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

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

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

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

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

A regional library service that:

- Facilitates and provides targeted and relevant life long learning opportunities

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

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

- Is a trusted and valued source of information

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

- Focuses on social inclusion of individuals including target groups

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

- Supports technological trends and makes them available to the community

Strategic Focus

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

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

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

LEGEND:

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

Traffic light progress code:

	Progressing to time
	COMPLETE
	Overdue but progressing
	Not progressing

Strategic Focus 1:   COMMUNITY SERVICE DELIVERY

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

Objective 1.1 Maximise community access to library services

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.1.1 Conduct a user/non-user survey	• Engage a consultant • Review and amend 2016 survey • Conduct random interviews • Analyse data • Prepare report	Statistically valid feedback about library performance and usage	CRLC & CRL	Every 4 years	Approx. $20,000 per survey CRL Reserve	Aligns with each new committee and acts as a review for the strategic plan and work plans. 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	Undertake in 2020	
1.1.2 Review the spread of library opening hours to address community and professional development needs	• Refer to survey feedback • Staff feedback • Seek council approval	• Public access maintained or enhanced. • All library staff to undertake a range of professional development.	Each LGA	Not less then every 2 years	WER	Each Council undertakes in respect of local community needs.

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.

CVC: 2020 September -
• Iluka hours changed from Monday Wednesday & Friday to Wednesday, Thursday & Friday with lunch hours now the same as Maclean & Yamba: 12:30 – 1:30. These changes were based on community and operational needs.(survey undertaken – 117 responses only 3 against changes)
• Yamba open Wednesday afternoons (additional 2 hrs) WER since Covid reopening
• Maclean open ½ hr earlier on Saturday morning - WER tto line up with hours in Yamba and Grafton since Covid reopening

No further extension of CVC hrs possible with current budget levels

BSC: 2019 April -
• Libraries opened an additional 6.5 hours per week.
• All libraries are now open from 10am Tuesday to Thursday and do not shut for lunch in Bellingen.
• Urunga is open through two lunch hours
• Dorrigo open through one.
These changes have been well received by the community. | 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	• Review online service usage • web enhancements • Participate in NSW.net • LMS Spydus initiatives • Skill staff to increase and improve community access to the library's website and catalogue • staff to Promote/advertise online services	Increased use of online services	CRL – Initial training & future upgrades	Annual ongoing	WER	Occur annually All staff need to be trained. Some training can be delivered by CRL staff. 2020　New Library App developed to enhance access to library services. 2021　eLibrary borrowing continues to grow, Covid-19 has boosted usage and community awareness through marketing campaigns on radio, papers and social media.	High	
1.1.4 Mobile library services : CVC	• Monitor usage of routes and stops 　• Amend as appropriate • provide complementary service delivery from the mobile library • Implementation of State Library Grant Project: GO Mobile! Digital Library on Wheels	• Increased access • Additional outreach services	CVC	2016/17	WER State Library Grant - $132,000	Expansion of activities and events from the mobile over the last 12months to include *Get Connected* 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	• Investigate partnerships & funding for HLS eg: Home Care Services
	• Outreach to Seniors through expos, seniors week etc
	• Outreach to youth through expos, school visits, liaising with individual class groups, HSC support programs, Live n Loud events
	• Investigate outreach to businesses in shopping precincts
	   • Implement a service where practical
	   • Evaluate outcomes
	• Outreach to children through expos, preschools, playgroups, vacation care, holiday activities, home work clubs
	• Outreach to Aboriginal communities through workshops, preschools and interagency meetings
	• Explore general outreach services ie) books in flight, books at the beach, pop up library services, workplace book clubs at lunchtime – council/other?
		• Funding opportunities identified
		• Deliver feasible outreach services
		• Partners for delivery identified
		• Increase in usage of services by targeted groups
			Each LGA investigate local opportunities for outreach	Ongoing	WER	Local initiatives may proceed, but common services across the region are preferred.
						CRL
						2021 *Vintage Film Club* grant success, preparation for implementation at Dorrigo, Urunga, Bellingen, Grafton & Iluka Libraries commencement for December 2021 (delayed due to Covid) – to assist seniors in isolation to connect.
						
