dianne.Collins@clarence.nsw.gov.au>  
**Subject:** Feedback

Hi Dianne,  
I greatly enjoyed the Mini Writers' Festival, held at Grafton Library on 8 December 2021. It was well-organised and very informative, and the venue was very pleasant, airy and functional. Coffee was great too! There was ample room for the number of people attending. If I had to make one slightly negative comment, it concerns the soft voices of some of the speakers in the side room. Not sure if a bullhorn would be the go, but maybe some kind of not-overly-sophisticated amplification would help. Otherwise, it was all great. I look forward to attending and recommending similar events.  
Kind regards,  
Gaye Sprenglewski.

**From:** Dianne Collins  
**Sent:** Thursday, 9 December 2021 12:04 PM  
**To:** Kathryn Breward  
**Subject:** (ECM:2305226) Mini Writers festival feedback  
**Attachments:** DOC091221-09122021102500.pdf; DOC091221-09122021110308.pdf

Hi Kathryn ,  
Here are the feedback forms for the Mini Writers festival.  
Cheers,  
Di

Dianne Collins  
Library Officer (Grafton Library)  
(02) 6641 0103  
[www.clarence.nsw.gov.au](http://www.clarence.nsw.gov.au)



**We acknowledge the Bundjalung, Gumbaynggirr and Yaegi people as the Traditional Owners of the land on which we live and work. We honour the First Nations peoples culture and connection to land, sea and community. We pay our respects to their Elders past, present and emerging.**



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**From:** Jacqui Hinshaw  
**Sent:** Wednesday, 8 December 2021 7:41 PM  
**To:** Dianne Collins  
**Cc:** Kathryn Breward  
**Subject:** (ECM:2304761) Writers fest

Way to go Di.....some great feedback 🎉

7:36



**Patroosh**

35 m · 🌐



I am floating up high on cloud nine right now! ☁️

I had the BEST day at the mini writer's festival  
@grafonlibrary ❤️

The space was filled with so much local talent, and the  
energy was unlike anything I've experienced!

Amazing 🙌🙌

Thanks to everyone who supported me and to the other  
incredible authors I got to fangirl today 🥰

- 
- 
- 
- 
- 
- 
- 
- 
- 

#patrooshthepelican #patrooshthecheekypelican

7:26



Home

Favourites

Recent



Ren James is in Grafton, New South  
Wales, Australia.



51 m · 👤

I am floating up high on cloud nine right now! ☁️

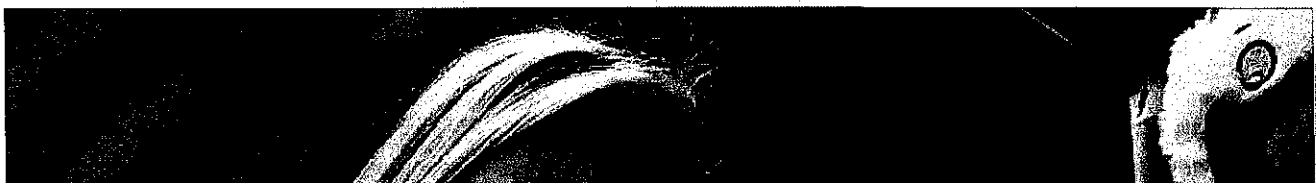
I had the BEST day at the mini writer's festival  
@graftonlibrary ❤️

The space was filled with so much local talent, and the  
energy was unlike anything I've experienced!

Amazing 🙌🙌

Thanks to everyone who supported me and to the other  
incredible authors I got to fangirl today 🤩

Julie Campbell so glad we finally got to meet in person  
today! ❤️



Jacqui Hinshaw  
Library Officer (Yamba Library)  
(02) 6646 2811  
www.clarence.nsw.gov.au



We acknowledge the Bundjalung, Gumbayngirr and Yaegl people as the Traditional Owners of the land on which we live and work. We honour the First Nations peoples culture and connection to land, sea and community. We pay our respects to their Elders past, present and emerging.



