MINUTES
CLARENCE REGIONAL LIBRARY COMMITTEE 11 July 2024
Bellingen Shire Council Hyde Street Bellingen NSW 2454
Online MS Teams meeting 10:30am

PRESENT: *Bellingen Shire Council*

Cllr Jo Brotherton
Rowena Sierant (Bellingen Shire Librarian)
Maxine Compton (Group Leader Community Partnerships)

Clarence Valley Council

Cllr Karen Toms (Chair)
Cllr Peter Johnstone
Alex Moar (Director of Corporate & Community)
Kathryn Breward (Regional Librarian)
Di Collins (Team Leader (Public Library Services))

1. Acknowledgement of Traditional Custodians

Cllr Karen Toms

2. APOLOGIES

Cllr Ellie Tree
Victoria Keane (Team Leader (Regional Resources))

3. Disclosure of Conflict of Interest

Nil

4. Confirmation of Minutes
14 March 2024

Moved: Cllr Peter Johnstone
Seconded: Cllr Jo Brotherton

Adopted

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

5. Business arising from the Minutes – Meeting held 14 December 2023

5.1 CRL STRATEGIC PLAN & ACTION PLAN 2024-34

Discussion revolved around the Action Plan and the content of the Key Actions. The Delegates determined that at the November CRL Committee meeting the new Committee could workshop the Action Plan.

<u>Recommendation</u>

That the CRL Committee note the adoption of the new CRL Strategic Plan & Action Plan 2024-34 at the May Council meetings.

> Moved: Cllr Jo Brotherton
> Second: Cllr Peter Johnstone

> Adopted

5.2 Library Highlights 2022/23 Infographics comparison to 2018/19

Discussion covered:
- the increased community interactions across the CVC compared to BSC
- use of the eLibrary resources, noting the decline of database usage while the other eLibrary resources still remain very popular.
- Visit and loans are still not back to precovid levels but climbing
- Programs and attendees are going very well in all areas

<u>Recommendation</u>

The CRL Committee note the:

- 2022/23 operational statistics of the Clarence Regional Library services
- Comparison to the 2018/19 statistics for the CRL

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> Moved: Cllr Peter Johnstone
> Second: Maxine Compton

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

Adopted

6. FINANCIAL PAPERS

6.1 YTD INCOME AND EXPENDITURE SPREADSHEET – 12 June 2024

- Questions were asked about the level of the Reserve at the end of the financial year.
- Meeting to be arranged with CVC Finance team to go over Reserves formula and explanation with Regional Librarian.

Recommendation

That the Report on the Clarence Regional Library Income and Expenditure YTD for 2023/24 is deferred to the November meeting with further explanation relating to the Reserve Total.

Moved: Cllr Karen Toms
Second: Cllr Jo Brotherton

Adopted

6.2 CONTRIBUTIONS FOR 2024/25 FINANCIAL YEAR

Query whether the 2% was included in the figures and the response was yes the 2% was applied to the per capita rate - $21.67.

Recommendation

That member Councils note their per capita contribution for the 2024/25 financial year as per the Library Agreement and Finding Formula.

Moved: Cllr Peter Johnstone
Second: Maxine Compton

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

Adopted

6.3 ANNUAL BUDGET

Recommendation

That the Report on the Clarence Regional Library Annual Budget for 2024/25 is deferred to the November meeting with further explanation relating to the Reserve Total.

Moved: Cllr Karen Toms
Second: Cllr Jo Brotherton

Adopted

7. Executive Officer's Reports – Nil

8. Regional Library Reports

8.1 COLLECTION DEVELOPMENT POLICY

With a number of significant changes to the policy identified the Policy will go to the Executive Council and be placed on public exhibition for community feedback.

Recommendation

That the *Clarence Regional Library Collection Development Policy* be updated to reflect the following changes:

- Updated population figures for Clarence Valley Council and Bellingen Shire Council Local Government Areas
- Include acknowledgment of the Bundjalung, Gumbaynngirr and Yaegl people.

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

- Include Scope of the Collection to reflect that the collection will capture a range of perspectives and voices and reflect the diversity of the community.
- For physical Audiobooks only MP3 format will be purchased.
- For Large Print collection wording normal print replaced with standard print.
- Selection criteria for eBooks, eAudiobooks and eMagazines has been updated to include: Usage conditions (eg. Loan Limits and Term Limits before repurchasing is necessary)
- Donations that are: dated, yellowed, damaged or musty items will not be accepted.
- Include the following sentence in the Censorship (Freedom to read) section "The selection of library materials is based on the patrons' right to read and similarly, freedom from censorship by others."

Moved: Cllr Peter Johnstone
Second: Maxine Compton

Adopted

8.2 FEE WAIVING POLICY

After CVC and BSC library staff reviewed the attached CRL Fee Waiving policy it has been determined there are no identifiable changes required apart from an update in the formatting to the new CRL Policy Template that includes updated fonts and logos.

Recommendation

That the Clarence Regional Library Committee endorse the reviewed *Clarence Regional Library Fee Waiving Policy* for adoption by the executive council.

Moved: Cllr Jo Brotherton
Second: Maxine Compton

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

BELLINGEN SHIRE COUNCIL

clarence VALLEY COUNCIL

your library – your place CLARENCE VALLEY

Adopted

8.3 ANNUAL STATE LIBRARY STATISTICS COMPARISON 2022/23

An overview of the performance of the Clarence Regional Library (CRL) as reported in the Public Library Statistics 2021/22 Report

Recommendation

That the report of the Clarence Regional Library performance compared to other public libraries in NSW be noted and endorsed.

Moved: Cllr Peter Johnstone
Second: Maxine Compton

Adopted

8.4 CRL WORKPLAN

Delegates suggest one report updating the progress of the strategic plan each meeting would likely be sufficient

Recommendation

That the Draft Clarence Regional Library Committee Work Plan 2024-27 be adopted by the Clarence Regional Library Committee to guide its operations over the next 12 months until the new Committee is formed after council elections in 2024.

Moved: Cllr Peter Johnstone
Second: Maxine Compton

Adopted

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

BELLINGEN SHIRE COUNCIL

clarence VALLEY COUNCIL

your library–your place CLARENCE VALLEY

8.5 DIGITAL ENGAGEMENT WORKLOAD UPDATE

This covered the growing demand for marketing and promotions as a means to grow and develop the Library services, collections and activities.

Recommendation

That to expand Regional Library capacity to be able to meet the expanding demands in the area of marketing and promotions both digital and traditional by increasing the grade 8 Senior Library Officer (Digital Engagement) 0.2 FTE (7 hrs) by adding to the current 0.6 FTE (21 hrs) and increasing the grade 3 Library Assistant (Acquisitions & Promotions) by 0.2 FTE (7 hrs) to make this role fulltime.

Moved: Cllr Karen Toms
Second: Cllr Jo Brotherton

Adopted

9. Correspondence

9.1 In-coming:

- various community comments via feedback forms and social media
- letter from State Librarian re Cumberland Council Decision
- email from Bellingen *Group Leader Community Partnerships* informing of Cllr Jo Brotherton's acknowledgement in of the great work our library staff undertake.

9.2 Out-going:

9.2.1 Media Releases:

BSC 20240301 Bellingen Library Hosts Riveting Climate Fiction Conversation

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

BSC 20240605 Bellingen Library hosts monthly write-in events for local writers

CRL 20240229 On Record 2024

CRL 20240304 CRL Strategic Plan – on exhibition

CRL 20240304 Media Blast On Record 2024

CRL 20240318 Live n Loud at your library

CRL 20240411 April Monthly Newsletter

CRL 20240419 Hurray for Hoopla!

CRL 20240514 May monthly Newsletter

CRL 20240527 First Nations Computer Classes Program

CRL 20240605 June monthly Newsletter

CVC 20240319 10 Years at Grafton Library

CVC 20240328 Media Blast – 10 years at Grafton Library

CVC 20240426 Media Blast - Authors talks at your library

CVC 20240617 Cathryn Hein Author Talk

CVC 20240617 Media Blast - Cathryn Hein Author Talk

10. Items for Information

11.   Additional Matters

PROPOSED MEETING SCHEDULE – Times and Dates 2024

- 7 November
- 11 March 2025
- 10 July 2025 – if school holidays we may need to consider an alternate date?
- 6 November 2025

Meetings commence at 10:30 am with refreshments available from 10:00am

Morning tea and Lunch are provided by the Regional Library

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

12.   Items for next meeting

12.1   CRL Strategic Plan & Action Plan 2024/34

12.2   2023/24 LIBRARY INFOGRAPHICS

12.3   YTD INCOME AND EXPENDITURE SPREADSHEET – 30 June 2024

12.4   Annual Budget

Committee Chair thanked everybody on the CRL Committee for their participation and wished those councillors nominating for re election all the best in their campaigns.

Meeting Closed: 11:47am

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

ITEM: 5.1   No. 2/24 – CRL STRATEGIC PLAN & ACTION PLAN 2024 -2034

Meeting:	Clarence Regional Library Committee	11 July 2024
Reviewed By:		
Attachment:	YES	

REPORT SUMMARY

This report briefly outlines the progress in the development of the new Strategic Plan & Action Plan 2023-33.

OFFICER RECOMMENDATION

That the CRL Committee note the adoption of the new CRL Strategic Plan & Action Plan 2024-34 at the May Council meetings.

LINKAGE TO *CVC COMMUNITY STRATEGIC PLAN 2032*

Theme: Society
Objective: Creating a place where people are healthy, safe, connected and in harmony with the natural environment to retain and improve the quality of community life.

LINKAGE TO *BSC COMMUNITY VISION 2035*

Theme 2:   Community Wellbeing

Objective: 1.1 Enhance community capacity by supporting & creating partnerships to deliver targeted social & cultural programs and activities for community participation.
1.2 Work to enhance the accessing of information and services.
2.1 Actively engage with and include the perspectives and knowledge of our Gumbaynggirr community.
2.2 Enable meaningful creative learning and cultural experiences.
3.1 Promote meaningful and inclusive opportunities for volunteering

KEY ISSUES

On the 22 May Bellingen Shire Ordinary Council Meeting, the Clarence Regional Library Strategic Plan 2024 - 2034 was formally adopted.

On the 28 May at the Clarence Valley Ordinary Council Meeting, the Clarence Regional Library Strategic Plan 2024 - 2034 was formally adopted.

The CRL Strategic Action Plan has been drafted from the CRL Strategic Plan into a spreadsheet for the CRL Committee to keep track and note achievements.

BACKGROUND

For the February 2024 Council meetings for both LGAs reports were prepared with the Recommendation:

That Council place the Clarence Regional Library Strategic Plan 2024-34 on public exhibition and subject to there being no submissions that change the intent of the Strategy, it be adopted.

The CRL Strategic Plan was put out on Public exhibition for 28 days from 4 March to 2 April. As part of the process physical copies were made available out of the libraries and council customer service centres, access was also provided online through council websites including the CVC *Clarence Conversations* tool.

The following correspondence received during the exhibition period the Strategic Plan was updated, however, the intent of the plan has not changed other than minor wording updates, following the feedback received. The following is the full transcript of the email provided:

- *It's a fantastic and ambitious document and will be very useful in helping us to continue advocating to both internal and external stakeholders about the value and importance of our public libraries to our communities.*

- *One of the key terminology things that jumped out at me was use of the term 'Bellingen Valley' throughout the document, including in reference to the proposed mobile service (pp. 14 and 24) and in the definition given for CRL in the glossary (p. 37). I'd suggest Annie means Bellingen Shire when using the term Bellingen Valley and has used these terms interchangeably, but they are actually distinct terms in our Shire. The Bellinger Valley (Bellinger is the river name) describes the Bellingen township and surrounds and is distinct from the plateau (Dorrigo) and seaboard (Urunga) whereas Bellingen Shire is the broader term that covers all the townships in our Council area. There are long-running tensions in the Dorrigo and Urunga communities around the perception that programs and funding often centre on Bellingen to the detriment of the rest of the Shire. It changes the meaning of the recommendation about the mobile service if Bellingen Shire is used, which suggests it could service the whole Shire, whereas Bellingen Valley suggests the service would be specific to the Bellingen township and surrounds. I'd suggest using the term Bellingen Shire throughout the document as this is more representative and inclusive of all of the communities and townships within our Council area and reflects our official Council name.*

- *On that note, in the 'Who are we?' section (p. 6), I'd suggest revising the following 'and providing more reasons to see the Clarence Valley and Bellingen Shire as a destinations.' Dorrigo isn't specifically mentioned in the 'Who are we?' section so given we have very strong dairy and beef cattle industries on the plateau (a number of our farmers are big Norco suppliers), perhaps dairy farming could be incorporated in the description of key industries. Also, the $56 million investment in the Dorrigo National Park and multi-day walk will have a significant impact on the plateau within the timeframe of the strategy. We're likely to see increased tourism numbers and therefore an associated increase in demand for Wi-Fi, printing, and tourist information services at the library. Could reference to the National Park redevelopment be incorporated in the document somewhere?*

- *On page 25, reference to the CRL APP – APP shouldn't be all uppercase.*

All items have been addressed in the final document.

| Prepared by | Kathryn Breward - Regional Librarian |
| Attachment | ATTACHMENT 5.1 CRL Strategic Plan & Action Plan 2024-34 |

ITEM: 5.2	No. 2/24 – LIBRARY HIGHLIGHTS 2022/23 INFOGRAPHICS comparison to 2018/19	
Meeting:	Clarence Regional Library Committee	11 July 2024
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides statistical comparisons between the 2022/23 and 2018/19 pre covid operations of the Clarence Regional Library Service.

OFFICER RECOMMENDATION

The CRL Committee note the:

- 2022/23 operational statistics of the Clarence Regional Library services
- Comparison to the 2018/19 statistics for the CRL

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

KEY ISSUES

Items of particular interest in the Summary comparison 2022/23 and 2018/19 include the following:

- Increase of 0.8% in members across the region with Maclean and Yamba libraries leading the charge at 12% increases in membership.
- Visits were still -25.4% under what they were in 2018/19
- 54.3% Increase in website visits.
- loans only down by -0.81% this being supported by the eLibrary loan figures that are added to the CRL total. We are doing better then many libraries who are still suffering from the effects of Covid.
- Reservations down -4% compared to 2018/19.
- The item figures for 2022/23 now include eLibrary items which show CRL has had 71% increase in stock since 2018/19. If we remove the 97768 eLibrary items, we are left with 129087 physical items, and this is -3% reduction in physical items in comparison to 2018/19. Our physical floor space across all locations effectively accommodates around 127000 physical items, if we have

pre-covid lending ratios of approximately 20% of all stock at any one time. The fact the physical numbers are down in comparison in this instance is a good thing.

- 63% increase for programs/events and 27.3% increase in attendance indicate the community demand for events/programs and activities through their libraries and is a key tool to bringing people back to regular use of our library spaces, collections and services, this is a very good news story and is a compelling shift in how our libraries are being used by our communities, particularly in CVC. Dorrigo is the only location that had reduced programs and activities, it is the expectation that once the building has been completed there will be a resurgence of scheduled activities with attendees.
- Wi-Fi use is down –32% & internet sessions down -50%.
- Information requests are up 23% with the increases being across CVC libraries exclusively while BSC community information request remain lower then pre-covid.
- Our eBooks, eAudio and eMagazines have all increased dramatically on Pre-covid levels, with community members discovering how useful the eLibrary is for their reading needs.
- Use of the Library App has no comparison data as we didn't have it in 2018/19.
- The online catalogue access is up by 430% and our website visits up by 2%.
- eResource searches are down by -63% it appears people are accepting the use of Google and Wikipedia, this could be an area of education for the community regarding appropriate authoritative sources of information?
- Beamafilm downloads has no comparison stats as we did not subscribe to it in 2018/19.
- Social media platforms were not tracked in this way in 2018/19, however we can compare to 2020/21 years for all accept *pinterest audience* and the *library App* (hadn't been introduced yet) all had substantial increases since this year.

BACKGROUND

At the request of the CRL Committee delegates a comparison of the 2022/23 infographic statistics and the pre covid 2018/19 statistics were completed for the July 2024 meeting.

At the end of each financial year the Regional Library condenses the statistical result into infographics for the region, the two Local Government Areas and each library location including the Mobile and our eLibrary. The statistics selected for these infographics are based on the infographics the State Library develops each year for the State Public Library Network and the NSW.net eResources.

The Regional Librarian also completes the summary comparison spreadsheet that compares the result to the previous year.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	ATTACHMENT item 5.2 Infographics summary & comparison with 20218/19 infographic statistics

ITEM: 6.1   No. 2/24 – YTD INCOME AND EXPENDITURE SPREADSHEET

Meeting:	Clarence Regional Library Committee	11 July 2024
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides updated information on the Year-to-Date income and expenditure for 2023/24.

OFFICER RECOMMENDATION

That the Report on the Clarence Regional Library Income and Expenditure YTD for 2023/24 is endorsed by the CRL Committee.

LINKAGE TO *CVC COMMUNITY STRATEGIC PLAN 2032*

Theme: Society
Objective: Creating a place where people are healthy, safe, connected and in harmony with the natural environment to retain and improve the quality of community life.

LINKAGE TO *BSC COMMUNITY VISION 2035*

Theme 2:   Community Wellbeing

Objective: 1.2 Enhance community capacity by supporting & creating partnerships to deliver targeted social & cultural programs and activities for community participation
1.2 Work to enhance the accessing of information and services
2.1 Actively engage with and include the perspectives and knowledge of our Gumbaynggirr community
2.2 Enable meaningful creative learning and cultural experiences
3.1 Promote meaningful and inclusive opportunities for volunteering

KEY ISSUES

Budget expenditure currently tracking in most areas according to the CRL cycle of expenditure for this point in the year. Items of note in the YTD (6 June 2024) Income and Expenditure spreadsheet include:

- *Income – Contributions* – the CVC contributions for this financial year not yet transacted. And the 50% of BSC state library subsidies are yet to be invoiced and transacted.
- Item 50 – wages costs – is tracking under the revised budget.
- *Item 51- Other Employee Costs* – this includes MasterCard transactions for the SWITCH conference for 2023 as well as 2024 so is slightly over.
- *Item 53 – Materials* – expenditure in this item are still appearing in commitments
- *Item 54 – Contractors & Consultancies* – under spent with regards collection maintenance expenses
- *Item 57 – Insurance* – as expected
- *Item 59 – Administration Expenses* – some of our advertising expenses are still in commitments or awaiting Mastercard journalling.
- *Item 60 - Operating Expenses* – is on track with annual Spydus maintenance fees and the FE Technology annual maintenance is under budgeted expectations.