						CVC
						Get Connected classes and *Q&A* sessions developed at all locations with the support of grant funding.
						2021 Partnering with Youngster.co and Tech Savvy Senior grant funding
						2021 Live n Loud – 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 *Popup library – Clarence Valley* 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
						
						2020 Presentation @ IWD breakfasts
						2021 Development of Aboriginal Cultural Program document
						
						BSC
						2019 Be Connected sessions were run for seniors,
						2021 Partnering with Youngster.co for tech Savvy Seniors funding
						2020 *Connect and Go Go Go* project has provided training and free loan of ipads to seniors.
						Drug Info program ran outreach to the Dorrigo 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.		

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	• CRL website well positioned in member councils' websites • Review website for improved accessibility • Expand YouTube Channel to include mini info clips for community awareness of services • maintain relationships with educators / Teacher Librarians Eg: CRL website linked to school website, attend TL meetings • maintain and review a community library newsletter (online) • investigate use of MailChimp for more frequent newsletter mailouts • develop a print version of newsletter to keep the community informed of activities • Open days at libraries • Library tours • Information package developed for community groups, service clubs, school groups etc. • Annual membership drive promotion to be developed • Explore radio and newspaper advertising • Guest speaking to service clubs and community groups and	• Increased use of library website • Regular contact with educators • Quarterly newsletter template developed with content provided from across the CRL network • Regular community tours of libraries	Each LGA CRL & LGAs CRL: develop collate info distribute libraries: input	ongoing	WER - Internal process WER - staff time	CRL continuing with website enhancement. • YouTube channel developed with video from Author visits, *Live n Loud,* online storytime, *Library Minutes* and other events being loaded for community to access. • Instagram and Facebook posts highlighting and promoting events, collections and services. • Quarterly newsletter produced – since January 2020 this has gone out monthly with the new Digital Engagement position in place. • Annual membership drive collateral being developed August 2020 • CVC – TL meetings attended regularly by library team • CVC - School tours have occurred annually. 2020 CRL Bus ad developed – 6 month campaign implemented across CVC • BSC bus to be considered for future campaign 2020 CVC and CRL radio ads developed 2021 BSC radio ads developed 2020 radio interviews with Regional Librarian and *Senior Library Officer (Programs)* 2021 introduced fortnightly radio interviews about books with *Team Leader (Regional Resources)* on Life 103.9 FM community radio	High	
1.1.7 Support access to collection by improved inventory management	• Investigate emerging trends in inventory management • Implement if recommended	• Efficient, cost effective inventory management	CRLC: support CRL:	Ongoing	WER	2017 November - Spydus manager/collections implemented Ongoing regular use of Spydus Manager to provide reports and lists of items for collection rotation and deselection.	High – medium	
1.1.8 Collection arrangement	• Monitor & implement best practice collection presentation (layout; stock arrangement; and furniture/fittings • Review integration of YA into Adult Fiction pilot project - Urunga Library • where feasible in local branches implement • monitor how technological trends impact on arrangement • review spine label conventions • investigate consultant for displays and shelving arrangements	• Collection Arrangement design guidelines adopted in local branches • Enhanced Collection access though effective arrangement	CRL: guide libraries: adopt	ongoing	WER Potential costs local libraries	2019/20 - DVD marketing displays provided to CRL libraries 2018 - Promotional cubes set provided to all libraries for use in marketing new books and curated collections. 2019 - Urunga YA to be separated to provide a visual location for Young Adult reading material. Will be undertaken during the refurbishment. 2019 - New shelf guides purchased for all libraries – slimline taking up less shelf space then previous guides. 2018 - Identification of JNF with fluoro labels enhance access. 2019 - New location of J NF Picture books developed and this collection is expanding. Display shelving provided in Grafton library with the biggest collection so far.	High - Medium	
1.1.9 wireless internet access	• Provide ongoing wireless internet access	• Effective and efficient community access to wireless internet services	CRL/LGA	Ongoing	WER	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	High	

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.2.1 Regional Collection Management Plan	• Collection Development Policy regularly reviewed • Procedures and guidelines developed and adopted • Regular collection 'audits' to determine gaps, weeding and optimum levels of duplication • Implement equitable and effective stock rotation program for all • Develop standards for cataloguing (Collection Management Plan.) • Investigate ways to promote new stock arrivals	• User-driven collection • Collection meets Living Learning Library baseline Standards • Common procedures and guidelines • Branch collections profile meet needs of local community • Stock rotation program is implemented	CRLC: support CRL: lead libraries: input	ongoing	Library Service Agreement to address member contributions

WER | Need to target expenditure to local needs. CRLC consider proportional expenditure of book vote on specific target groups.