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Media Release

15 November 2021

### **Vintage Film Club streaming into your library this December**

Something very exciting is on its way to your Grafton, Iluka, Bellingen, Dorrigo and Urunga Libraries! Your monthly film club is kicking off in December with the help of [Beamafilm](#), the library movie streaming platform which members can access from home for FREE.

Your local library is taking it up a notch in December, streaming a classic Beamafilm title on the big screen. Join us at the below locations for our premiere screenings of '*What We Did on Our Holiday*', and stay for light refreshments and a guided film discussion:

- Wednesday 1st December at 10:30am, Grafton library
- Thursday 2<sup>nd</sup> December at 1:30pm, Iluka Library
- Saturday 4th December at 2pm, Dorrigo Library
- Saturday 11th December at 2pm, Bellingen Library
- Saturday 18th December at 2pm, Urunga Library

The regional librarian Kathryn Breward is thrilled to be offering this as a regular monthly event at these libraries “this is a wonderful opportunity for all our film buffs to review and engage in discussion of the films shown each month through this program. Your libraries have gatherings for Book Clubs, Writers groups and Knitting/craft groups and now we have film clubs. Your library is your place to go to meet new people and connect.”

“If you remember Bill Collins, or David Stratton and Margaret Pomeranz and their film reviews this is your opportunity to participate in a discussion of some of the great classic and new classic films over a cuppa in your library.” Ms. Breward said.

If this sounds like the club for you book now. Head to your library in December, get comfy, connect with film loving friends and enjoy one of the many classic Beamafilm titles with a great cuppa.

Book online at [www.crl.nsw.gov.au](http://www.crl.nsw.gov.au) or by calling your local library. Bookings are essential.

Proudly supported by the NSW State Government and Clarence Regional Library

**Release ends**

[Download image](#) – Vintage Cinema Club is a library movie streaming platform which members can access for FREE from home.

[Download image](#) – Movie poster image for 'What we did on our Holiday' screening at the first Vintage Cinema Club

## **MEDIA RELEASE**

Clarence Valley Council



**Media Release - Immediate**

**8 February 2022**

**'Blaze: Working Women, Public Leaders' Exhibition on now @ Grafton Library**

If you didn't know already your library is so much more than books!

From the 8<sup>th</sup> of February until the 5<sup>th</sup> of April 2022 your library is sharing 'Blaze: Working Women, Public Leaders', a curated exhibition from the NSW State Archives that celebrates women in leadership.

Blaze gives a voice to these remarkable trailblazers from the past and offers insights from women today about their unique and diverse journeys to leadership. This exhibition sheds insights into the challenges and opportunities that women have faced building professional careers in the NSW public sphere spanning over the past 150 years.

The Grafton Library invites you to view the images and stories this exhibition holds.

Release ends.

---

### **Join the summer reading club at your library.**

Hey library lovers! School's out and there is plenty to see and do at your library these holidays, including our Summer Reading Club.

Uncover and discover tales of mystery and intrigue at your local library and complete challenges to win. Simply pick up a challenge sheet at your local library or download online.

Summer Reading Club encourages kids to read or write something every day throughout the summer holidays. To help keep children motivated there are creative theme-based challenges to complete and prizes to be won:

- complete 10 challenges and bring your challenge sheet to your library to receive a prize
- finish all 20 challenges bring your challenge sheet to your library to go in the prize draw to win a \$60 voucher from the book warehouse!

Register and pick up a challenge sheet @ your local library or register and download and print our electronic version on our website at [www.crl.nsw.gov.au](http://www.crl.nsw.gov.au).

### **Discover your library this school holidays**

Keep an eye out for the jam-packed calendar of library activities coming at you this school holiday season. There is something for everyone, from crafts, digital storytelling, art, games, Lego, disco and even pizza!

While you're here, ask us about our eResources and take the library home with you. Libraries are more than books, we have thousands of digital eMags, eBooks, movies and music for all ages FREE with your library membership. Come and join us!

## Find Your New Life Story with David Roland @ Grafton Library

When our life is turned upside down by upheaval, intense loss or trauma we have the opportunity to create a new life story, a growth story that takes us beyond our suffering and into new territory. How do we find this story?