- *Item 61 - Subscriptions & Memberships -* on track – we continue to review each renewal prior to payment to consider whether we continue for another year. We also spend time reviewing emerging databases and subscription services to determine whether they are worth adding to the library's suite of online services. We currently have a watch on Beamafilm which has been growing in popularity, We are also monitoring the take up of our new Hoopla subscription services.
- Item 62 – *Internal expenses* – ABC operation costs have been journaled for some of the ABC accounts. Motor vehicle expenses have been transacted also.
- *Item 135 – Book Vote – $238,403* with additional commitments of $92,864 that are being reviewed prior to the end of the financial year.
- *140 – Reserve Opening – RA 41125 & 411327 –* The Reserves as at 1 July 2023 currently sit at -$786,617 this is higher then expected.

BACKGROUND

Note: The *Public Libraries in NSW Financial Reporting Manual* says it depends on whether the econtent 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 item 6.1: YTD Income and Expenditure spreadsheet

ITEM: 6.2	No. 1 No. 2/24 – CONTRIBUTIONS FOR 2024/25 FINANCIAL YEAR	
Meeting:	Clarence Regional Library Committee	11 July 2024
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides the per capita contribution for member Councils to the Clarence Regional Library budget for the 2024/25 financial year.

OFFICER RECOMMENDATION

That member Councils note their per capita contribution for the 2024/25 financial year as per the decision to continue the Library Agreement and funding formula for an additional 12 months.

LINKAGE TO *CVC COMMUNITY STRATEGIC PLAN 2032*

Theme: Society

Objective: Creating a place where people are healthy, safe, connected and in harmony with the natural environment to retain and improve the quality of community life.

LINKAGE TO *BSC COMMUNITY VISION 2035*

Theme 2:   Community Wellbeing

Objective: 1.3 Enhance community capacity by supporting & creating partnerships to deliver targeted social & cultural programs and activities for community participation.
1.2 Work to enhance the accessing of information and services.
2.1 Actively engage with and include the perspectives and knowledge of our Gumbaynggirr community.
2.2 Enable meaningful creative learning and cultural experiences.
3.1 Promote meaningful and inclusive opportunities for volunteering

KEY ISSUES

Of Note: IPART has set the 2024/25 rate peg for each council at between 4.5% and 5.5%. For Bellingen Shire the Rate Peg remains at 4.5% and for Clarence Valley it has been reduced to 4.7% (see Table 3 Information-Paper-Rate-peg-for-NSW-councils-for-2024-25 21-November-2023 attached).

Bellingen Shire Council's (BSC) Estimated Resident Population as at 30 June 2023 (released by the ABS 26 March 2024) is 13,231. Clarence Valley Council's (CVC) Estimated Resident Population as at 30 June 2023 (released by the ABS 26 March 2024) is 55,323.

Total per capita contribution for 2024/25 for each council is as follows:
• CVC of $1,199,048.57 and
• BSC of $286,763.40

Clarence Valley Council will further contribute $30,512.05 towards the Regional Librarians wage to cover time spent administering CVC Public Libraries. (This is based on 20% of the current wage costs for the Regional Librarian).

BACKGROUND

The Library Service Agreement sets the per capita contributions of members as follows:

Item 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.

Contribution = Population x Per Capita Rate

Item 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.

The annual increase for each Council contribution is based on the following formula:

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

Per capita increase = 2% per year

The agreement also makes provision for the agreed changes to the staffing arrangements which require 20% of the Regional Librarian's time being allocated to CVC library business. Therefore, a reduction of 20% of the wage costs of the Regional Librarian are to be subtracted from Bellingen Shire Council's (BSC) contribution and paid for by Clarence Valley Council (CVC).

Prepared by	Kathryn Breward – Regional Librarian
Attachment	ATTACHMENT Item 6.2: Information Paper for Rate peg for NSW councils for 2024-25

ITEM: 6.3   No.2/24 – ANNUAL BUDGET

11 July 2024

Meeting: Clarence Regional Library Committee
Reviewed By:
Attachment: yes

REPORT SUMMARY

This report provides updated information on the 2024/25 Clarence Regional Library Budget.

OFFICER RECOMMENDATION

That:

- The Report on the Clarence Regional Library Budget for 2024/25 is endorsed by the Committee.

LINKAGE TO *CVC COMMUNITY STRATEGIC PLAN 2032*

Theme: Society
Objective: Creating a place where people are healthy, safe, connected and in harmony with the natural environment to retain and improve the quality of community life.

LINKAGE TO *BSC COMMUNITY VISION 2035*

Theme 2:   Community Wellbeing

Objective: 1.4 Enhance community capacity by supporting & creating partnerships to deliver targeted social & cultural programs and activities for community participation.
1.2 Work to enhance the accessing of information and services.
2.1 Actively engage with and include the perspectives and knowledge of our Gumbaynngirr community.
2.2 Enable meaningful creative learning and cultural experiences.
3.1 Promote meaningful and inclusive opportunities for volunteering.

KEY ISSUES

Items of note in the 2024/25 Annual CRL Budget include:

- This financial year 50% of the State Library Subsidies received to each LGA will be provided to the CRL as income.
- *Item 50 – Salaries, Wages & Oncosts* – increase from 1 July due to 3.5% CPI under the award.
- *Item 51 - Other Employee Costs* – the budget needs to be adjusted to accommodate Budget for Seminars & Conferences and meeting expenses both of which have an OBUD budget reflecting the COVID-19 affected expenditure.
- *Item 54 – Contractors & Consultancies* – has been adjusted to reflect the expenditure from the previous year.
- *Item 59 – Administration Expenses - Advertising* here is at $21,500 to accommodate advertising for promotions and on exhibition items. *Printing & Stationery* has been increased slightly to accommodate increased charges.

- *Item 60 – Operating Expenses –* increase in annual RFID maintenance for additional equipment for Maclean & Iluka. The Internet fees budget is incorrect (currently $11,906) and should be $29,900.
- *Item 61 – Subscription & Memberships –* additional budget item is to cover increased subscriptions.
- *Item 135 – Book Vote -* We have planned for a budget of $330,000, this includes the additional stock for Dorrigo and Yamba libraries.
- *Item 137- Capitol furniture & equipment -* this is to cover replacement TV in Mackey Archive and staff/branch iPads.
- *140 – Reserve Opening – RA 41125 & 411327 –* The Reserves closing balance forecast for the 1July 2024 OBUD is $451,128 while the revised budget forecast is $484,057.

- The annual request to rollover all committed funds from last financial year has been sent in the first week of July but as yet have to be processed through Finance.

BACKGROUND

CRL Expenditure explanation summary:

Item 50 – Salaries, wages & oncosts – includes permanent and casual staff, ordinary hours, overtime, allowances, annual, sick, special, and long service leave. Also, superannuation and workers compensation.

Item 51 – Other employee costs – covers training, seminars, conferences, and workshops (Event Fee, Travel, Accommodation), WHS, meeting attendance (State library, NSWPLA, NE Zone, Regional Managers & Regional Staff Meetings, CRLC meetings).

Item 53 - Materials – include volunteer Christmas gift/celebration, computer consumables, materials, stock processing materials - contact/plastic, spine labels, genre labels, preservation materials, brother printer toner for labels, RFID tags, barcodes, and Inter Library Loans National library expenses.

Item 54 – Contractors & consultancies – covers our freight & cartage courier services, our website developer and our supplier provided end processing (Covered, Labelled, Catalogued (Shelf Ready)). It can also include one-off consultation for item like the strategic plan development, the user/nonuser survey etc.

Item 57 – Insurance Expenses – this covers our insurance for the book stock.

Item 59 – Administration expenses – covers postage, printing & stationery (ie) Membership cards, packing tape, Velcro dots, paper, laminating pouches, envelopes, badgemaking supplies, generic stationery orders, 3x DLs per year, promotional items, stickers, pull-ups/signage. Promotional advertising (Radio, newspaper ads, marketing collateral, signage, social media marketing, displays/posters promotional items for library collections and services, major targeted events - *live n loud*, *On Record,* eNewsletter/mailouts, General advertising including the Yellowpages and advertising for policies and strategic plans etc.

Item 60 – Operating expenses – covers computer maintenance including the Spydus Library management System, FE Technologies RFID hardware and software, maintenance of furniture and equipment, for example the letter folder and disk cleaner. It also covers our Internet fess through Hitech and TPG and Go4 media who host our website as well as lost item refunds and temporary borrower refunds.

Item 61 – Subscriptions & Memberships – is divided into our Public Access digital stock licenses including Bolinda eBooks, Campaign Titles, Libby ebooks, Ulverscroft eBooks & eAudio, Hoopla, database subscriptions for public use. It also includes our Administrative Subscriptions including ILL fees, ALIA,

Trove, Childrens Book Council, interactive table, library app, FE Technologies RFID Library Live, Adobe creative license, FoLA, PC Management, Yodeck media TV display - Social media tools: Linktree , Animoto.

Item 62 – Internal costings – cover the ABC costings from Clarence Valley Council, and the Regional Librarians vehicle.

NOTE

The *Public Libraries in NSW Financial Reporting Manual* says it depends on whether the econtent is owned or leased. If it is owned in perpetuity it is capital. If it is licensed/leased it is operational. 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 Item 6.3: CRL Annual Budget 2024/25

8.1 No. 2/24 – COLLECTION DEVELOPMENT POLICY

Meeting:	Clarence Regional Library Committee	11 July 2024
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides an update on the review of the *Clarence Regional Library Collection Development Policy.*

OFFICER RECOMMENDATION

That the *Clarence Regional Library Collection Development Policy* be updated to reflect the following changes:

- Updated population figures for Clarence Valley Council and Bellingen Shire Council Local Government Areas
- Include acknowledgment of the Bundjalung, Gumbaynngirr and Yaegl people.
- Include Scope of the Collection to reflect that the collection will capture a range of perspectives and voices and reflect the diversity of the community.
- For physical Audiobooks only MP3 format will be purchased.
- For Large Print collection wording normal print replaced with standard print.
- Selection criteria for eBooks, eAudiobooks and eMagazines has been updated to include: Usage conditions (eg. Loan Limits and Term Limits before repurchasing is necessary)
- Donations that are: dated, yellowed, damaged or musty items will not be accepted.
- Include the following sentence in the Censorship (Freedom to read) section "The selection of library materials is based on the patrons' right to read and similarly, freedom from censorship by others."

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 Gumbaynngirr culture and heritage
	4 we are connected, safe and healthy with a strong sense of community

KEY ISSUES

Proposed changes include:

- Updated population figures for Clarence Valley Council and Bellingen Shire Council Local Government Areas
- Include acknowledgment of the Bundjalung, Gumbaynngirr and Yaegl people.
- Include Scope of the Collection to reflect that the collection will capture a range of perspectives and voices and reflect the diversity of the community.
- For physical Audiobooks only MP3 format will be purchased.
- Selection criteria for eBooks, eAudiobooks and eMagazines has been updated to include: Usage conditions (eg. Loan Limits and Term Limits before repurchasing is necessary)
- Donations that are: dated, yellowed, damaged or musty items will not be accepted.
- Include the following sentence in the Censorship (Freedom to read) section "The selection of library materials is based on the patrons' right to read and similarly, freedom from censorship by others."

These changes have been made to better reflect the selection criteria used in selecting, and to provide clarification on the principles of our community's freedom to read.

BACKGROUND

The *Clarence Regional Library Collection Development Policy* was adopted in June 2020. A review of the policy in was undertaken in February 2024. In the previous review of 2020 the policy was updated to accommodate to selection criteria for R rated DVDs.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	ATTACHMENT Item 8.1 CRL Draft Collection Development Policy 2024 ATTACHMENT Item 8.1 20240430 BSC Policy Review - collection development - fee waiving

8.2 No. 1/24 – FEE WAIVING POLICY

Meeting:	Clarence Regional Library Committee	11 July 2024
Reviewed By:		
Attachment:	yes	

REPORT SUMMARY

This report provides an update on the review of the *Clarence Regional Library Fee Waiving Policy* that was due for review.

OFFICER RECOMMENDATION

That the Clarence Regional Library Committee endorse the reviewed *Clarence Regional Library Fee Waiving Policy* for adoption by the executive council.

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

KEY ISSUES

After CVC and BSC library staff reviewed the attached CRL Fee Waiving policy it has been determined there are no identifiable changes required apart from an update in the formatting to the new CRL Policy Template that includes updated fonts and logos.

BACKGROUND

Library staff are often required to respond to customer requests for the reduction or waiving of overdue fines and charges. This policy outlines the criteria under which requests for the reduction or waiving of library fees and charges can be made and the circumstances under which requests will be considered. Generally, charges will only be reduced or waived as a result of extenuating or unforeseen circumstances such as accident, illness or disaster. This policy enables library staff to make decisions based on individual customer circumstances and provides for staff to refer more complex requests to a supervisor where necessary.

There had been no substantial changes to this policy since its adoption in 2014 until November 2019 meeting which was postponed until February 2020.

The following Recommendation was endorsed and adopted by the executive council:

5.2 OVERDUE FINES REVIEW

Discussion considered the level of funds actually gained from these charges in light of the advantages reported by other library services for removing the fee for overdues.

<div>

Recommendation

The Committee endorse the following in relation to overdue fines:

1. *Stop charging overdue fees.*
2. *Suspend membership privileges after 28 days when items move to a lost status.*
3. *Wipe all current overdue fines in a fines amnesty then implement a no overdue fine Overdue Policy as described in item 1 and 2 of this recommendation.*
4. *Effective from 1 July 2020.*

Moved: Cllr Karen Toms
Second: Jill Haynes

Adopted

</div>

Prepared by	Kathryn Breward – Regional Librarian
Attachment	ATTACHMENT Item 8.2 Draft CRL Fee Waiving Policy 2024

ITEM: 8.2   No. 2/24 – ANNUAL STATE LIBRARY STATISTICS COMPARISON 2022/23

Meeting:	Clarence Regional Library Committee	11 July 2024
Attachment:	no	

REPORT SUMMARY

This report provides an overview of the performance of the Clarence Regional Library (CRL) as reported in the Public Library Statistics 2021/22 Report.

OFFICER RECOMMENDATION

That the report of the Clarence Regional Library performance compared to other public libraries in NSW be noted and endorsed.

LINKAGE TO *CVC COMMUNITY STRATEGIC PLAN 2032*

Theme: Society
Objective: Creating a place where people are healthy, safe, connected and in harmony with the natural environment to retain and improve the quality of community life.

LINKAGE TO *BSC COMMUNITY VISION 2035*

Theme 2:   Community Wellbeing

Objective: 1.5 Enhance community capacity by supporting & creating partnerships to deliver targeted social & cultural programs and activities for community participation
1.2 Work to enhance the accessing of information and services
2.1 Actively engage with and include the perspectives and knowledge of our Gumbaynngirr community
2.2 Enable meaningful creative learning and cultural experiences
3.1 Promote meaningful and inclusive opportunities for volunteering

KEY ISSUES

Library usage figures for 2022/23 was the first year since 2019/20 that was not significantly affected by the covid-19 pandemic. The figures show growth as a result of this in both onsite visitation and borrowing.

State-wide Facts:

• Physical visits to public libraries were 22.8 million in 2022/23

• Loans of collection items are significant, 35.9 million in 2022/23.

• Virtual visits to public library websites were 13.1 million 2022/23

• Internet bookings in public libraries including Wi-Fi were 9.4 million in 2022/23.

• There were 2.5 million eBook loans in 2022/23

• Local government expenditure on public libraries has grown from $113,489,758 in 1994/95 to $411,524,691 in 2022/23

- State Government expenditure grew from $16,170,000 to $40,892,000 in 2022/23.

CRL Facts:

A selection of criteria is to provide an overview of the change in performance of the CRL over previous years and with reference to the NSW average across all public libraries. The data reported, addresses not only the collection, which is the core responsibility of the CRL Committee, but also staff comparisons that will be of interest to each member Council.

In summary, the data shows where we have successfully maintained our middle ranking in key areas of the collection. It clearly demonstrates to the funding body that the CRL is effective in managing collection development improvements.

Staffing levels have remained static for Clarence Valley Council and Bellingen Shire during this reporting period.

Population Comparisons:
Population per staff member in the Clarence Valley Council and Bellingen Shires that make up the CRL is 27.4% below the State average, this is better than the previous year at 15% below the NSW Average and we have improved our ranking in this instance. Positive result

The *population per qualified staff member* is 39% higher than the State average this year. This continues to place a potential workload on the small number of staff who have formal library qualifications far greater than what is experienced generally in public library services across the state and is evidenced in our relative ranking which has gotten worse this year compared to the previous year. (the lower the ranking the worse in this instance). Negative result

Graph 1

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
Pop'n per staff member - Table 17a	3321.85	3039.87	3049.88	3114.29	2280.49	3140.61
Pop'n per qualified staff member - Table 17c	12922	12434.23	12475.19	12738.65	16949.75	10404.49
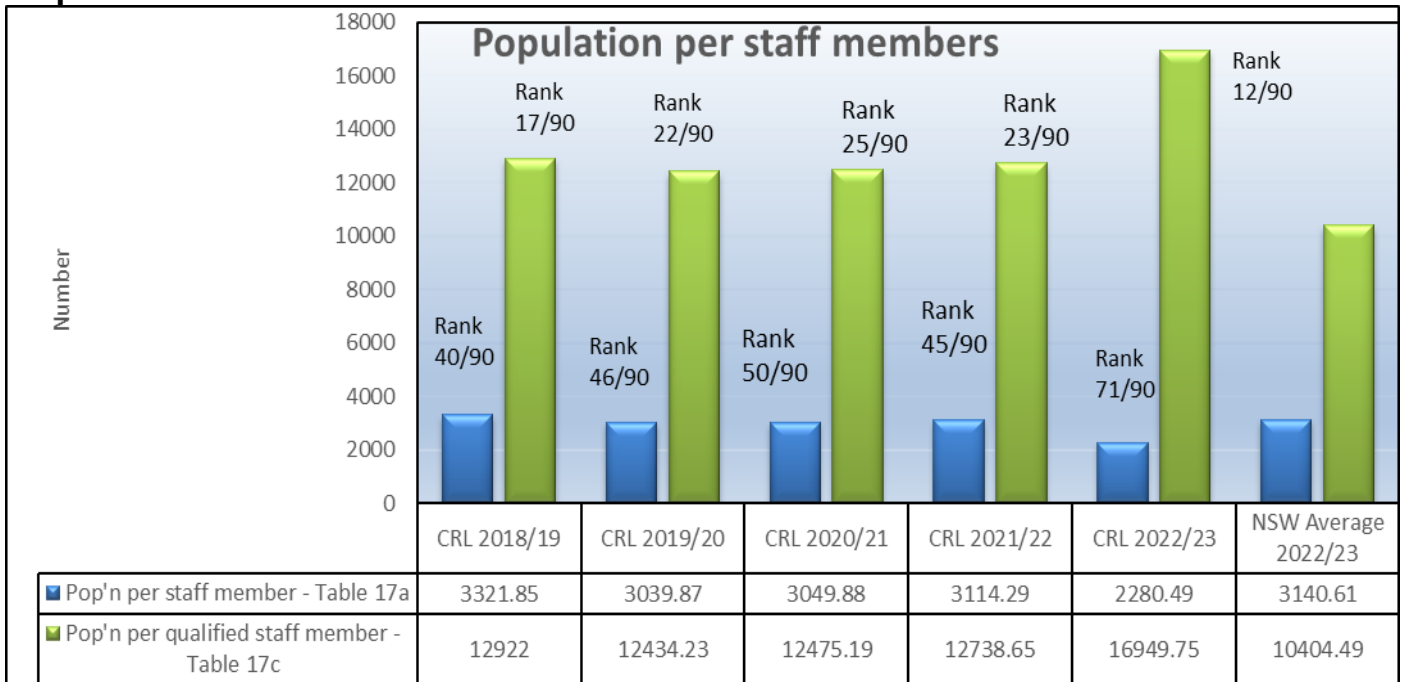
This information must be considered with respect to the actual amount of lending activity undertaken by staff.