Stock Rotation has been implemented Shelf talkers have been developed to link our eResource products to our books. Community Selection days continue to be popular with community - (cancelled in 2020 due to Covid-19) | High | |
| 1.2.2 Community collection needs survey | • Review previous survey and amend • Distribute through local libraries • Analysis to inform collection development and purchasing • Report survey results to community in an easily accessible format ie) infographics | • User-driven collection | CRLC CRL to develop and analyse Libraries to distribute | 2017 | WER | Internally developed, delivered and analysed with existing software. 2014/15 Collection Needs survey 2016 User/Nonuser Survey) 2018 Collection needs survey completed 2020 Marketing Plan survey 2020 User/non user survey delayed until 2021 | High – Medium | |
| 1.2.3 Process streamlining and restructure | • Continue to streamline processing of stock. • Continue to identify and implement potential operational and service delivery improvements • Review staff structures to achieve improvements • Develop costings • Implement agreed actions | • Decreased processing time • Decreased waiting time for stock delivery to branches • Increase in client satisfaction | Executive Council: lead | Ongoing | WER | Costs of outsourcing continuing to decline. 2017 - Introduced outsourced cataloguing for fiction books 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. 2018 – CVC Restructure saw increased grade/qualification levels for Yaegl Libraries Officers and Mobile Officer 2020 - CRL Digital Engagement position filled 2021 - CRL Digital Engagement position refilled for 12 months 2020 - CVC costing and options for additional staff in Maclean and Yamba have been developed. | High | |
| 1.2.4 Implement a Local Studies & Family History Strategy (print and non-print resources) | • Continue to develop Local Studies Strategic Action Plan • Continue to liaise with local museums and galleries to develop and maintain partnerships • Explore cross promotional opportunities with museums and historical societies • Continue to develop Local Studies website content for each LGA | • Refer to Local Studies Strategic Action Plan:

http://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-March-2016.pdf | Refer to Local Studies Strategic Action Plan | Refer to Local Studies Strategic Action Plan | Refer to Local Studies Strategic Action Plan | Refer to Local Studies Strategic Action Plan.

https://www.crl.nsw.gov.au/wp-content/uploads/CRL-Local-Studies-Strategic-Plan-Progress-report-February-2021.pdf

..\..\Projects\CRL - YOUR HERITAGE in pixels\YHIP - Meetings\YHIP - meeting 2.docx Your Heritage in Pixels project promotes Museum and Gallery partnership with the Library.