Dr David Roland is visiting the Grafton Library on Friday 17 December at 10am for an unmissable workshop, Finding your new life story exploring resilience through storytelling, and you are invited to come along. David brings warmth, humour and insight to his work as a writer, presenter and psychologist drawing on his lived experience as well as his professional training.

In this workshop David will introduce the concept of post-traumatic growth to provide participants with a framework to examine what happens after a life trauma or life upheaval and how, paradoxically this can lead to new beginnings and new ways of being. this is; finding your new story.

This workshop is for people who are resolving a life trauma, helping others to work through a life trauma, or those who are keen to understand the psychology of posttraumatic growth and how this might apply to their work and is offered in conjunction with the launch of our [Resilient Clarence Collection of resources](#).

David's latest book *The Power of Suffering: Growing Through Life Crises* (Simon & Shuster, 2020) draws together the real-life stories of 11 incredible people who survived their crises and grew in transformative ways. This book is featured within the newly launched Resilient Clarence Collection.

The morning session of the workshop will include introductions and guidelines for the day, the model of post-traumatic growth and touch on core beliefs and how these can be disrupted and need to be remade. The day will be split into writing sessions. David will provide writing prompts for each session and facilitate the discussion about how to apply them. He will offer some sample writings from his own work. Participants do not need to use writing as their main medium for 'writing' their story. they could also use mind mapping, drawing and other methods for depicting their stories that are practical with the workshop environment.

**"We are delighted to welcome Dr. David Roland to the Clarence and are excited to bring this unique and invaluable workshop to the people of Grafton and beyond." Regional Librarian Kathryn Breward said.**

**"The opportunity to reflect, connect and explore through stories is something we are proud to support. Finding our stories helps to shape and build connected and resilient communities."**

**"We also encourage people to explore our Resilient Clarence Collection, Mrs Breward said. 'It's a diverse collection including fiction, non fiction, oral history, local history, and children's stories, and is available at your local library.'"**

Book now, visit or call the Grafton Library or check out the events listing on the [Library website](#) for more information and to book online.



## Resilient Clarence resource collection launches at CVC libraries

We are celebrating the launch of the 'Resilient Clarence' collection at Clarence Valley libraries and online in December, marking the start of the [Resilient Clarence program](#) in bushfire impacted communities in the Clarence Valley local government area.

The 'Resilient Clarence' collection is a permanent collection, which includes a thoughtfully curated selection of physical and digital resources for adults and children covering a range of recovery, resilience and disaster preparedness topics. The collection is designed to support children and adults to recover from and prepare for bushfires, floods and other natural hazards.

By working together with our communities, we aim to capture inspiring stories and reflect on our experiences and the experience of others to build resilience and natural disaster preparedness across the Clarence Valley. Through stories, community-led workshops and events, those impacted by the fires can support and inspire each other, build capacity, reconnect with nature and share (cultural) knowledge.

On the **3<sup>rd</sup> of December at 11:00am, Grafton, Yamba, Maclean and Iluka** libraries will officially launch the Resilient Clarence resource collection with a morning tea to be held simultaneously at each library.

The **Mobile library** will also be launching the collection with a morning tea at **Nymboida on the 1<sup>st</sup> December, Baryulgil on the 2<sup>nd</sup> December** and at **Glenreagh on the 8<sup>th</sup> December**.

*"We're delighted to launch and share this unique and innovative collection to help reconnect communities and promote recovery and resilience together," Regional Librarian Kathryn Breward said.*

*"The Resilient Clarence collection will help communities start important conversations and foster connections through reading, sharing and understanding"*

The Clarence Valley Council Resilient Clarence team along with the Red Cross will be present at the launches, providing information packs and resources about disaster resilience to community as well as colouring-in books and activities for the kids.

As partners of the Resilient Clarence program, the Red Cross team wants to hear your stories and learn about the ways they can support you and your community to build connection, share local knowledge, and get prepared to be more resilient in the face of future disaster events. Come and chat with Red Cross at one of the launch events to find out about their upcoming activities and how they can support your community.