Graph 2 indicates that the current amount of lending activity undertaken by our staff is 4% below the State Average for the year (last year it was 44% above due to covid lockdowns. This result indicates we

are closer to the NSW Average then we have ever been as the aim is to be closer to the NSW Average result.
<mark>Positive result</mark>

Graph 2

Circulation per staff member

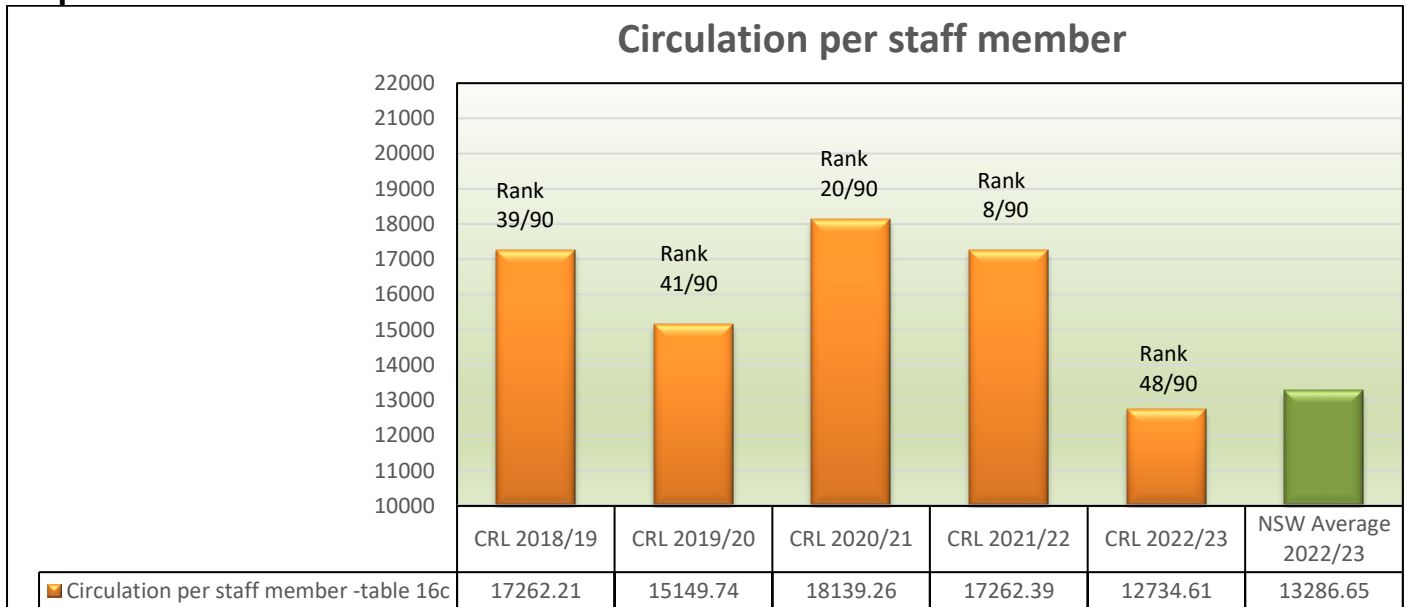|	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
Circulation per staff member -table 16c	17262.21	15149.74	18139.26	17262.39	12734.61	13286.65

Rank 39/90 — CRL 2018/19
Rank 41/90 — CRL 2019/20
Rank 20/90 — CRL 2020/21
Rank 8/90 — CRL 2021/22
Rank 48/90 — CRL 2022/23

Circulation / Borrowing:
Our overall circulation (borrowing) of items per capita has remained similar to last years CRL result (Graph 3) and we remain at 25% above the State Average this year. We continue to monitor and are also reviewing the type of items purchased in light of changing reading patterns that have been noted in the industry over the last 2 years. Our Rank against the rest of the State has also improved. <mark>Positive result</mark>

Graph 4 also shows that we are 19% above the NSW Average for circulation this year and marginally above 2021/22. <mark>Positive result</mark>

Graph 3

Circulation per capita

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
Circulation per capita - table 16a	5.2	4.98	5.95	5.54	5.58	4.46

Rank 39/90 — CRL 2018/19
Rank 31/90 — CRL 2019/20
Rank 19/90 — CRL 2020/21
Rank 12/90 — CRL 2021/22
Rank 28/90 — CRL 2022/23

Graph 4

Circulation

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
	Rank 39/90	Rank 38/90	Rank 35/90	Rank 29/90	Rank 34/90	
Circulation	335750	322235	385822	367171	378000	318131

Total Expenditure on Library Services:

The total expenditure on library services per capita is 44% below the State Average (Graph 5). This expenditure has reduced for the first time in a couple of years. This result comes from the CRL agreed funding formula change with the new Agreement in 2022. Our ranking compared across the State has also gotten worse. This is a result of increased p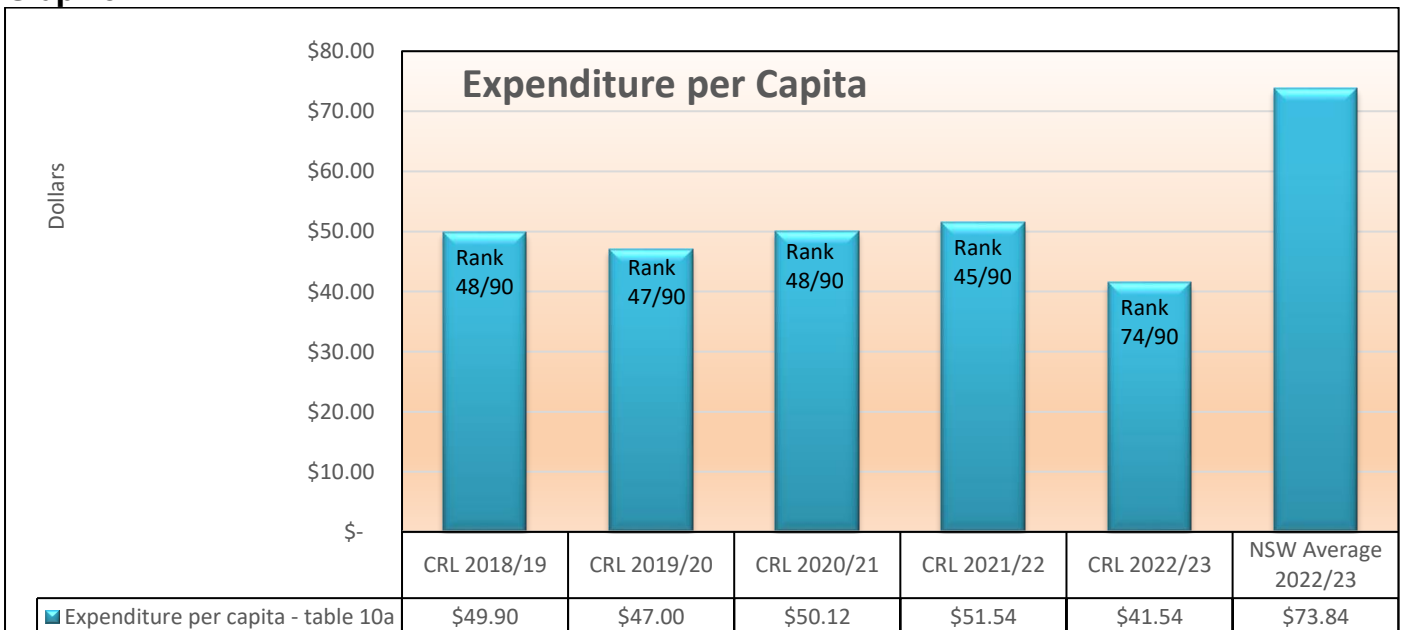opulation levels particularly in the Clarence Valley. Consideration of the funding formula is needed, to determine whether an adjustment needs to take place to arrest this decline. Negative result

Graph 5

Expenditure per Capita

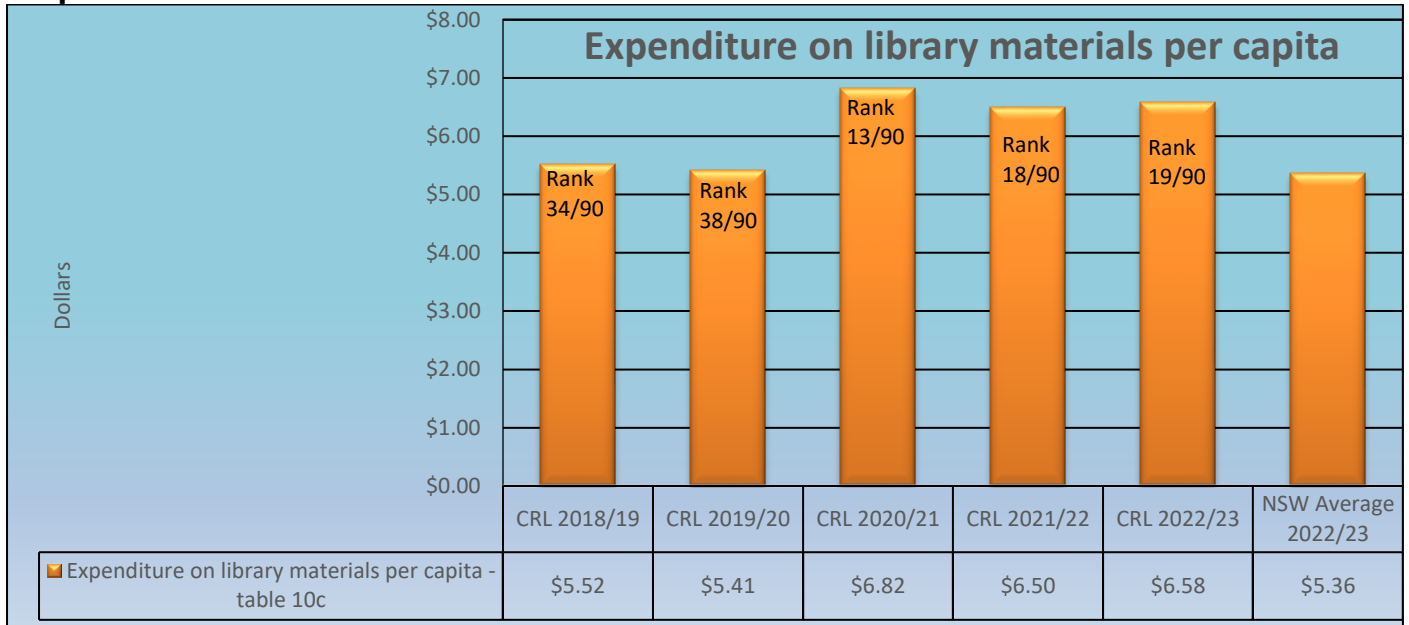|	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
	Rank 48/90	Rank 47/90	Rank 48/90	Rank 45/90	Rank 74/90	
Expenditure per capita - table 10a	$49.90	$47.00	$50.12	$51.54	$41.54	$73.84

Expenditure on Library Materials:

Our *expenditure on library materials per capita* result (an 8 cents difference on last year), and our rank has remained similar to the previous year, we are 23% above the NSW Average in expenditure on library materials, (Graph 5). Positive result

NOTE: Expenditure on library materials includes library materials - non-print resources (Capital); library materials – print resources (Capital); periodicals, newspapers, journals & magazines; non-book resources; licensed access to electronic resources – databases; licensed access to electronic resources – eBooks & eAudio books.

Note: NSW Average could still be Covid affected.

Graph 6

Expenditure on library materials per capita

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
Expenditure on library materials per capita - table 10c	$5.52	$5.41	$6.82	$6.50	$6.58	$5.36

Ranks: 34/90, 38/90, 13/90, 18/90, 19/90

Expenditure on Salaries:

Our expenditure on salaries per capita is 26% down on our previous year's result, possibly a result of the increased populations. At 36% behind the NSW Average, we have fallen behind the state. The CRL ranking at 78/90 has dropped 32 places on last year's comparison result (Graph 7). ==Negative result==

Graph 7

Expenditure on salaries per capita

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
Expenditure on salaries per capita - table 10b	$24.82	$24.82	$26.06	$26.77	$19.87	$31.17

Ranks: 50/90, 54/90, 50/90, 46/90, 78/90
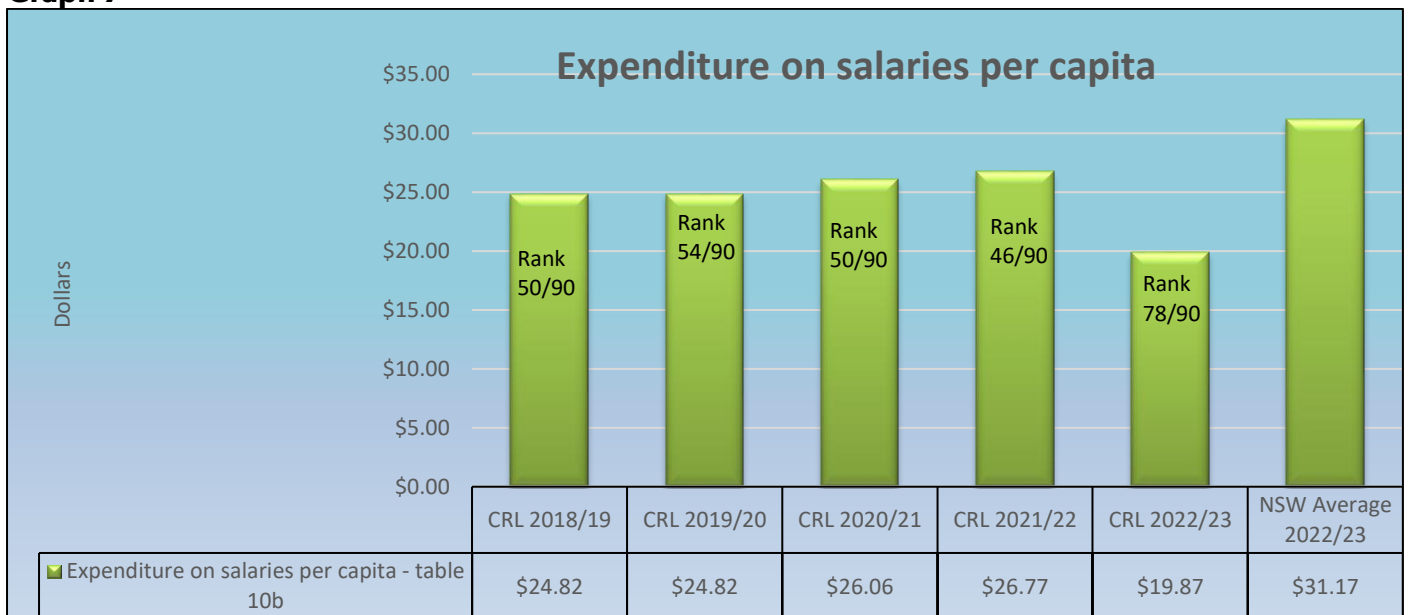
Cost of Library Materials:

The average cost of our library materials for this financial year is 5% higher than the NSW Average while last year it was 17% lower than the average across the State. It was also 15% higher than the previous

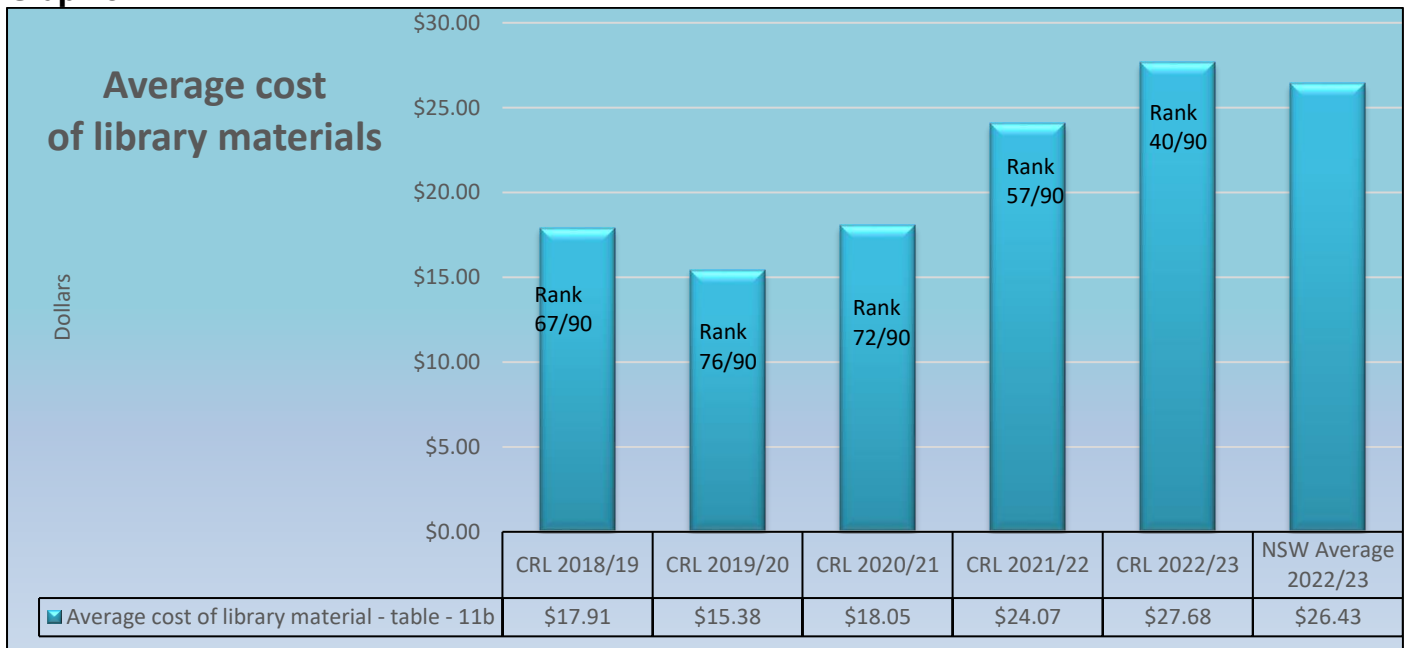years result for the CRL. The Regional Library negotiates annually with our suppliers for the best possible discounts available, as well, our purchasing focus changes from year to year depending on which sections of the Collection needs focus on. This outcome will continue to be monitored into the future. Note also the average cost of materials has risen due to CPI increases over this period and are set to continue into the next financial year also.