..\..\Projects\CRL - MACKEY Archive\MACKEY Archive project.docx 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. 2020 purchase of Duncan Miller Fairfax photos from US | 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	• Allocate a portion of book vote to continuous development • Review impact on state wide statistical data • Continue to monitor satisfaction • Promote digital collections • Continue to monitor industry developments	• Enhanced and relevant collection • Greater awareness and use of digital resources	CRLC CRL	Ongoing		Usage monitored through existing systems: Spydus Library Management System Reports and Enquiry Modules and individual eResource administrative statistics function. 2020 - New databases added include: • BorrowBox introduced for access to eBook and eAudio reads • IndyReads • BeamaFilm • Libby (replacing RBdigital) 2019/20 • Development of the use of *Campaign titles* as promotion leaders for eBooks and eAudio • Digital Engagement officer schedule social media posts weekly for eLibrary	Medium	
1.2.6 Develop a DVD Collection and review for relevance in meeting the needs of current and future users	• Allocate a portion of book vote to continuous development • Monitor usage figures • Monitor emerging technologies - streaming video (beamer films, Netflix etc) • Investigate opportunities for showing films in libraries – movie nights	• Enhanced and relevant collection • Purchasing reflects current needs and perceived future needs • User-driven collection • Increased client satisfaction	CRL	2018 Ongoing	$10,000	DVD collection enhanced by donations from community members. 2019/20 - Additional DVD display stands have been sourced for all libraries to assist with the expanding collection.	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	• Review existing usage of eResources • Determine growth areas and unmet need • Cost the preferred eResources access • Review Lynda.com for public use • Obtain costings with a view to subscribe • Review distribution of collection funds	• Purchasing reflects current needs and perceived future needs • User-driven collection • Increased client satisfaction with online services	CRL	Ongoing 2017	WER	Without additional funds need to reallocate book vote - LYNDA reviewed and considered too costly for implementation at this stage. Current list of eResources (*denotes free access via State Library Consortia new in 2021): *Gale Power search Ancestry.com Aussie drivers- driver knowledge test BeamaFilm December 2020 BorrowBox – 1 July2018 Encyclopaedia Britannica online Find my past *Gale Books and Authors *Gale Business – Entrepreneurship *Gale Business – Plan Builder *Gale Health and wellness *Gale in Context – Biography *Gale in Context – Environmental Studies *Gale in Context – Global Issues *Gale in Context – Opposing Viewpoints *Gale in Context – Science *Gale in Context – World History *Gale Interactive – Science *Gale Literature Resource Center *Gale Onefile – News *Gale Presents – National Geographic Virtual Library *Gale Presents – National Geographic for Kids Haynes all access car manuals - 2018 IndyReads – March 2020 Mango languages – July 2019 Internet history resources Niche Academy – enhances the computer school technology training – February 2019 *State library NSW eResources Storybox library – February 2019 Trove The Computer School World Book online Ziptales – 2018 - literature and language for young children	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	• Proceed with a 2yr trial of lending mini tablets
	• Monitor and evaluate
	• Implementation of iPad use at Library and Regional Level
	• Provide a range of new technologies for clients to experience
	  o 3D printer
	  o Wireless printing
	  o Remote printing
	  o 3D virtual goggles
	  o 360 degree camera
	  o 3D doodler Pens
		• Provision of contemporary library services for public http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios.pdf
		
		http://www.sl.nsw.gov.au/sites/default/files/bookends_scenarios_review.pdf
			CRL	2016/19	WER
					
					?
						Focus on individual library capability and budgetary requirements
						
						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.
						
						2017/18 – CVC - New technology purchased for Mobile Van:
						• 3D printer (2019 relocated to Grafton library and implementation has been developed during 2019/20).
						• 3D doodler pens – 5x cordless versions have been purchased for trial on Mobile and will consider further purchases for library programing.
						CRL:
						• 3x sets of Ozobots are being utilised in library programs.
						• 2019 - Charging stations for mobile devices in libraries
						• 2019 - iPad replacement for Team Leaders
						• iPad stands, light boxes and editing equipment for filming
						CVC:
						• Interactive table – Grafton Library
						• iPads for seniors
						• Grafton Print Management and air printing
						BSC:
						• CD Cleaner
						• iPads for seniors
						• 6 ipads purchased through grant for supporting seniors
							High
							
							Medium
								(green)

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

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

Objective 1.3 Relevant and contemporary targeted services, programs and activities