The Resilient Clarence program is fully funded by Resilience NSW, this program is a first-of-its-kind partnership between Clarence Valley Council, Red Cross, Clarence Landcare, St Vincent de Paul, Envite Environment and other bushfire recovery & environmental organisations.

[Sign up](#) for the Resilient Clarence newsletter to find out about other activities in your area or pop to your local library in December to attend a launch morning tea and check out the collection. Visit the [Library website](#) for more information.

Media Release

15 November 2021

For Immediate Release

### **Mini Writers Festival: Connecting Local Writers @ Grafton Library**

Grafton Library is springing into Summer with a celebration of local writing talent!

An amazing group of local authors are set to visit the Grafton library in December to share their latest works and offer insight and advice to budding writers in the Clarence Valley.

Writers of all ages and stages are welcome to join us in December and experience our Mini Writers Festival, hosted by a selection of local authors including; Claire Aman, Peter Watt, Julie Campbell, Russell Irving, Jim Chambers, Tommy Welham and more.

Regional Librarian, Kathryn Breward is excited to host this event: “We are thrilled to support budding local writers, and what better place to come together and tell our stories than your library?”

“Supporting local writers to share the inspiration behind their stories and connect is a wonderful opportunity. We look forward to welcoming storytellers from throughout the area and beyond to Grafton.”

The afternoon program will be held on Wednesday the 8<sup>th</sup> December 12pm -5pm and consist of 25-minute rolling author talks, as well as an opportunity to chat informally with the authors in the meeting rooms.

Our group of writers will be sharing the inspiration and experiences behind their writing, offering writing advice, answering questions and selling copies of their published books.

The Mini Writers Festival is a great opportunity to meet famous local authors and polish up your writing skills. While you are here, why not join one of our regular writing groups?

Don't miss this fantastic opportunity to listen to our local authors share their work.

For more information including full timetable, or to book a seat, visit [www.crl.nsw.gov.au](http://www.crl.nsw.gov.au) or give your local library a call. We hope to see you there!



join us @ Grafton Library

for your... mini writer's festival bookings essential

join us for our mini writer's festival, hosted by local authors Claire Aman, Peter Watt, Julie Campbell, Russell Irving, Jim Chambers, Tommy Welham, Shadley Pataar, and more...

these writers will be sharing their latest works, offering writing advice, and answering questions. take this chance to not only meet famous authors, but also improve your own writing.

wednesday 8 december  
12pm-5pm  
Grafton Library

refreshments provided

Clarence Regional Library | [libraryevents@clarence.nsw.gov.au](mailto:libraryevents@clarence.nsw.gov.au) | [www.crl.nsw.gov.au](http://www.crl.nsw.gov.au) | (02) 6641 0121

Media Release

25 October 2021

For Immediate Release

**'About face' Exhibition on now @Grafton Library**

Telling stories is not just for books! To celebrate the people and stories of the Clarence this Jacaranda, Grafton library has a special exhibition to share.

Grafton Library's latest exhibition 'About Face' is now available to view in the exhibition foyer until the 15<sup>th</sup> of December and features a collection of works by local artist Terry Bouton, who specialises in portraiture: drawn, sculpted and painted.

As part of the library's 'Local Faces Local Voices' program, Grafton Library and Terry Bouton are offering individual drawn portrait sittings in early December. Book now to be part of history or simply share this unique experience and have your portrait drawn this Jacaranda Festival.

Terry studied portraiture in Chicago under Clayton J Beck III at the *Palette and Chisel*. The intensive training focused on the *alla prima* method of painting where a portrait is completed in one sitting of three hours length.

Terry also lived in Quebec city and it was there that she practised at the *Collectif des ateliers libres en arts visuels de Quebec* to focus particularly on drawing people from life in 25 minute sittings or less.

Her *oeuvre* also includes ceramic works where the life size portrait in clay is her most recent area of enquiry.