Note: There are elements of the collection which are more expensive on average to purchase then other areas ie) audio reads, large print and Aboriginal items. For 2021/22 and 2022/23 financial years the focus has been improving our Large Print and eAudio collections which may result in an increase in the average cost of library materials in these years. Mixed result

Graph 8

Average cost of library materials

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
Average cost of library material - table - 11b	$17.91	$15.38	$18.05	$24.07	$27.68	$26.43

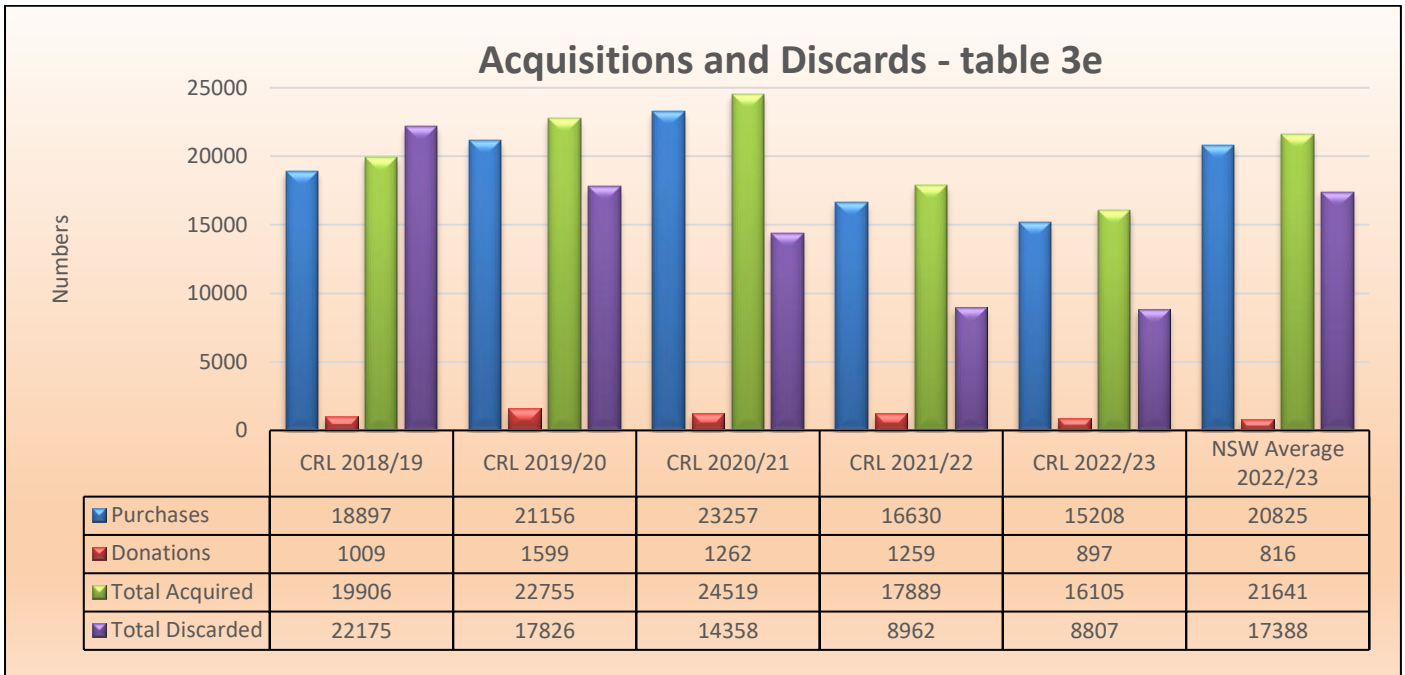Ranks: Rank 67/90, Rank 76/90, Rank 72/90, Rank 57/90, Rank 40/90

Acquisitions and Discards:

The total number of purchased items is 8.6% lower than last year; and is 27% lower than the NSW Average (Graph 8). We continue to maximise the book vote expenditure where possible, utilising standing orders and content profiling. The acquisitions here also do not account for the increased eBook, eAudio or eMagazine purchases we have acquired digitally.

For the last 4 years the number discarded has been lower than our purchases, as it can be difficult to manage the Deselection process, with staffing focused on service desk and the processing of new stock.

As we do not have the floor space to significantly increase the size of our collections, this is a constant juggle. Several of our library spaces are under the recommended floor space for our growing populations. Deselection of stock is a very labour-intensive activity for staff and is a task that has to be prioritised around service desk responsibilities, programming and the acquisition processing of new stock. The ideal is to have similar amounts of new stock and deselected stock each year. Negative result

Graph 9

Acquisitions and Discards - table 3e

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
Purchases	18897	21156	23257	16630	15208	20825
Donations	1009	1599	1262	1259	897	816
Total Acquired	19906	22755	24519	17889	16105	21641
Total Discarded	22175	17826	14358	8962	8807	17388

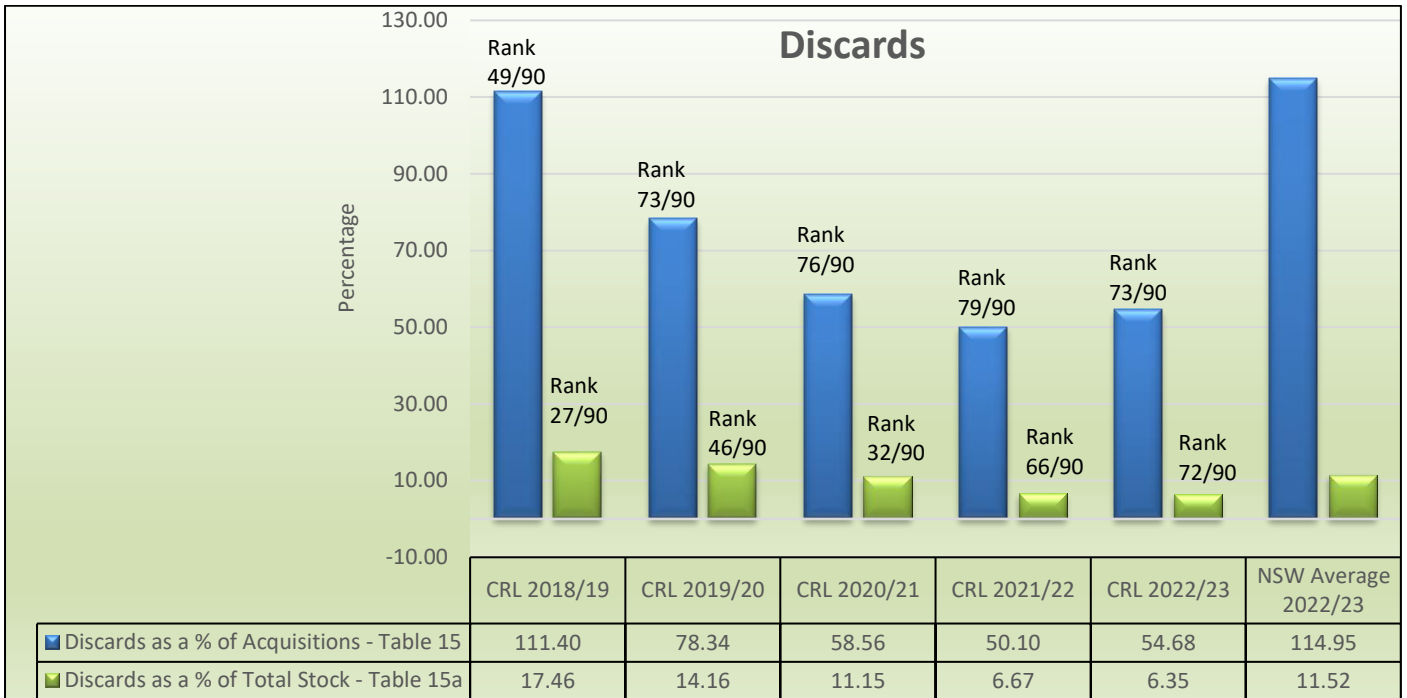Our total acquisitions per capita is slightly less then the NSW Average at 8% less, however our State Ranking has decreased by 16 places (graph 10). Once again, this number does not account for the increased acquisition of eBook, eAudio or eMagazine purchases we have acquired digitally. Neutral result

Graph 10

Acquisitions per capita

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
Acquisitions per capita - table 14a	0.31	0.35	0.38	0.27	0.24	0.26

(Rank 15/90, Rank 21/90, Rank 13/90, Rank 17/90, Rank 34/90)
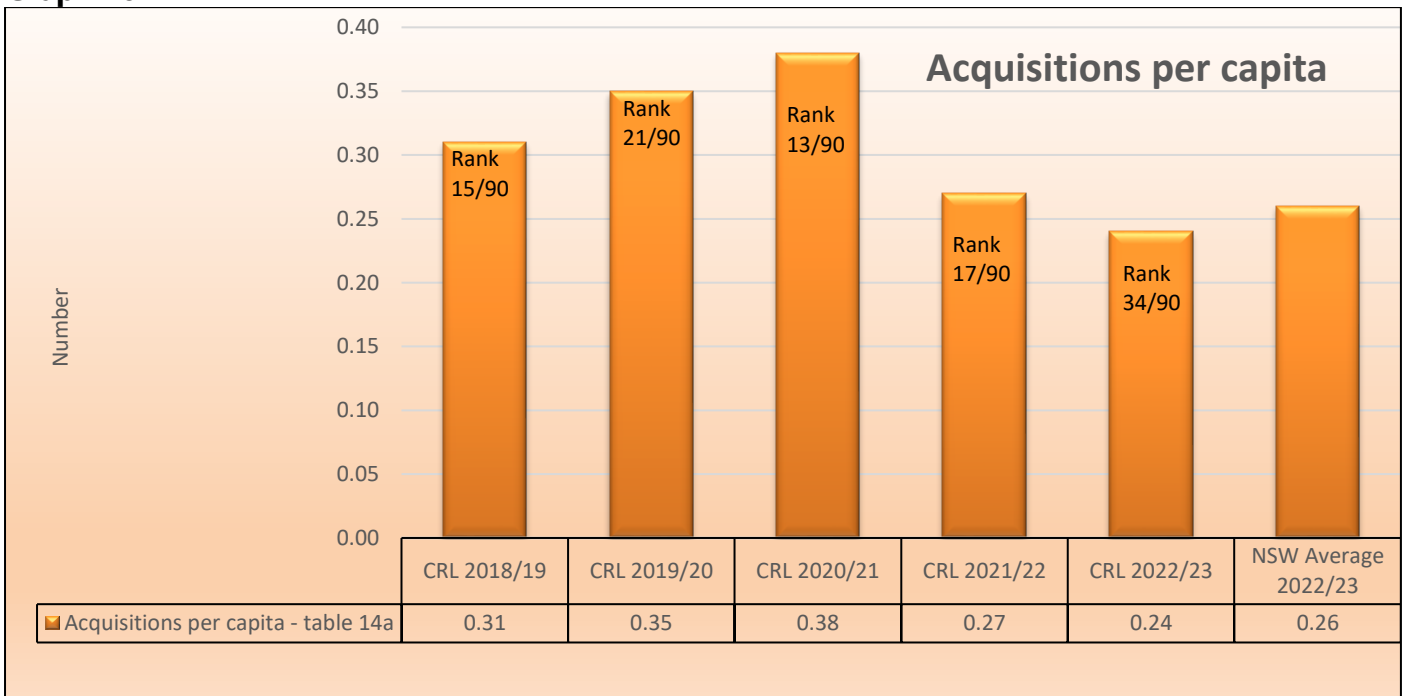
Discarded stock represented 54.68% (Graph 11) of our acquisitions (new stock for the 2022/23 year). This is 52.4% under the NSW Average for the year. While discards as a percentage against total stock was 45% below the NSW Average, it was similar to the previous years CRL percentage (6.67%). Managing overstocked shelves in our libraries continually needs to be managed. Our rank has slipped for both measures this year: *Discards as a % of Acquisitions* and *Discards as a % against Total Stock*. Negative result

Graph 11

Discards

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
Discards as a % of Acquisitions - Table 15	111.40	78.34	58.56	50.10	54.68	114.95
Discards as a % of Total Stock - Table 15a	17.46	14.16	11.15	6.67	6.35	11.52

Blue bars ranks: Rank 49/90, Rank 73/90, Rank 76/90, Rank 79/90, Rank 73/90. Green bars ranks: Rank 27/90, Rank 46/90, Rank 32/90, Rank 66/90, Rank 72/90.
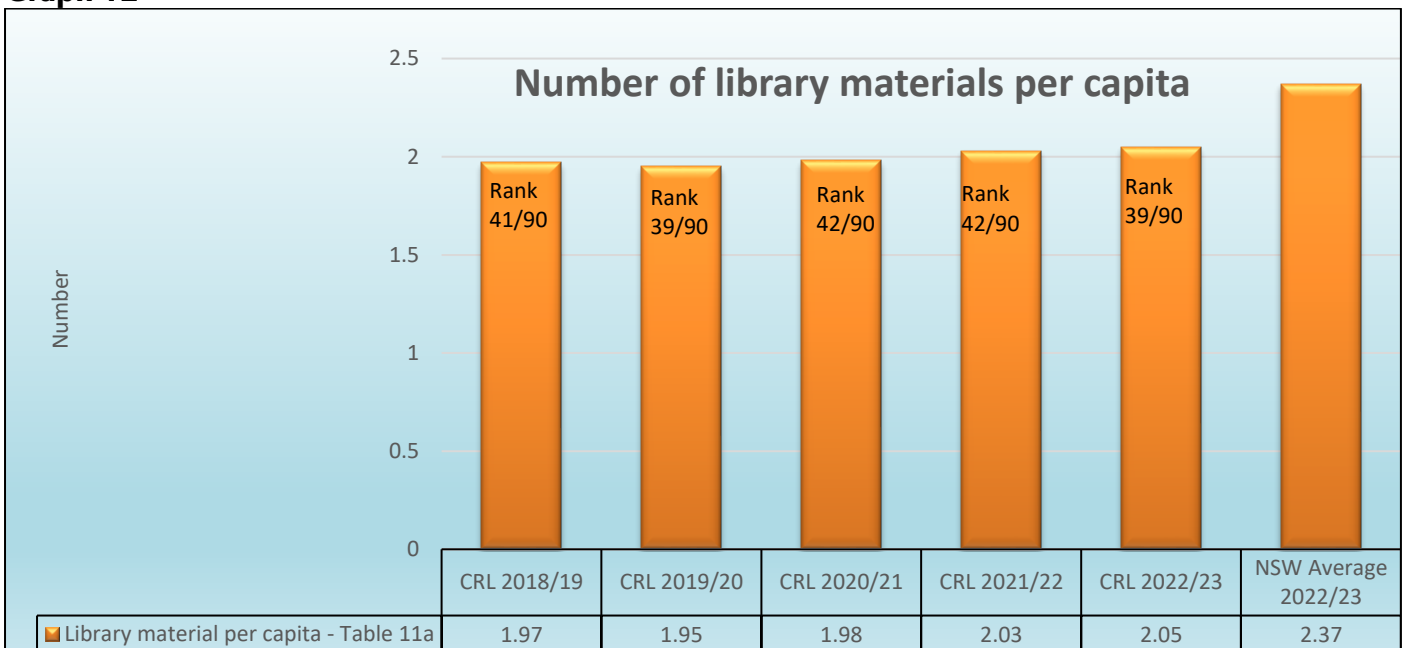
Library Materials:
The CRL's library materials per capita has improved slightly this year, and our ranking has improved on last year's result as well (Graph 12). We have also improved 0.5% against the NSW Average.

The issue we are continuing to juggle with is overstocking in our smaller libraries at their current size, we need to continue to consider eResource alternatives for stock as they do not take up shelf space in our libraries. The expansion of Dorrigo library and the development of the new Yamba Library will see an easing of this overstocking situation for these libraries in the future. Positive result

Graph 12

Number of library materials per capita

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
Library material per capita - Table 11a	1.97	1.95	1.98	2.03	2.05	2.37

Ranks: Rank 41/90, Rank 39/90, Rank 42/90, Rank 42/90, Rank 39/90.