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.3.1 Comprehensive marketing / promotional plan.	• Set context within member councils' strategic directions eg: management, social, cultural plans • Identify priority target groups (now & future) • Produce comprehensive marketing strategy • Produce associated Action Plan • Determine opportunities WER in CRL and LGAs	• Marketing plan and associated action plan • A recognised local library identity • Increased awareness and recognition of the range of library services	CRL: Lead & manage LGA: input delivery	Draft plan - 2019	WER	Members will utilise common templates and share materials. • 2020 - Draft plan is in development • September 2020 marketing survey undertaken • Draft plan delivered to February 2021 meeting • Draft action plan delivered to May 2021 meeting • 2021 complete – 1 July implementation commences	Medium	
1.3.2 Develop a visible Library identity	• Develop visual tools to improve Library visibility and status (logo, branding, style, signage) • Develop common templates for shared use • Develop Point of Service promotions for targeted collections and services • BSC to investigate consistent signage for all libraries	• Increased awareness and recognition of all Libraries and their services • Consistent and professional identity	CRL / LGAs	Ongoing	WER	Collateral needs identified and designed. 2018 Branding refresher training completed for CVC staff. BSC now using all CRL branding 2021 – new logo signage for Yaegl libraries	Medium	
1.3.3 Educational and recreational programs and activities.	• Review user/non-user survey results. • Review current Best practice in libraries • Facilitate programs and activities. • Seek partners to fund • Promote to target groups • Structure programs to enhance their outcomes • Feedback forms developed and completed for events/programs ○ Feedback developed on marketing – "where did you hear about this?" • Feedback on all surveys to be more comprehensive – what did people actually say or want? • Develop Conversation Volunteers for people learning ESL • Investigate viability of travel talk/information sessions/group	• Relevant educational and recreational programs and activities are delivered for the local community. • CRL provides contemporary library services • Programs have specified outcomes	CRL: develop promote CRL & Libraries: seek funds deliver	2017/18	WER	CVC/CRL • Author talks • Game nights & D and D days • Live n Loud performance in partnership with Clarence Youth Action group (CYA group) • Performing arts nights - Conservatorium partnership • Aboriginal Cultural workshops • Bush tucker talks and tastings • Book binding workshops • Preservation workshops • Travel tips for seniors workshop • Library Lego Legends being developed across all locations • Knit Wits knitting groups • Library hosted book clubs • Writers groups Get Connected: • Q&A sessions scheduled regularly – funding from TSS and Be Connected grants 2018/19 • Be Connected travel talks undertaken for get online week event 2019 – grant funded • Zoom training 2020 – grant funded • MiPad lending program 2020 – grant funded BSC • After school lego and ozobots • Author talks	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	• Investigate results of user/non user survey relating to community information • Assess current provision of community information services • Develop guidelines for community information access	• User-driven service • Increased client satisfaction	CRL / LGA	2017	WER	Community information was one of the highest priority areas in the user/non-user survey 2016. BSC - community notice boards are available for posting community information. Local papers sourced CVC 2020 Yamba library community advertising on TV display from Yamba Community centre commenced	High	
1.3.5 Develop Aboriginal resources and services	• Identify aboriginal resources in varying formats • Allocate a portion of the book vote to purchase • Promote the sub collection • Investigate "Dawn" Newspaper online subscription • Investigate purchase of "Tracker" Newspaper • Link to State Library Aboriginal resources • Include resource page on library website • Consult with AECG re resource sharing • Support development of resources/oral histories from local community • Source local Aboriginal Story Tellers • Investigate partnerships with local Aboriginal Land Councils	• Increase aboriginal access to the library • Promote social inclusion • Raise awareness and understanding of aboriginal culture and heritage • Increased client satisfaction	CRL	Ongoing	$3,000	CRL has twice the average Aboriginal representation in our population. • Aboriginal resource page developed for the website • Resources identified and sought out for collection • CVC - Bush tucker talk and tasting sessions • CVC - Aboriginal cultural workshops • 2018/19 – BSC - Dual Language signage – English and Gambayngirr developed • 2020 - Acknowledgement of country signage being developed • 2020 - Aboriginal Art competition run to obtain local Aboriginal artwork for use in promotions • 2020 – Aboriginal consultative group from CVC staff being developed • 2021 Aboriginal Cultural Program for libraries integrated into library programming is being developed	High	
1.3.6 Develop a business outreach service	• Promote: • Australian Standards database • Each LGAs Profile ID database • Investigate co-working groups (see Bellingen model) • Develop partnerships with council Economic Development Unit Officers • Webpage developed highlighting services for business • Talks/info session with chambers of commerce • Investigate workshops with businesses on: ○ Databases ○ Resources ○ Statistics available	• Provision of contemporary library services for local business	CRL/Libraries	2021	WER	Existing resources to be promoted to local business ie) books, journals, Australian Standards, Community statistics etc 2017 Due to low usage stats over an extended period the Australian Standards database subscription was not renewed 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. 2020/21 charging stations info dots developed for libraries with charging stations available for distribution to local businesses 2021 DL flyers developed for Business to provide information to local tourists	Medium - Low	