Terry is an avid drawer. "I could draw 24 hours a day if a new face sat before me." Local Artist Terry Bouton said. "I love to see the face as a window to learning about an individual. It is all problem solving and gradually like a mist the face of the sitter is revealed."


Book your personalised portrait session now - drop in to view the exhibition or call Grafton Library to book your drawn portrait timeslot with Terry. sittings are for 25 minutes and are held each half hour from 10am to 4pm from the 1st to 3rd of December.





**professional  
portrait drawing**  
with Terry Bouton

rescheduled

**book now**  
drop in or call Grafton  
Library to book your  
drawn portrait timeslot  
with Terry. sittings are for  
25 minutes and are held  
each half hour from 10am  
to 4pm from  
the 1st to 3rd of  
December.

 **Grafton Library**

 **Clarence** your community place 

## Resilient Clarence resource collection launches at CVC libraries

On 3<sup>rd</sup> December Grafton, Yamba, Maclean and Iluka libraries will officially launch the Resilient Clarence resource collection with a morning tea to be held simultaneously at each library. The new collection will be on display and available for borrowing. Members of the public are encouraged to drop into their local library and check out the collection.

It is also available to view on the library webpage for those unable to attend the launch.

The collection is designed to support children and adults to recover from and prepare for bushfires and other hazards. It includes physical and digital resources covering a range of recovery, resilience and disaster preparedness topics.

The Mobile library will also be launching the collection with a morning tea at Nymboida on the 1<sup>st</sup> Dec, Baryulgil on the 2<sup>nd</sup> Dec and at Glenreagh on the 8<sup>th</sup> December. A member of the Red Cross will be present at these locations to

### Partnership between council/redcross library - funding?

See below for our program information. I understand there is not always room for all of that, so the sections in orange are optional if there is room (but good to keep in the media release at least). The text in red is just for you to edit/check before publishing.

The Resilient Clarence collection launch marks the start of the Resilient Clarence program in bushfire impacted communities. [hyperlink: Bushfire resilience | Clarence Valley Council \(nsw.gov.au\)](#) Fully funded by Resilience NSW, this program is a first-of-its-kind partnership between Clarence Valley Council, Red Cross, Clarence Landcare, St Vincent de Paul, Envite Environment and other bushfire recovery & environmental organisations. There are so many stories to tell and lessons to be learnt!

By working together with the communities, we aim to capture inspiring stories and to use everyone's experiences to build resilience and natural disaster preparedness across the Clarence Valley. Through community-led workshops and events, those impacted by the fires can support and inspire each other, build capacity, reconnect with nature and share (cultural) knowledge.

### Meet the team:

The Resilient Clarence team will be present at the launch [\[in selected communities: TBC later\]](#) with Red Cross in attendance as well [\[at selected communities: TBC later\]](#), providing information packs and resources about disaster resilience to community as well as colouring-in books and activities for the kids!

As partners of the Resilient Clarence program, the Red Cross team wants to hear your stories and learn about the ways they can support you and your community to build connection, share local knowledge, and get prepared to be more resilient in the face of future disaster events.

Come and chat with Red Cross to find out about their upcoming activities and how they can support your community.

[Sign up for the Resilient Clarence newsletter](#) to find out about other activities in your area. [hyperlink Clarence Valley Council \(list-manage.com\)](#)

## The power of Suffering – David Roland – workshop

WORKSHOP TITLE - Finding Your New Life Story with David Roland

WHEN - 17th December 10am -4pm

WHERE - Grafton Library

Registrations – Max 16 people

When our life is turned upside down by the death of a child, diagnosis of a life-threatening illness, natural disaster, chronic illness, financial loss, job loss, a tragic accident, sudden disability, divorce, or any other intense loss we have the opportunity to create a new life story, a growth story that takes us beyond our suffering and into new territory. How do we find this story?

In this workshop David will introduce the concept of posttraumatic growth to provide participants with a framework to examine what happens after a life trauma or life upheaval and how, paradoxically this can lead to new beginnings and new ways of being. This is; *finding your new story*.

## Donation of books to community halls