Collection Age:
The age of our collection has shown the collective improvement of the investment in our book stock and targeted weeding program of older stock (Graph 13) however we are seeing a gradual reduction in the
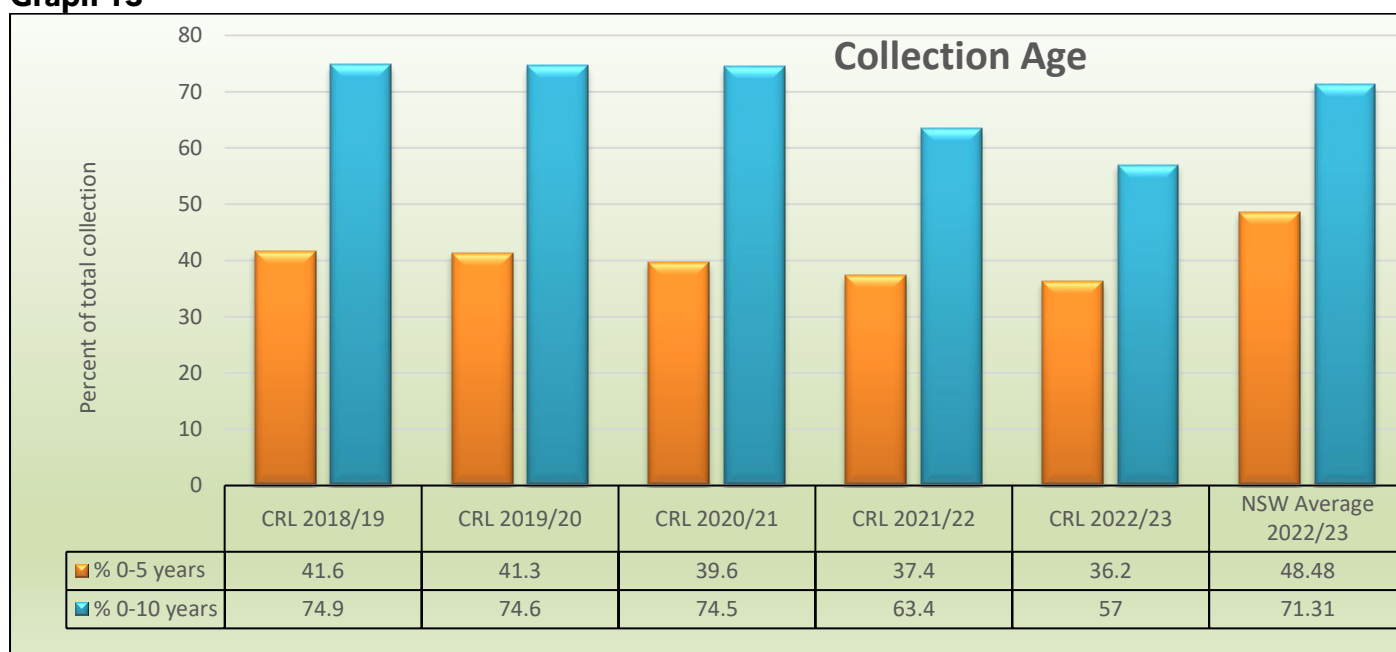
improvements over last couple of years as our Local Studies and Family History Collections continues to age. Our Non-Fiction is also aging and in need of major Deselection which is planned in 2024/25. We are 25% below the NSW Average for *0-5 yrs* and 20% below the NSW Average for *0-10 yrs*. Increased deselection that reflect our acquisitions levels should improve these levels. Our future focus will be to improve this result to bring them closer to the NSW Average.

Note: the inclusion of the Mackey Archive Collection during the 2021/22 financial year will have impacted the age of the collection to a degree also.

Note: in the 2023/24 statistical comparison Local Studies, Mackey Archive and Family History collections will be removed from this report on collection age as per the new *S12 Age of Collection* standard published in the *Standards and Guideline for NSW Public Libraries 2024 ed.* <mark>Negative result</mark>
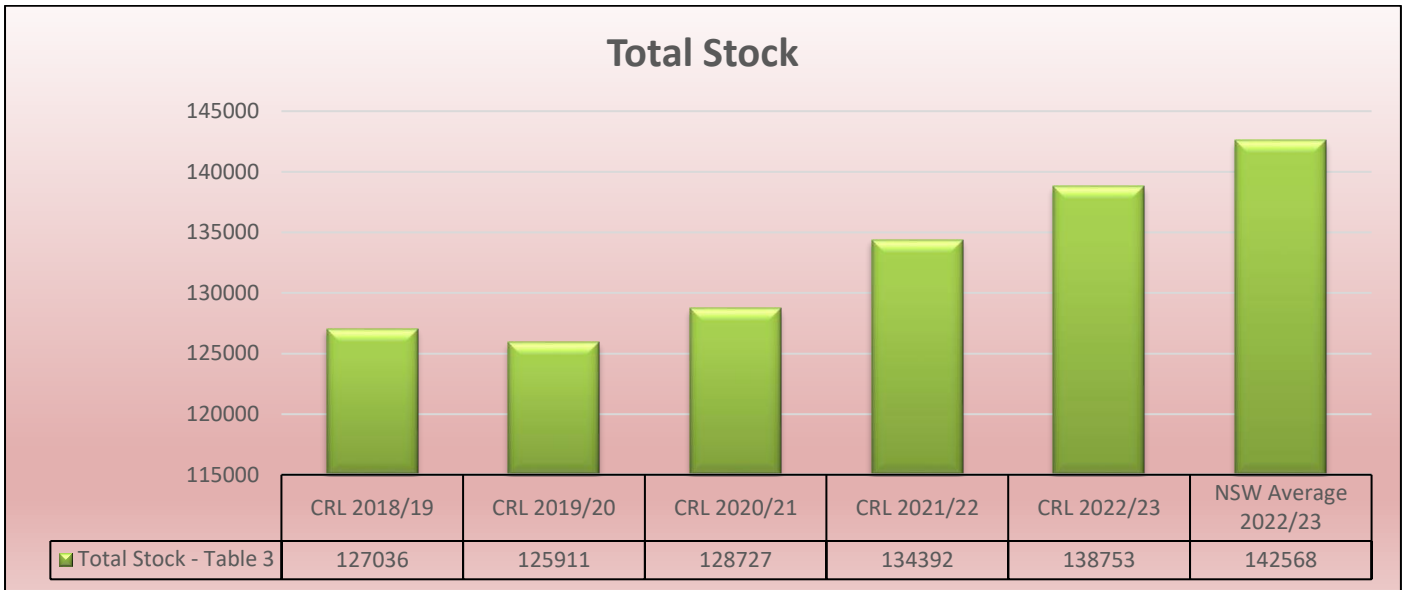
Graph 13

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
% 0-5 years	41.6	41.3	39.6	37.4	36.2	48.48
% 0-10 years	74.9	74.6	74.5	63.4	57	71.31

Total Stock:
Our collection size is regularly reviewed in terms of the space we have available, for some of our collections the space is restrictive: for example, YA Fiction and Audio books, deselection schedules are planned and regularly updated on advice from staff. It is in the eResources where our collections have potential to grow. These include eBooks, eAudio, eMagazines, local images catalogued and digitised into the collection etc. We continue to work at stock levels on our shelves in order to provide the best access to our community members. With the expansion of Dorrigo Library and the development of the new Yamba library increased stock in these locations will benefit the whole region.

Note: the inclusion of the Mackey Archive Collection during the 2021/22 financial year impacted an increase in our total stock information next year. <mark>Positive result</mark>
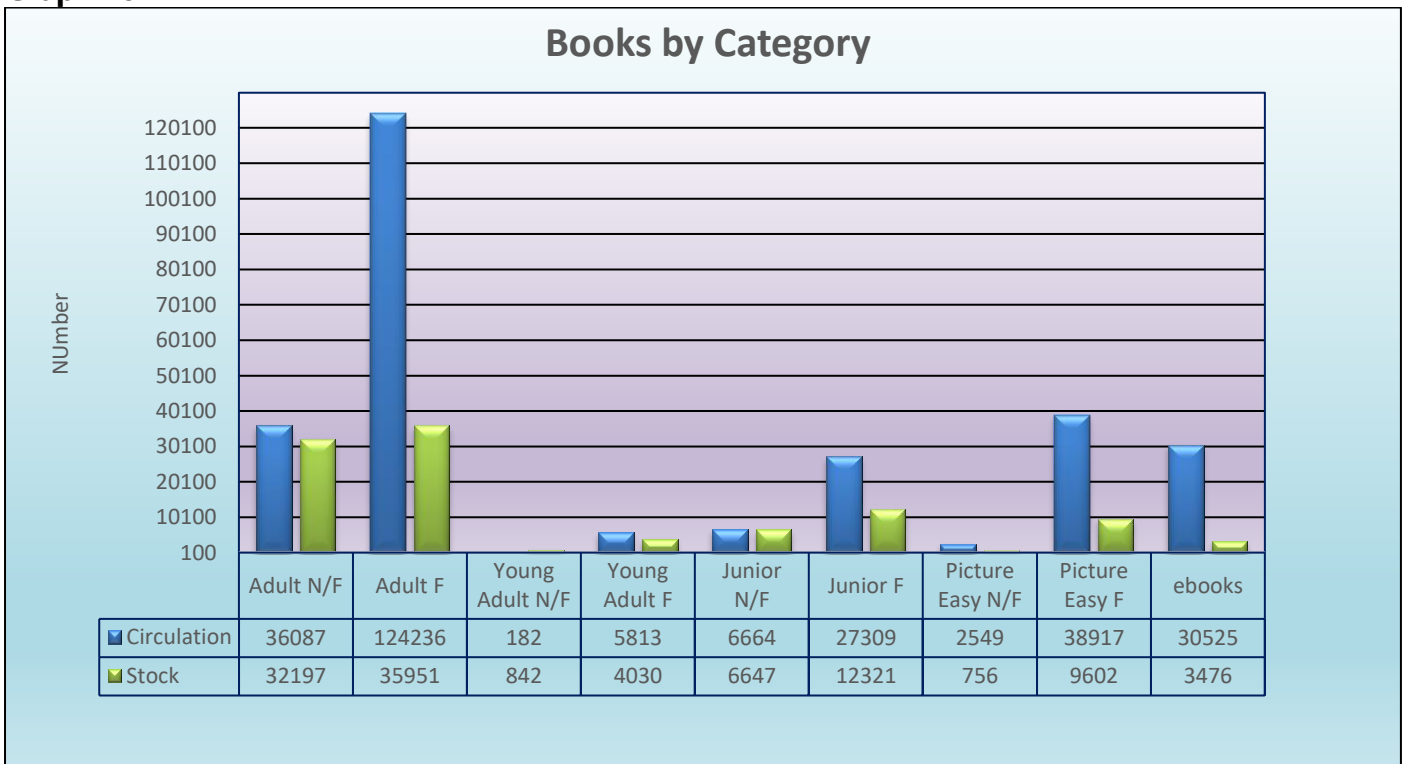
Graph 14

Total Stock

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
☑ Total Stock - Table 3	127036	125911	128727	134392	138753	142568

Books by Category

Adult fiction continues to be the dominant lending collection followed by Non-fiction and our Junior Easy Fiction and eBooks. Neutral result
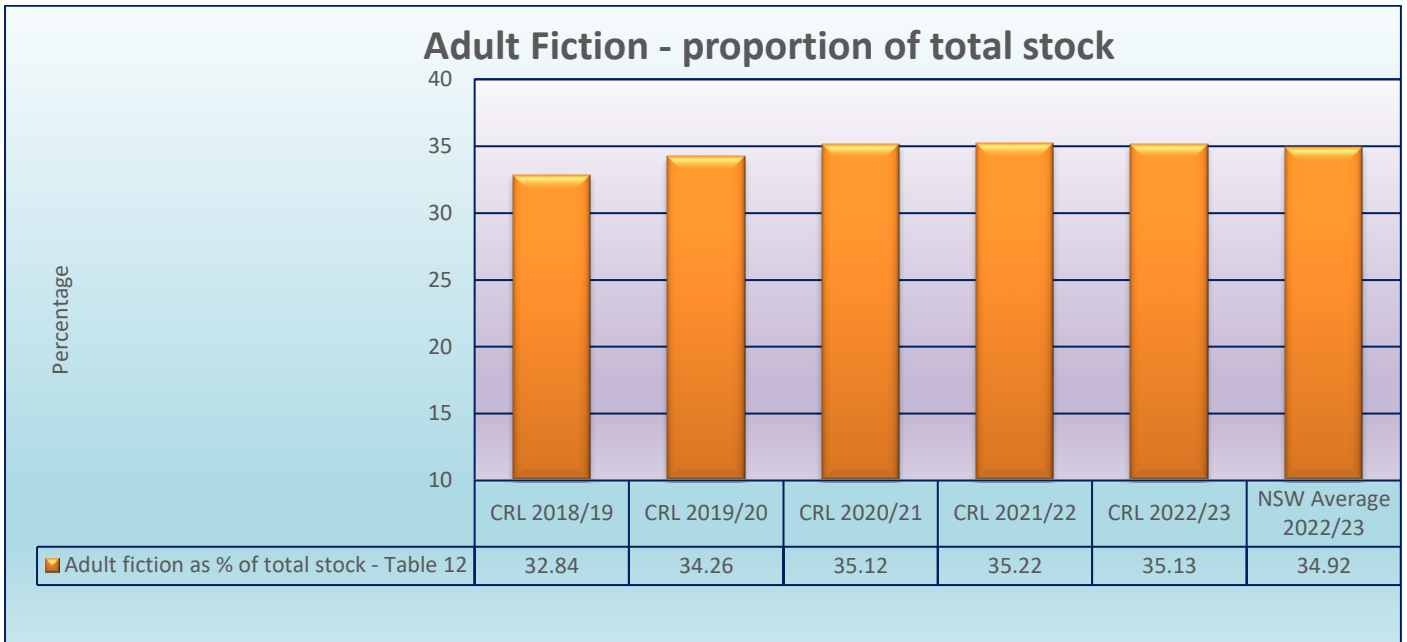
Graph 15

Books by Category

NUmber

	Adult N/F	Adult F	Young Adult N/F	Young Adult F	Junior N/F	Junior F	Picture Easy N/F	Picture Easy F	ebooks
☑ Circulation	36087	124236	182	5813	6664	27309	2549	38917	30525
☑ Stock	32197	35951	842	4030	6647	12321	756	9602	3476

Adult Fiction as a proportion of total stock

As evidenced in graph 15 the Adult Fiction remains at a steady 35% of total stock very similar to the NSW Average (0.6% difference)
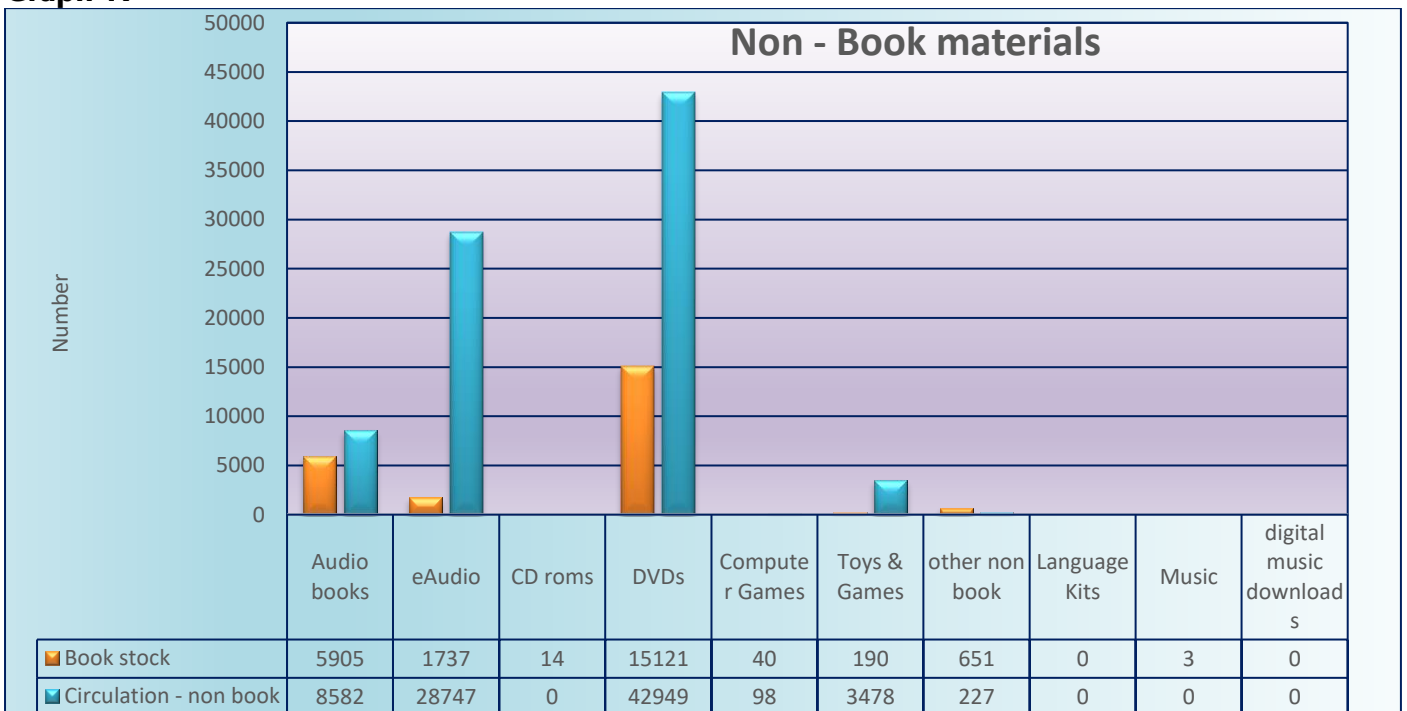
Graph 16

Adult Fiction - proportion of total stock

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
Adult fiction as % of total stock - Table 12	32.84	34.26	35.12	35.22	35.13	34.92

Non-Book materials

Our Non-Book collections that are the most popular continue to be our DVDs and our eAudio Collections.