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.4.1 CRL library customer service charter	• Monitor and review charter and procedures	• Common standards of service across all branches • Common approach to customer feedback, suggestions and responses to requests	CRL	2017	WER	Review for ongoing relevancy 2018 Amendment to R.E.S.P.E.C.T. sign developed after incidents with public order between library patrons	Medium	
• 1.4.2 • Obtain eSmart library status	• Work through e-Smart checklist for eSmart accreditation, addressing: • Leadership, strategies and policy • Agreements and procedures • Staff training and knowledge • Library user guidance and training • Community connections • Promote and badge our service as eSmart accredited and the 'user-safe' cyber-environment this implies	• Common standards of cyber security across service • Provision of contemporary library services • Safe environment for internet users	CRL / LGAs	2016-2018	WER	Provides community with known standards of cyber safety and anti-bullying online strategies, training and information. eSmart status July 2018 Signage developed and ongoing training for library teams.	High	

Objective 1.5 Engaged and supportive community

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
1.5.1 Targeted public consultations re: services, collection and programs e.g. Youth, Children's, Adults, Older People etc	• Develop consultation plan • Target particular groups on an annual basis • Build results into future budget allocations • Train staff or engage consultant • Analyse results • SurveyMonkey used for online survey development • Survey development to include LGA and individual library breakdown of results	• Results inform future collection development and purchasing	CRL Libraries to assist	2018 Ongoing	WER	Utilising CVC subscription to Survey Monkey 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 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	High – Medium	
1.5.2 Establish 'Friends of Library' for each library location	• Monitor community interest • Establish FOL. • Investigate a "Facebook friends" group for CVC Mobile library	• Improved community relations. • Potential funding partner • Regular consultation reference	CRL: Investigate Libraries: adopt establish	2019	WER	Many friends groups operate in different circumstances. Management of them is critical to their success. 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 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.	High – Medium	
1.5.3 Greater customer interaction, social networking and information access	• Develop social media tools ie) Facebook, Pinterest, YouTube, flickr etc • Promote tools • Explore targeted communication to various groups ie) bookclubs • Provide targeted information sessions – short, specific, relating to 1 service or technology ie) "get Appy" new mobile app info session	• Increase the Library's opportunities and capacity to delivery of improved Reader Advisory services • Improved feedback on all aspects of the library service • Improved response times	CRL	2017/19	WER	Technology training and skills identification and training Author Talks and other events are being videoed for those unable to attend and being loaded to our YouTube channel. Staff skills developed in videoing, editing, and YouTubing. Use of Zoom sessions increasing engagement for online activities.	High	
1.5.4 Annual target group 'book selection' activities	• develop partnership with current suppliers • Arrange days for community to select items • Evaluate demand for additional sessions • Consider future opportunity for future FOL to manage selection days	• Client –driven collection • Enhanced supplier appreciation of local interests.	CRL	2017/26 Ongoing	WER	Different libraries hosting the event each year. 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 & 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	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	• Identify appropriate ranges of information that may be welcomed at each branch • Identify potential partners and determine their interest • Determine how partners will participate • Prepare MOU's • Deliver • Evaluate • Link community information from CRL website	• Easier access to a range of resources for the community and visitors	CRL: Lead Libraries: Input & delivery	2017 Ongoing	WER	March 2018 – Tourism Hub in Grafton Library implemented 2019 – Nola Mackey donation – *Mackey Archive* March 2020 – MOU with Cast Net Production company *Jack Griffin Digitisation Project* BSC - Dorrigo Library hosts U3A activities and is partnering with the Museum on an oral history project	High	
1.5.6 Library supported Book Clubs (including online Book Clubs)	• Promote existing Book Clubs • Investigate supporting a virtual Book Club • Investigate eBook sets for book clubs • Evaluate • Develop procedures to guide expansion	• Book clubs established in areas of interest where capacity exists.	CRL: investigate Libraries : adopt	2019	WER	Book club kit swaps between library services used to increase collection 2018 Marketing collateral updated Library sponsored Books Clubs running in each Library. 2021 - 49 Book Clubs currently supported by CRL	High - Medium	
1.5.7 Support volunteering	• Identify appropriate tasks for volunteers • Development statement of duties for various volunteering opportunities • Promote volunteering opportunities • Support and recognise volunteers • Create a webpage for volunteering information	• More engaged community • Enhanced services	CRL & Libraries	2017 Ongoing	WER	May need small budget allocations for reimbursement and or recognition Volunteer of the year application completed for Regional Services volunteer. Regular promotion through networks 2016 Webpage complete DL designed promoting library volunteering. Volunteer Christmas Celebration and Selection event December 2018, 2019.	High	