Graph 17

Non - Book materials

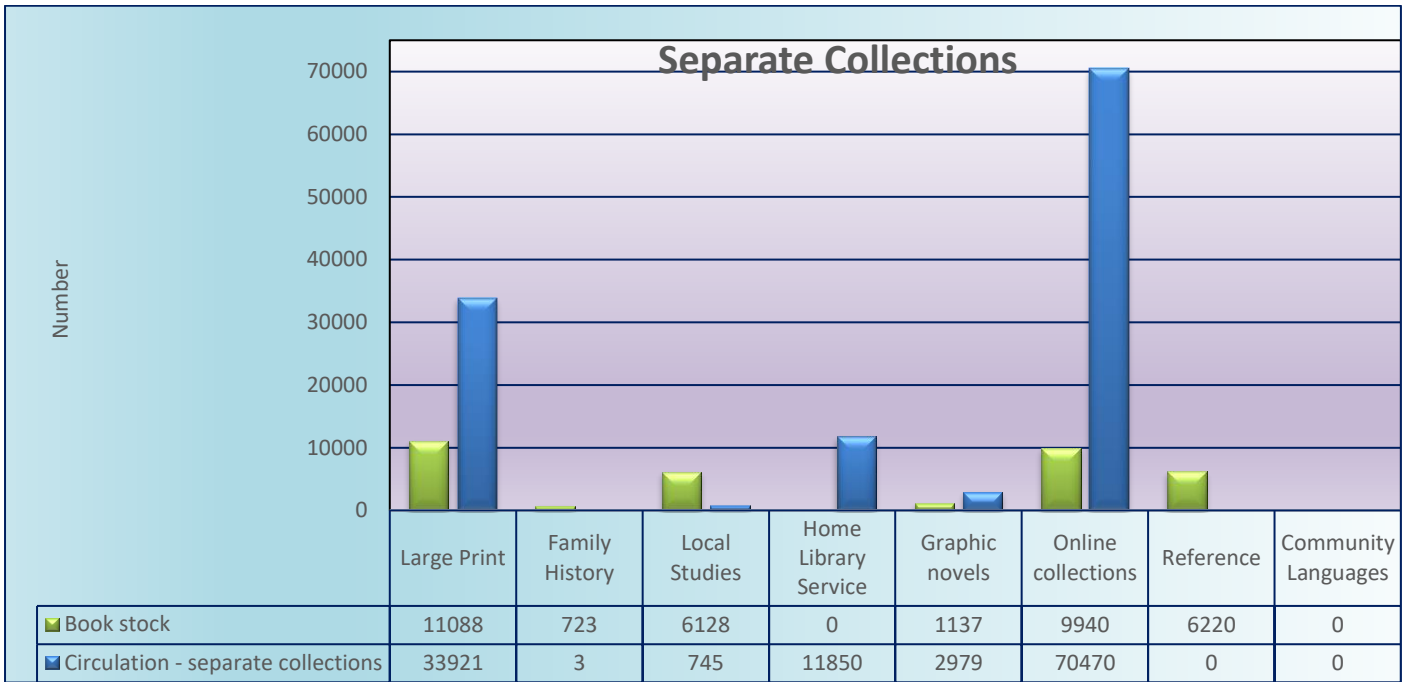|	Audio books	eAudio	CD roms	DVDs	Computer Games	Toys & Games	other non book	Language Kits	Music	digital music downloads
Book stock	5905	1737	14	15121	40	190	651	0	3	0
Circulation - non book	8582	28747	0	42949	98	3478	227	0	0	0

Separate Collections

When looking at our separate collections (these are the ones the NSW Statistics measure) it is clear that our Online collections are our most popular followed by Large Print and our HLS for loans.
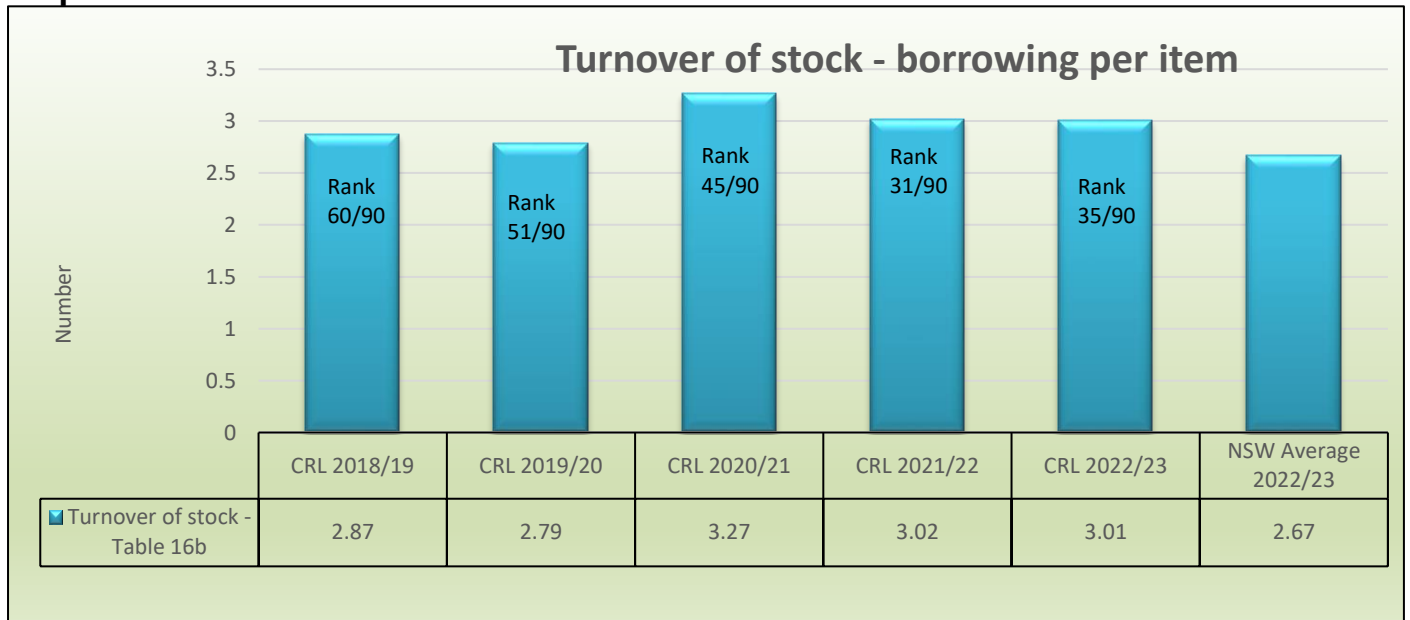
Graph 18

Separate Collections

	Large Print	Family History	Local Studies	Home Library Service	Graphic novels	Online collections	Reference	Community Languages
Book stock	11088	723	6128	0	1137	9940	6220	0
Circulation - separate collections	33921	3	745	11850	2979	70470	0	0

Turnover of stock:

Note: This is obtained by dividing the total circulation by the total library lending stock to provide an indication of stock use. The lower the ranking number the higher the turnover compared to the State.

The service is very simlar to last years result, we are 13% higher then the NSW Average which was affected by Covid lockdowns previously. Positive result

Graph 19

Turnover of stock - borrowing per item

	CRL 2018/19	CRL 2019/20	CRL 2020/21	CRL 2021/22	CRL 2022/23	NSW Average 2022/23
Turnover of stock - Table 16b	2.87	2.79	3.27	3.02	3.01	2.67

(Rank 60/90, Rank 51/90, Rank 45/90, Rank 31/90, Rank 35/90)
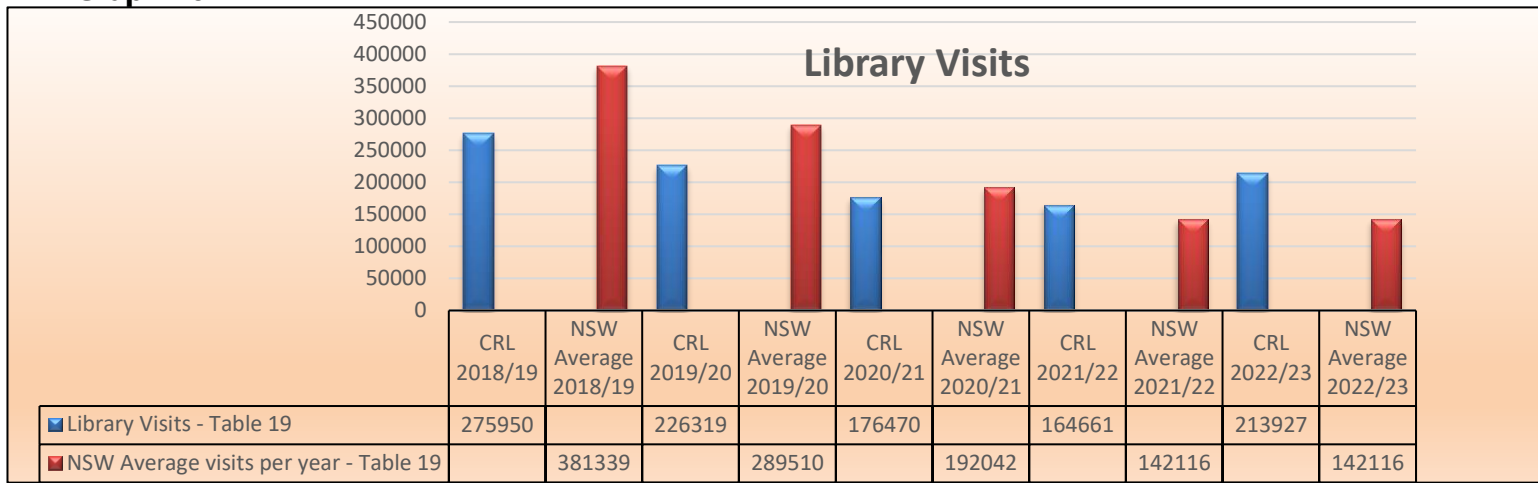
Library Visits

This result is 50.5% above the NSW Average for 2022/23 and 30% increase on last years result for the CRL.

Physical library visits are still 22.5% behind our pre-covid visits back in 2018/19, but we are optimistic that communities will continue to return to the levels we've experience previously. There will be ongoing campaigns locally within our service and across the NSW Public Library network to encourage community members back into their libraries. For those who continue to use our many services they

have become more vocal in their appreciation, utilising comments on our Facebook pages, emailing us, talking to team members or completing evaluation forms. <mark>Positive result</mark>
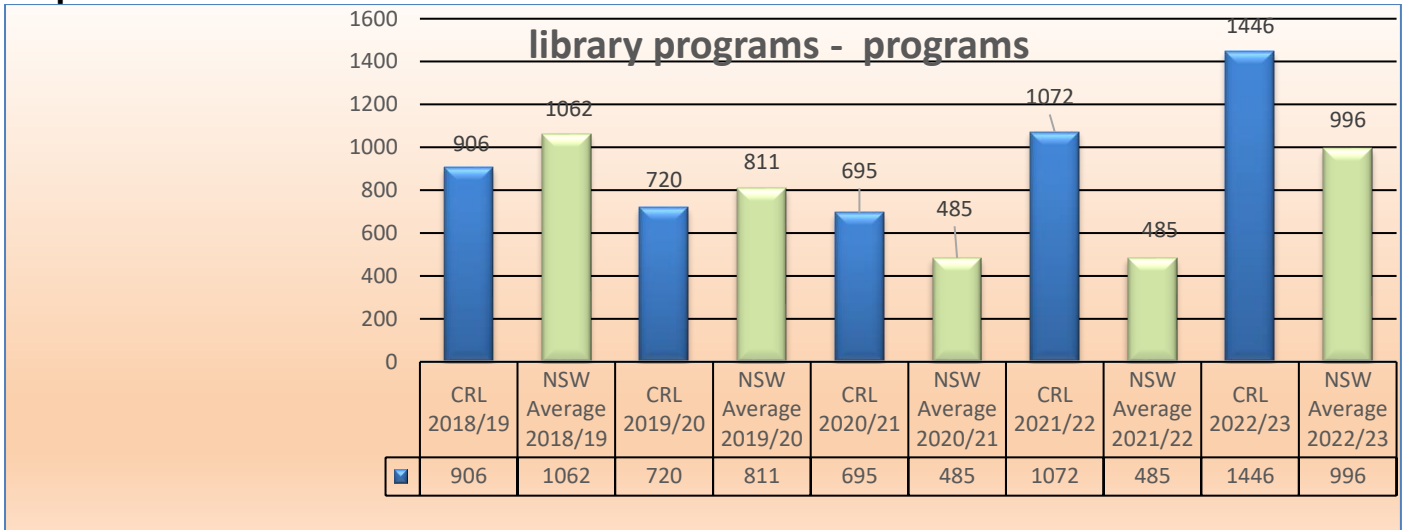
Graph 20

	CRL 2018/19	NSW Average 2018/19	CRL 2019/20	NSW Average 2019/20	CRL 2020/21	NSW Average 2020/21	CRL 2021/22	NSW Average 2021/22	CRL 2022/23	NSW Average 2022/23
Library Visits - Table 19	275950		226319		176470		164661		213927	
NSW Average visits per year - Table 19		381339		289510		192042		142116		142116

Library Visits

Programs

Related to library visits are the number of programs run and the attendees present at these programs. Looking at graphs 21 and 22, library programs have been growing in the last 2 years and are much higher (45% higher) then the NSW Average. While attendees are only 13% behind the NSW Average which is pulled up by the large Metropolitan libraries who have far larger catchments to draw from. The community demand for programs, events and activities within our library spaces is a growing service which stretches the capacity of staff to meet the needs and expectations of our local communities.
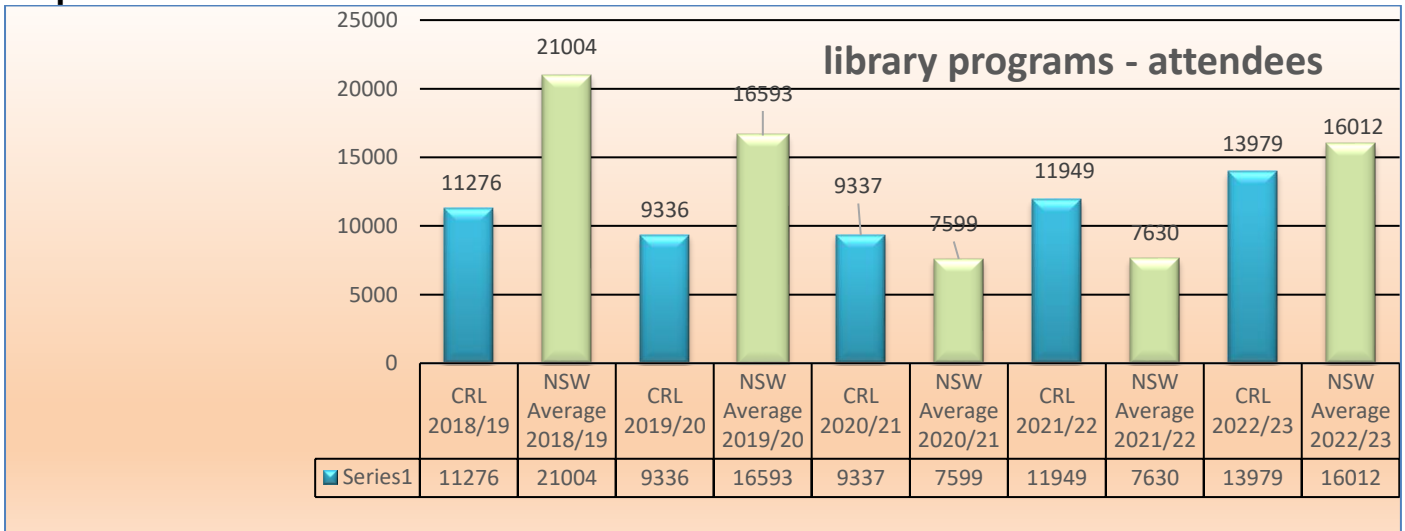
Graph 21

library programs - programs

	CRL 2018/19	NSW Average 2018/19	CRL 2019/20	NSW Average 2019/20	CRL 2020/21	NSW Average 2020/21	CRL 2021/22	NSW Average 2021/22	CRL 2022/23	NSW Average 2022/23
	906	1062	720	811	695	485	1072	485	1446	996

Graph 22

library programs - attendees

	CRL 2018/19	NSW Average 2018/19	CRL 2019/20	NSW Average 2019/20	CRL 2020/21	NSW Average 2020/21	CRL 2021/22	NSW Average 2021/22	CRL 2022/23	NSW Average 2022/23
Series1	11276	21004	9336	16593	9337	7599	11949	7630	13979	16012

Table 1: Summary of Performance 2022/23

Criteria	2020/21 compared to previous year	2021/22 Compared to State-wide average	Comment
Population per staff member Graph1	✓	✓	The *population per staff member* is lower than last year and lower than the State Average.
Population per qualified staff member Graph 1	👎	👎	The *population per qualified staff member* increased against the previous year. It is also higher than the NSW Average.
Circulation per Staff member Graph 2	✓	✓	Closer to the NSW Average this year.
Circulation per capita Graph 3	✓	✓	A slight increase on last years result, however it is 25% above NSW Average, which is an excellent result.
Circulation Graph 4	✓	✓	Improved both against last years result and against the NSW Average.
Expenditure per Capita Graph 5	👎	👎	Increased on last year's results. However, it is 44% below the NSW Average, our ranking compared with rest of State results has dropped also.
Expenditure on Library materials per capita Graph 6	✓	✓	Above the NSW Average and an increase on last years result.
Expenditure on salaries per capita Graph 7	👎	👎	36% behind NSW Average and 26% behind last years result. rank has dropped as well.
Average cost of library materials Graph 8	👎	👎	Costs were 5% higher than the NSW Average. Costs are 0.5% higher than last year due to the collection focus for purchases.
Acquisitions per capita Graph 10	👎	👎	8% lower than the NSW Average, we also dropped in the ranking. We have increased spending on eResources.
Discards as a % of Acquisitions Graph11	👎	👎	27% below the NSW Average, this has improved on 58% lower than the NSW Average last year. We still need to keep up with the deselection regime.
Discards as a % of Total Stock Graph 11	👎	👎	52.4% below the NSW Average. We need to increase discard regime, same as previous comment.

Number of Library materials per capita Graph 12	✓	✓	Up compared to last year. 0.5% below NSW also improved the same in the ranking.
Age of library Materials Graph 13	👎	👎	Both the 0-5 and the 0-10 results have dipped this year while we focused on acquisitions the deselection regime was not as robust due to capacity issues. The next year has seen a focus on deselection which should improve this result. Also, a change in the methodology this is measured in 2023/24 may also improve this result.
Total stock Graph 14	✓	✓	Total stock levels are up from previous year. eResources is where our stock is currently growing. We also need to manage carefully the physical collections to avoid ongoing congestion issues on the shelves. Stock below the State average though this has improved on last year's comparison. We do not have standard size libraries to accommodate our growing population needs, hence congestion. This will change with both the Dorrigo expansion and the new library development in Yamba.
stock turnover - (average number of borrowings per lending item) graph 19	✓	✓	similar turnover compared to last year, however we are higher than the NSW Average by 13% and our Ranking is like last year.
Library visits Graph 20	✓	✓	This result is 50.5% above the NSW Average an improvement from 16% behind last year. 22% up on the previous result for the CRL. Excellent result in general.
Programs – Programs Graph 21	✓	✓	library programs have been growing in the last 2 years and are much higher (45% higher) then the NSW Average.
Programs – Attendees Graph 22	✓	✓	Attendees are only 13% behind the NSW Average.

BACKGROUND

NSW public library statistics have been gathered and reported by the State Library of NSW since 1973.

Data is provided by member Councils of the CRL for the period July 2021 to June 2022 and provides a significant body of data to gauge the relative performance of all the public libraries across the State. A scale of 1 to 90 is used to rank performance against other public libraries where appropriate. This represents the total number of library services for 2021/22 and includes stand-alone libraries and regional or joint libraries where up to 10 local councils have entered into a written agreement to provide combined services.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	Nil

ITEM: 8.4 No. 3/24– CRL WORKPLAN	
Meeting: Clarence Regional Library Committee	11 July 2024
Reviewed By:	
Attachment: Yes	

REPORT SUMMARY

This report proposes a draft Clarence Regional Library (CRL) Committee Work Plan 2024-2027 developed from the CRL Strategic Action Plan 2024-34.

OFFICER RECOMMENDATION

That the Draft Clarence Regional Library Committee Work Plan 2024-27 be adopted by the Clarence Regional Library Committee to guide its operations over the next 12 months until the new Committee is formed after council elections in 2024.

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

KEY ISSUES

The Strategic Plan can only be systematically and consistently implemented by all members of the CRL through the delivery of the Action Plan. The Action Plan contains a list of 54 comprehensive strategies to be progressively implemented over the next ten years. However, only a subset (20) of these will be directly pursued by the Committee as identified in the Work Plan. While timeframes and priorities have been identified, the best form of management is considered to be the timely scheduling of those actions within the meeting timeframe of the CRL Committee.

In effect, this will form the Work Plan for the CRL Committee and will provide a context for the committee. It will also provide the reference for reviewing achievements of the CRL Committee against its stated goals.

A review is scheduled to monitor progress and make amendments as appropriate.

BACKGROUND

When the CRL's Strategic Plan was developed an Action Plan was also developed to guide the achievement of the priorities within the Strategic Plan. As the CRL has the responsibility for overseeing the delivery of the Strategic Plan, a Work Plan has also been developed to guide issues to be addressed at each meeting over the life of the Committee.

Prepared by	Kathryn Breward - Regional Librarian
Attachment	ATTACHMENT Item 8.4 Clarence Regional Library Committee Work Plan 2012-2022

8.5   No. 2/24 – DIGITAL ENGAGEMENT WORKLOAD UPDATE

Meeting:	Clarence Regional Library Committee	14 March 2024
Reviewed By:		
Attachment:	no	

REPORT SUMMARY

This report provides an update on the capacity of the Senior Library Officer (Digital Engagement) position.

OFFICER RECOMMENDATION

That to expand Regional Library capacity to be able to meet the expanding demands in the area of marketing and promotions both digital and traditional an additional 14 hours per week or 0.4 FTE is requested.

Options for the distribution of these 14 hours or 0.4 FTE:

- Option 1: make the grade 8 Senior Library Officer (Digital Engagement) full time by adding 0.4 FTE (14 hrs) to the current 0.6 FTE (21 hrs).
- Option 2: increase the grade 8 Senior Library Officer (Digital Engagement) 0.2 FTE (7 hrs) by adding to the current 0.6 FTE (21 hrs) and increasing the grade 3 Library Assistant (Acquisitions & Promotions) by 0.2 FTE (7 hrs) to make this role fulltime.

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

KEY ISSUES

In today's world it has become increasingly obvious that the visual image is king and there is a very real need to meet the community in this space with appealing images with text that reflects the voice and personality of our brand. Managing this space for the CRL in all its elements including both digital and traditional mediums is the responsibility of the Digital Engagement position. This position sits uniquely

across both the digital and traditional media spaces and bridges our services/collections and programs/events/activities to support local staff on the ground with their marketing endeavours as well as the regional marketing of the network wide activities like Storytime and Tech Help and our regional Collections and services, i.e.) social media, eLibrary, Book Club kits, junior readers etc. This position ensures the Marketing Plan is developed, implemented and reviewed every 2 years to ensure the service is achieving the marketing goals set out in the Plan.

There has been an increase in demands of the regional team members working in this space over the last 18 months that is not likely to decrease any time soon as the library strives to meet the new and emerging expectations of a visually and digitally literate community.

The grade 8 Digital Engagement position is currently a 0.6 FTE (21 hours per week), and the grade 3 Library Assistant (Acquisitions & Promotions) is currently 0.8 FTE (28 hours per week). To expand the capacity of this team to meet the growing demands of their roles in marketing and promotion, an additional 14 hours per week or 0.4 FTE is requested.

Below are the reasons for the extra hours being requested:

1. **Enhanced Support Availability**:
   o With the 21hrs per week, providing timely and adequate support to library staff across all our locations is challenging. The additional hours would enable the Digital Engagement Officer to be more available, offering consistent support and improving overall efficiency.
2. **Poster Production Support**:
   o The production of posters for the BSC & CVC library events, programs and activities is currently not feasible within the limited hours. The additional hours would allow the Digital Engagement Officer or the Library Assistant to take on this responsibility, enhancing our promotional consistency and visibility.
3. **Website**:
   o Updating and maintaining the CRL website is a significant task that requires dedicated time. There has been limited capacity to tackle this project to date. These additional hours would allow the position to focus on this crucial project, ensuring our digital presence is current and effective.
4. **Workload**:
   o The original workload identified did not account for the additional projects and responsibilities that have been developed over the life of the position. I.e.) branding for projects like *vintage film club*, *on record*, *cosplay*, and *mini writers' festival*. Daily social media posting and monthly newsletter development rather than the original quarterly.
5. **Annual Regional Events**:
   o The library has seen a significant rise in large regional events, with five additional events each year. These events require extensive planning, coordination, marketing and execution, and is part of the regional team's responsibility to project manage these events. This has been difficult to manage within the constraints of these positions. These positions contribute to all these stages with the Digital Engagement position acting as a key advisor as well as on the day of these events as time permits.
6. **Expansion of Yamba and Dorrigo libraries**:
   o The upcoming expansion of the Yamba and Dorrigo libraries will increase the marketing workload. This will include managing the marketing of the additional space, extended open hours and additional regional programs & events being introduced.
7. **Strategic Plan Implementation**:
   o Actioning items from the new CRL Strategic Plan requires time. The extra 14 hrs will enable the regional team to contribute effectively to achieving strategic objectives across the wider region. For example, the surveys to be undertaken and the push to increase digital literacy endeavours.
8. **Increased Community Engagement**:

o As evidenced in the CRLC digital engagement report, there has been significant increase in digital engagement from our community members and the Senior Library Officer (Digital Engagement) has significantly boosted our community interaction and service visibility. The extra hours will enhance these efforts, allowing for continuous growth in digital and in-person engagements.

9. **Operational Efficiency**:
   o The seamless operation of library services, especially during unforeseen circumstances like the COVID-19 crisis, demonstrated the necessity of having a dedicated staff member. A full-time role would ensure preparedness and efficient handling of such situations in the future.

10. **Budget**:
   o The increase in funding for CRL from 2019/20 to 2020/21 indicates a positive financial trajectory. Allocating a portion of the CRL Reserve to secure increased capacity is a strategic investment in our service's future growth and effectiveness.

11. **Casual Staff Cover**:
   o Extending the hours of current permanent staff would reduce the dependency on casual staff to complete tasks in a time sensitive manner, leading to cost savings and ensuring consistency in service delivery.

Options for the distribution of these 14 hours or 0.4 FTE:

- Option 1: make the grade 8 Senior Library Officer (Digital Engagement) full time by adding 0.4 FTE (14 hrs) to the current 0.6 FTE (21 hrs).

- Option 2: increase the grade 8 Senior Library Officer (Digital Engagement) 0.2 FTE (7 hrs) by adding to the current 0.6 FTE (21 hrs) and increasing the grade 3 Library Assistant (Acquisitions & Promotions) by 0.2 FTE (7 hrs) to make this role fulltime.

Budgeting for these 2 options are as follows:

- Option 1 – an additional $31,102 (grade 8 step 3)

- Option 2 – grade 8 step 3 - $15,551 grade 3 step 2 - $10,962.54 = $26,513.54

BACKGROUND

The position was made permanent to the CVC organisation chart in March 2023 at the end of the contract period of the current staff member. It remains at 42 hours a fortnight.

17 March 2022 CRLC meeting saw the following recommendation adopted:

6.1   DIGITAL ENGAGEMENT POSITION

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

<u>Recommendation</u>
That the Committee:
o *Note the achievements of the position and the contribution to the CRL Service.*
o *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*

4 November 2021 CRLC were updated on the search for applicants for the extended contract. There were 2 applicants that were considered suitable for the position, the applicant with more library relevant experience was offered the position. This application was withdrawn however, a result of Covid border closures and lockdowns.

The position was offered to the second applicant and accepted; Katie Wright commenced in her new role on 18 October.

On 14 May 2021 a review of the position was undertaken as the contract was ending, the following was recommended by the CRL Committee:

> *That the Committee:*
> o *Note the achievements of the position and the contribution to the CRL Service.*
> o *Extend the contract for a further 12 months*
> o *Review the position as part of the new Library Agreement negotiations*
> o *Remaining funds allocated to marketing plan to be used to develop membership brochure and provide social media coverage (with consideration given to Bellingen casual staff to fill the gap between contracts)*
>
> *Moved: Des Schroder*
> *Second: Alison Pattinson*
>
>
> *Adopted*

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:

- o 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.

Prepared by	Kathryn Breward – Regional Librarian
Attachment	n/a

MINUTES
CLARENCE REGIONAL LIBRARY COMMITTEE 14 March 2024
Online MS Teams meeting 9:00am

PRESENT: *Bellingen Shire Council*

Cllr Jo Brotherton
Rowena Sierant (Bellingen Shire Librarian)
Maxine Compton (Group Leader Community Partnerships)

Clarence Valley Council

Cllr Karen Toms (Chair)
Cllr Peter Johnstone
Kath Arndell (Acting Manager Cultural, Community & Industry)
Kathryn Breward (Regional Librarian)
Di Collins (Team Leader (Public Library Services))

1. Acknowledgement of Traditional Custodians

Cllr Karen Toms

2. APOLOGIES

Cllr Ellie Tree
Victoria Keane (Team Leader (Regional Resources))

3. Disclosure of Conflict of Interest

Nil

4. Confirmation of Minutes
 a)   28 July 2023

Moved: Cllr Peter Johnstone
Seconded: Cllr Jo Brotherton

Adopted

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

b) 14 December 2023

Moved: Cllr Karen Toms
Seconded: Cllr Jo Brotherton

Adopted

5. Business arising from the Minutes – Meeting held 14 December 2023

5.1 CRL STRATEGIC PLAN & ACTION PLAN 2024-34

Strategic Plan on Public Exhibition, Annie has volunteered to speak to Councillors regarding the Strategic Plan if requested.

Recommendation

That the CRL Committee note the progress of the consultation process and development of the new CRL Strategic Plan & Action Plan 2024-34.

Moved: Cllr Peter Johnstone
Second: Cllr Jo Brotherton

Adopted

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6. FINANCIAL PAPERS

6.1 YTD INCOME AND EXPENDITURE SPREADSHEET – 9 November 2023

Several questions were asked by the Bellingen Shire delegates including:
- is the Rate Peg used in determining the funding formula? – No
- what does contractor & consulting refer to? – electricians, hardware, IT, Strategic Plan contractor.
- What had caused the increase in operating budget expenses? – increase in leave entitlements and pay increase.
- Reserves, why is it held? – held in contingency if the Regional Library folds for the dissolution of the region and redundancy payouts for staff. It is also allocated to various projects, either as part of an identified item in the Strategic Plan or in an ad hoc manner for example when Bellingen Shire has needed to replace their Public PCs, funds have come from the Reserve to

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

BELLINGEN SHIRE COUNCIL

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cover this cost for Bellingen and an amount has been provided to Clarence Valley based on the 80/20 percentage split of contributions. All decisions relating to the Reserve go through the CRL Committee to be voted on.

Recommendation

That the Report on the Clarence Regional Library Income and Expenditure YTD for 2023/24 is endorsed by the CRL Committee.

Moved: Cllr Karen Toms
Second: Cllr Peter Johnstone

Adopted

6.2   YTD INCOME AND EXPENDITURE SPREADSHEET – 14 March 2024

Recommendation

That the Report on the Clarence Regional Library Income and Expenditure YTD for 2023/24 is endorsed by the CRL Committee.

Moved: Cllr Peter Johnstone
Second: Cllr Jo Brotherton

Adopted

7. **Executive Officer's Reports** – Nil

8. **Regional Library Reports**

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

8.1   LIBRARY HIGHLIGHTS 2022/23 INFOGRAPHICS

Recommendation

The CRL Committee note the:

- 2022/23 operational statistics of the Clarence Regional Library services
- Comparison to the 2021/22 statistics for the CRL
- That figures for infographics be enhanced by inclusion of 2018/19 stats for the next meeting

Moved: Cllr Peter Johnstone
Second: Cllr Jo Brotherton

Adopted

8.2   LIBRARY REVIEW 2022 PROGRESS UPDATE

Bellingen Shire librarian requested their own copy of the State Library Multicultural Pull-up Banner, the Regional Librarian will check availability.
It was also noted that 2 additional casuals were recently appointed for Dorrigo Library.
Clarence Valley delegates asked if there was any long-term planning to resolve the lunchtime closures in Yaegl Country Libraries in the Clarence Valley, the Regional Librarian has indicated that a business case has been prepared for consideration by the Director and the Executive for Clarence Valley, however due to changes in the Manager role in recent months this has hindered the progress of this business case.

Recommendation

The CRL Committee note the steps taken in the State Library Review of the CRL service to date.

Moved: Cllr Peter Johnstone
Second: Cllr Jo Brotherton

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

BELLINGEN
SHIRE COUNCIL

clarence
VALLEY COUNCIL

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Adopted

8.3   COLLECTION DEVELOPMENT POLICY

The Bellingen Shire delegates asked what the process for review was, the Regional Librarian indicated a literature review was undertaken by the Regional Librarian and the Team Leader (Regional Resources). Samples of collection policies were obtained for review of best practice as well as articles that covered the recent issues around Book Challenges and censorship that several public libraries have faced and how they responded. State Library and ALIA guidelines were also considered in this context.

Recommendation

That the *Clarence Regional Library Collection Development Policy* be reviewed by Bellingen Shire staff for feedback and note the following recommended changes by Clarence Valley Council staff:

- Updated population figures for Clarence Valley Council and Bellingen Shire Council Local Government Areas
- Include acknowledgment of the Bundjalung, Gumbaynggirr and Yaegl people.
- Include Scope of the Collection to reflect that the collection will capture a range of perspectives and voices and reflect the diversity of the community.
- For physical Audiobooks only MP3 format will be purchased.
- Selection criteria for eBooks, eAudiobooks and eMagazines has been updated to include: Usage conditions (eg. Loan Limits and Term Limits before repurchasing is necessary)
- Donations that are: dated, yellowed, damaged or musty items will not be accepted.
- Include the following sentence in the Censorship (Freedom to read) section "The selection of library materials is based on the patrons' right to read and similarly, freedom from censorship by others."

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

Moved: Maxine Compton
Second: Cllr Jo Brotherton

Adopted

8.4   FEE WAIVING POLICY

Recommendation

That the Clarence Regional Library Committee note that Bellingen Shire staff to be consulted for input in to the reviewed *Clarence Regional Library Fee Waiving Policy* prior to adoption by the executive council.

Moved: Maxine Compton
Second: Cllr Jo Brotherton

Adopted

9. Correspondence

9.1   In-coming:
- various community comments via feedback forms and social media

Noted – Cllr Jo Brotherton / Cllr Peter Johnstone

9.2   Out-going:

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

9.2.1   Media Releases:

> BSC – 20/11/2023 In a Timeless Story – A Collaboration
>
> CRL – 16/11/2023 Summer Reading Club
>
> CRL – 13/11/2023 Live n Loud is back at the library
>
> CVC – 28/9/2023 Jacaranda at your library
>
> CRL – 26/9/2023 Mini Writer's Festival
>
> BSC – 21/9/2023 Spring School Holiday
>
> CRL – 31/7/2023 Vision Australia PC Keyboards for your library

Noted - Cllr Jo Brotherton / Cllr Karen Toms

10. Items for Information

11.   Additional Matters

11.1 PROPOSED MEETING SCHEDULE – Times and Dates 2024

11 July

7 November

Meetings commence at 10:30 am with refreshments available from 10:00am

Morning tea and Lunch are provided by the Regional Library

11.2 Full Zone Meeting date

14 May 2024 at the new Foster library

12.   Items for next meeting

12.1   CRL Strategic Plan & Action Plan 2024/34

12.2   2022/23 LIBRARY INFOGRAPHICS comparison with 2018/19

12.3   CRL Collection Development Policy

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

BELLINGEN SHIRE COUNCIL

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12.4   CRL Fee Waiving Policy

Meeting Closed: 11:46am

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

Clarence Regional Library Strategy 2024-2034

your library – your place
CLARENCE REGIONAL LIBRARY

Acknowledgement of Country

We acknowledge the Bundjalung, Gumbaynggirr 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.

Contents

"Community cohesion. It brings people together from all sections of the community, and it's a happy gathering space."

Bellingen Library

SECTION 1
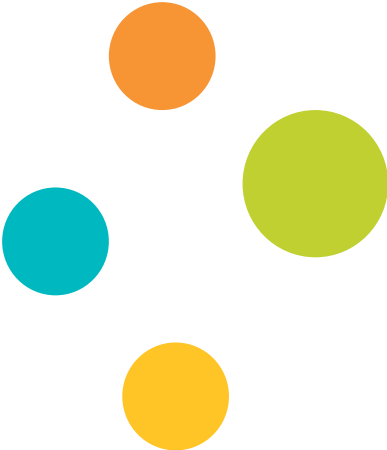
Introduction

Clarence Regional Library is a partnership between two local government areas: Clarence Valley Council and Bellingen Shire Council.