Strategic Focus 2: LEARNING AND GROWTH

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

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

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
2.1.1 Staff professional development plans.	• Identify skill requirements for RS and library staff, now and into the future. • Review skills gap analysis • Development individual and team training plans • Members agree specific programs and make staff available • Training delivered. • CRL to seek to host State Library training locally	• Comprehensive individual and team skills more efficiently deliver current and future library services. • Greater professional opportunities for staff • Increased job satisfaction. • 4 days per year agreed for training purposes • Provision of study leave, flexible rostering, recognition of staff participation etc • Develop a positive learning environment	CRL: Lead Coordinate opportunities where appropriate Develop tools LGAs: participate	Ongoing	SLNSW – free training and reimburses travel costs for Sydney based training. Backfill per officer per day – approx $200 per day	Preference for a Regional Level approach and assistance in developing tools for identification of skills and training. *Know your catalogue* training refresher for staff. CRL *Novelist* Readers Advisory training completed by staff. State Library Webinars covering different genres, copyright, Reference …. Spydus upgrade training for all staff *2019 SPARKLE customer service* training 2020 Digital Health Literacy 2020 SL Cultural competence training CVC 2021 Code of conduct training 2020/21 Homelessness training 2021 Confrontation training 2021 Fire Warden Training BSC Readers advisory training rolled out to all staff through staff meetings 2019 4 staff attended SLNSW training, 2 x oral history and 2 x readers advisory. 2021 Mental Health Awareness training	High and ongoing	
2.1.2 Staff are well informed and engaged in emerging public library trends	• CRL membership of ALIA and PLC • Professional journal articles discussed at team meetings. • Active membership to working groups is encouraged where viable • Lobby State Library to have more regional meetings and training opportunities • Review Lynda.com for staff internet, social media, device online training • Participate in Spydus training through webex and webinars	• Contribution to staff professional development • Future library directions informed by current and emerging trends.	CRL LGAs	Ongoing	WER	Lynda reviewed – very good but out of budget range at this time. 2020 & 2021 Reference Group meeting and Readers Advisory through the State Library – online option 2018 SWITCH library conference in Coffs Harbour. Staff given the opportunity to attend a day of the conference. 2019 SWITCH Conference attended by Regional Librarian, Team Leader (Regional Resources), Senior Library Officer (Programs)	High Ongoing	
2.1.3 Staff sharing of knowledge, expertise and experience	• Regular team meetings formalised with agenda topics and minutes • Provide opportunities for working groups to undertake projects • Promote the use of the staff wiki amongst staff • Where appropriate staff training days incorporate staff sharing and networking	• Greater sense of involvement in the decision making and planning process by team members from across the library network	CRL & Libraries	Ongoing	WER	Wiki has been introduced and variously used. Regular team meetings and individual staff catch-ups undertaken. Staff wiki regularly updated for relevance.	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	• Identify opportunities for staff to fill other library roles apart from their own • Develop plans to realise those opportunities • Monitor and evaluate	• Increased skills and knowledge • Staff can rotate positions and locations • Means of addressing shortages at critical times	CRL & Libraries	Ongoing	WER excepting any travel reimbursements	Rotated positions in CVC necessitated by staff shortages have improved to deliver valued outcomes Regional Services staff working service points 1hr week for Professional Development Limited opportunities to work across different locations due to travel time incurred	High	

Objective 2.2 Regional communications and networking

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

Strategic Focus 3:   BUSINESS SYSTEMS, MANAGEMENT and RESOURCING

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

Objective 3.1 a library service that meets contemporary operational standards

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.1.1 Review and develop all library policy, procedures with reference to NSW library and ALIA standards	• Nominate review teams • Agreed timeframe and outcomes • Comment on drafts • Finalise and adopt reviewed policies • Review Children's & Youth Policy • Investigate need for a Homeless/ No Fixed Address Policy	• Contemporary standards adopted • Greater implementation with increase levels of ownership	CRLC: Lead Branches: input	Ongoing as required	WER	Per executive council schedule. Each policy reviewed every 3 years. 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	• Evaluate current LMS system • Identify alternative systems and their adoption • Assess alternative systems suited to our library service • Evaluate and cost options • Recommend option • Implement	• User friendly comprehensive LMS that will address future growth and changing needs	CRL	2022	WER	Completed review in 2016 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	• Monitor and review • Identify opportunities to share skills and work cooperatively	• Service outcomes maximised through service integration and collaboration	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	• Review state-wide data Determine agreed standards of delivery • Prioritising strategic planning objectives • Develop 10 year budget plan	• Strategically driven budget bids • Long term planning	CRLC	Yearly	WER	Business cases developed.	High	

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	• Meeting/workshop scheduled prior to member councils budget deliberations • Set priorities in line with strategic plan • Agree standards of delivery	• Common and robust approach	CRLC	Annually no later then April	WER	Part of staff 6 monthly meeting cycle	High	
3.2.3 Increase the library's income	• Exploit DGR status opportunities • Develop a list of priority projects • Apply for grants as appropriate to the needs of the service	• Increased awareness of donation opportunities • Increased donations	CRL & LGAs	Ongoing	WER	All staff need to promote DGR Status and list of local priority projects Donated Autism books Tech Savvy Seniors and Be Connected grants to run our *Get Connected* programs across libraries. CRL 2021 Vintage film club grant $31,395 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 BSC 2021 BSC Dorrigo library extension grant $482,800 2019 2 Grants for Urunga Library to refurbish and extend library 2019 *Be Connected* grants and grant to purchase ipads	High	
3.2.4 Library stock is appropriately insured	• Value of collection is monitored annually and adjusted accordingly		CRL	Ongoing		This is done each year.	High	
3.2.5 Evaluate staffing levels to ensure appropriate levels of service	• Review industry benchmarks • Increase/maintain funding to meet the minimum standard – (living learning libraries) • Prepare project plans/business cases • Review existing operational activities [and organisational structure] to maximise benefits	• Service outcomes maximised through appropriate staffing levels	CRL , LGAs	Ongoing	Additional staff will incur additional budget	Any increased staff levels will require a business case CVC/Regional Services restructure completed May 2019 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	Medium	

Objective 3.3 A safe and accessible workplace

Strategy	Key Actions	Outcomes	Who	Time	Cost estimate Funding Source (WER – within existing resources)	Comment	Priority High: yrs 1-3 Medium: yrs 4-6 Low: yrs 7-10	Progress
3.3.1 Review staff work practices in line with relevant OH& S and risk management standards	• Compare current strategies • Develop risk management plans • Determine necessary actions • Prepare budget bid	• Enhanced safety for staff and community • Reduced risk for Council	LGAs	2017	WER	Significant work undertaken to change services due to COVID restrictions.	High	
3.3.2 Monitor and update emergency and disaster preparedness and management plans	• Identify the risks at each library • Assess the risks • Develop mitigating strategies • Prepare budget bids where appropriate • Incorporate business continuity plans • Train staff	• Enhance safety for staff, equipment and collection. • Savings to Councils and CRL • Continuity of service	CRL / LGAs	2016/17	WER	Adapt and adopt disaster management plan in association with Local Studies Strategic Plan 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	• Assess current standard of infrastructure against contemporary standards • Determine level of provision • Develop building design briefs • Prepare costings • Prepare business case • Identify potential sources of funding	• Infrastructure that addresses local needs now and into the future which allows for contemporary library services operations.	LGAs	As required		State Library Review September 2017 EOI for Yamba library relocation with Community centre and meals on wheels in Treelands drive. EOI for Maclean Library to be relocated with council offices and performing arts facility in River street. 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	Medium	