Public libraries are located in key settlements along the Clarence, Bellinger and Kalang rivers and seaside towns: Grafton, Maclean, Iluka, Yamba, Bellingen, Dorrigo, Urunga. A mobile library augments access to library resources and programs across the Clarence Valley. Clarence Regional Library's well regarded physical and digital collections are shared across an extensive geographical area.

The overarching ethos of a regional partnership like Clarence Regional Library is to foster cooperation, collective decision making, regional collaboration and joint commitment to each other's success.

The task of strategic thinking is to ask questions; to acknowledge constraints; to problem solve; to prepare a map for the future, balancing ambition and pragmatism.

"My library - accommodating, knowledgeable, patient, friendly and passionate."

Urunga Library

"A quiet place of inspiration, sanctuary and stories for me and my family to utilise free of charge. I will never buy another book!"

Maclean Library

Who are we?

The people of the Clarence Valley and Bellingen Shire are people of the rivers. The upper and lower Clarence River. The Bellinger, Kalang and Orara Rivers. Saltwater Freshwater ecologies have sustained the custodial and cultural stewardship of Country by Gumbaynngirr, Bundjalung and Yaegl Peoples.

These mighty rivers run through the land and its intertwined histories.

Always bountiful, the rivers stretch like arteries across lush floodplains; tipping over mountain ranges; colliding with the sea.

Like many other parts of Australia, floods and bush fires have etched the landscape like tattoos. Rebirth and reuse occur in generational cycles.

A renewed focus on habitat protection, working alongside and learning from First Nations communities, balancing trade with conservation, are important strategic priorities for Bellingen Shire and Clarence Valley Councils.

The landscape is changing; as is population density and demographics.

From sugar cane to macadamia farming; incorporating sustainable agriculture into traditional dairy and beef cattle farming; harvesting native forests to plantation timbers; while health, justice and education services continue to attract new people to regional cities and towns.

Like many regional areas in Australia, the demographic trend is older but also younger; the consequence of regional migration due to housing affordability, the normalisation of remote working, and the growth of service industries in larger bustling towns like Grafton and Bellingen. Smaller but still bustling coastal and river villages like Yamba, Maclean and Urunga have also seen population growth and a corresponding demand for learning and cultural experiences and services.

Arts and cultural production is flourishing, making a contribution to economies but also connecting communities, enhancing local distinctiveness, and providing more reasons to see the Clarence Valley and Bellingen Shire as attractive destinations. The strong presence and cultural stewardship of Gumbaynngirr, Bundjalung and Yaegl Peoples extends understanding and active preservation of language, stories, heritage sites and landscape regeneration.

Due to the geographic scale of both local government areas, combined with large tracts of native forests affecting the availability of new housing stock, there is a restricted rate base (especially Bellingen). Bridges, roads, waterways, docks, also need ongoing maintenance; new infrastructure is required to support population growth hotspots. Council's recurrent funding for social and cultural services is stretched in multiple directions; reliance on grant funding opportunities is unlikely to weaken.

Libraries are the glue

The next ten years will bring more disruption, particularly artificial intelligence (AI), climate change, the nature of work, an ageing population, housing affordability, learning and education.

Disruption leads to displacement **and** to new possibilities; always both.

Some regional trends are likely to accelerate: sea/tree population shifts; normalisation of remote working and small business inception; environmental changes and remediation efforts; changes to agricultural production; increase in health and education services; improved transport access, connecting regional centres to major cities; increase in AI, robotics and automated processes and services; demand for medium to higher density housing options; greater need for community connections and collective modes of productivity.

No matter what the scenario, there will be a continued need for libraries.

Who are we?

CLARENCE VALLEY COUNCIL	BELLINGEN SHIRE COUNCIL
Land area: 10,441 sq km	**Land area:** 1,602 sq km
Population 2023: 54,662	**Population 2023:** 13,262
Medium to high density housing: 13.1%	**Medium to high density housing:** 7.3%
First Nations: 8.1%	**First Nations:** 4.3%
Top industries 2023: • Construction • Health, Justice, Education and Social Services • Agriculture • Manufacturing	**Top industries 2023:** • Construction • Health and Social Services • Agriculture, Forestry and Fishing • Tourism

CLARENCE VALLEY COUNCIL

Library Services:
- Grafton
- Yamba
- Maclean
- Iluka
- Mobile Library
- Home Library Service

Library members:

43% population (2022/23)

129,934 visits in person

Number of hours open:

168

Number of staff FTE:

9.2

BELLINGEN SHIRE COUNCIL

Library Services:
- Bellingen
- Urunga
- Dorrigo

Library members:

55% population (2022/3)

83,993 visits in person

Number of hours open:

88.5

Number of staff FTE:

3.58

Regional staff who service both councils:

6.6

What do people say?

The people of the rivers, valleys, plateau and seas have spoken eloquently, passionately and pragmatically about their libraries; their needs, hopes and deep attachment to the practical, cultural and symbolic role libraries play in community life.

There are those for whom the library is necessary and vital. How do we reward their attachment and commitment?

There are those who haven't found a reason to visit or use their libraries...yet. We need to understand why, and what would entice people to return to libraries or discover them anew.

Importantly, what do libraries stand for in this complex historical moment, and what are they prepared to stand up for?

The community research has produced consistent findings.

Levels of satisfaction are contingent on location and accessibility. For example, more likely to be satisfied with library spaces and program offerings if living in proximity to larger libraries – Grafton and Bellingen. People are attached to but critical of perceived limitations – spaces, location, opening hours – in some smaller libraries. Yamba, Maclean, Urunga, Dorrigo and Iluka were mentioned, but for a range of different reasons. There are high levels of satisfaction with the Clarence Valley mobile library.

Lunchtime library closing hours – Yamba, Maclean, Dorrigo, Urunga – drew strong criticism. In fact, the practice of lunchtime closing is inconsistent with comparable regional library services across NSW.

Library programs and learning activities are considered excellent, but there are questions about equity of program delivery across the network.

There is strong support for greater accessibility to library resources/spaces, particularly the possibility of 24/7 access in some locations.

Visibility of physical libraries and awareness of learning programs and online resources continues to be an issue for many community members.

Questions, feedback and considerations have jostled for meaning in a big melting pot of ideas. Clear patterns and lines of enquiry have emerged. Ideas and suggestions for improvement have been tested and refined with various stakeholders; a scaffold for the future has emerged.

In essence, the proposed strategy seeks to extend equity of access to collections and learning programs; offer delightful and versatile library spaces and places; reimagine and expand essential learning programs and activities; deepen collections and the preservation of local memories and histories; foster a culture of inclusion, acceptance and care.

"Using the library at night is enchanting. It's a beautiful place to hang out and get lost in a story."
Maclean Library

WHAT DO PEOPLE SAY?

Survey 2023:
520 participants

Survey 2022:
727 participants

| Interviews: | Workshops: |
| 30 | 4 |
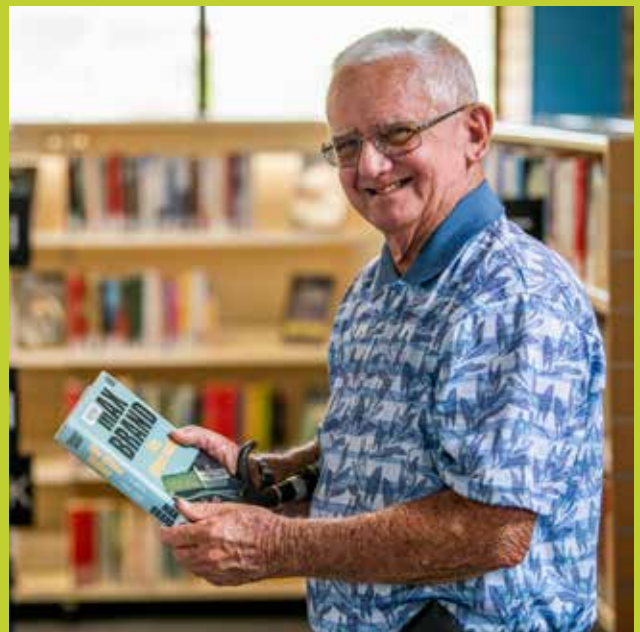
What is a masterplan?

Planning ahead will position Clarence Regional Library to seize opportunities when they arise. A Masterplan is essentially a plan for change. Ageing libraries will struggle to meet the needs of growing communities and risk falling out of sync with community expectations of what a contemporary library can and should offer. This modest planning process will scope opportunities to extend library buildings into available adjacent spaces and/or relocate to a more central location. If funding becomes available over the ten year strategy timeline, we can swing into action quickly, saving time and money.

IBRARY

*A Masterplan
is essentially a plan
for change.*

Strategy in a nutshell

The Clarence Regional Library Strategy 2024-2034 combines sensible 'stretch' goals with sustainable and necessary 'reimagine' initiatives.

The four essential elements to any library service model – spaces, services, collections, people and culture – form the strategy spine. They provide direction and focus for what needs to be done. Three new lenses have emerged from the consultation process: stretch, reimagine and stand out. The three lenses bring imagination and creativity to the task of thinking about and planning for the future. More information about the spine and lenses can be found in the next section.

Top five summary of strategic actions

Spaces

- stretch ageing libraries into available adjacent spaces
- introduce mobile library for Bellingen Shire
- plan for and open new contemporary libraries in Yamba and Maclean
- 24/7 library kiosk and landing pad in at least one small Clarence Valley village
- ensure every library has noise-insulated meeting/study rooms.

Services

- reimagine library opening hours; eliminate lunchtime closing
- along with new library kiosk and landing pad, explore feasibility of 24/7 library vending machines to supplement services in smaller libraries with restricted opening hours, like Iluka and Dorrigo
- expand locations and platforms for community learning and gathering programs like Storytime; Baby Bounce; Live n Loud; Toddler Time; Vintage Film Club; Author and Artist Talks
- expand literacy related programs to include media literacy.

What is a mobile library?

A mobile library goes to the people. Clarence Valley's mobile library is a perfect example of a contemporary, agile van delivering books, resources, technology and programs to 12 villages across the local government area. The strategy recommends a separate mobile library for the Bellingen Shire.

Collections

- investigate specialist non fiction collections where local demand is strong for a particular subject area like visual art, architecture, food and performing arts
- create new position of Local Faces/Local Voices Coordinator focusing on a discreet project to capture local history in the making
- conduct collection needs assessment and deepen collection of fiction, non-fiction, digital devices, and access to new digital platforms
- work collaboratively with local museums and historical societies to discover, digitise and store local stories, memories and artefacts
- explore the concept of a Library of Useful Things.

People and culture

- improve library signage, way finding, website and promotion of multifaceted services
- curate and deliver a biennial Festival of the Rivers, Valleys, and Sea
- promote and facilitate collaborative work spaces, supporting all kinds of study and work endeavours
- evolve reference and information support services; library staff skills; cohort of enthusiastic volunteers.
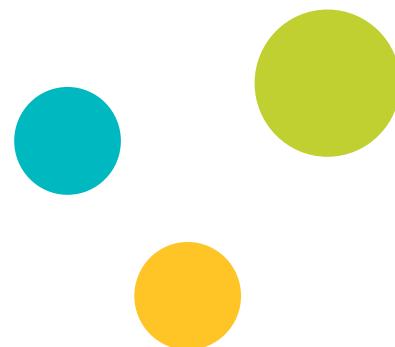
What is a library kiosk or pod?

The ability to offer 24/7 library services in large suburban and regional locations has seen innovative examples of library kiosks or pods. Incorporating click and collect with high tech vending machines, well designed library pods also provide a landing pad for mobile library vans, free wifi and comfortable seating. Popular programs like Storytime and Tech Savvy Seniors complement what is essentially a 24/7 stripped back library in a convenient location. A good example is Ipswich Library's Karalee Library Pod.

Our neighbours: New libraries in 2023

The two adjacent local government areas of Nambucca Valley Council and City of Coffs Harbour opened new libraries in 2023.

Nambucca Heads Library

The Nambucca Heads Library extension successfully expands the library footprint, while integrating nature and inside-outside design elements into a vibrant, multi purpose contemporary local library. Nambucca Heads Library is an excellent example of 'stretch'; combining place activation, local distinctiveness and contemporary library design.

Total cost: around $4 million

Grant funding: $2.2 million

Architects: Vokes and Peters

Coffs Harbour City Library: Harry Bailey Memorial Library

Coffs Harbour City Library was one of the smallest regional city libraries in NSW. Now, as part of a major civic and cultural complex, Yarrila Place, it is easily one of the biggest. Over three levels, the Coffs Harbour City Library offers a large children's library; young adult media and study spaces; dedicated local history room; large reading room and study spaces; digital and recording studios; small business hub, maker and art spaces; and numerous meeting and workshop facilities. It is an excellent example of 'reimagine'; a future-oriented library, making the most of its proximity to a regional museum and art gallery, offering its growing community adaptable, capacious and intriguing learning spaces.

Total cost: $82 million (for whole complex, including Council Chambers and Council staff offices)

Architects: BVN
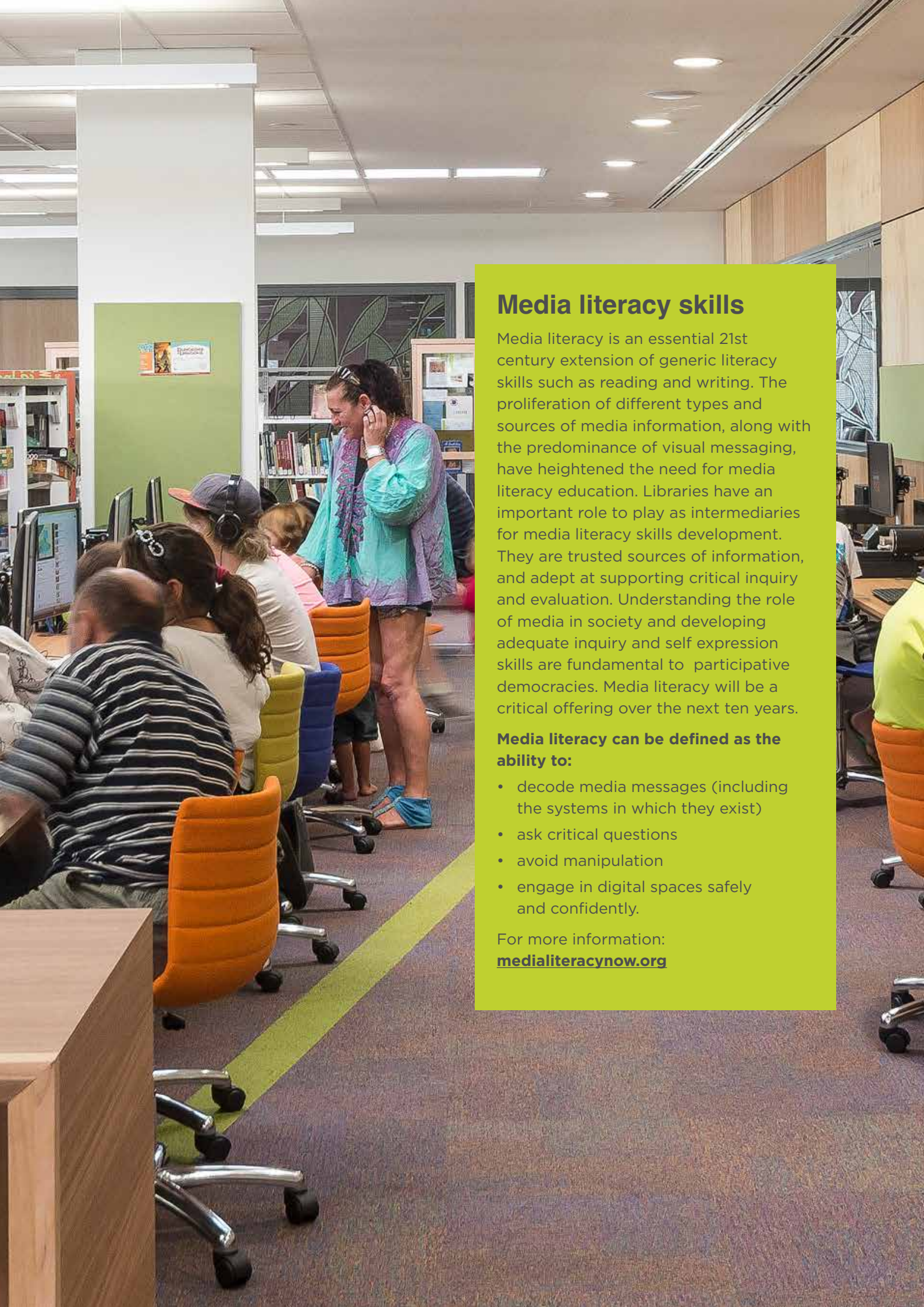
Media literacy skills

Media literacy is an essential 21st century extension of generic literacy skills such as reading and writing. The proliferation of different types and sources of media information, along with the predominance of visual messaging, have heightened the need for media literacy education. Libraries have an important role to play as intermediaries for media literacy skills development. They are trusted sources of information, and adept at supporting critical inquiry and evaluation. Understanding the role of media in society and developing adequate inquiry and self expression skills are fundamental to participative democracies. Media literacy will be a critical offering over the next ten years.

Media literacy can be defined as the ability to:

- decode media messages (including the systems in which they exist)
- ask critical questions
- avoid manipulation
- engage in digital spaces safely and confidently.

For more information: **medialiteracynow.org**

SECTION 2

**Clarence Regional Library 2024-2034:
Objectives and actions**

CRL Purpose and Vision

Purpose

Welcoming, friendly and free, our libraries are a trusted window to the world. A platform for creativity, knowledge, learning, reading, and a safe place for community connection.

Vision

A treasured place in the minds and hearts of our communities, CRL libraries support growth, learning, community resilience and inclusion by:

- standing up for free access to knowledge, ideas and information
- offering flexible, multipurpose spaces in which to meet, learn, rest and play
- preserving the past; shaping the future
- being a trusted partner for all kinds of learning and creative endeavours.

Clarence Regional Library 2024-2034

Your libraries are a true treasure. In place or online, the world in all its complexity – of knowledge, contested ideas and multiple histories – is waiting.

A bastion of democracy, your library welcomes all and stands up for free access to knowledge and opportunity.

Work, play, learn and rest – there will always be something for you, your friends and family at the library.

Over the life of this strategy, your library will continue to do what libraries have always done – support learning, research, creativity and community enterprise; anticipating and adapting to emerging needs and possibilities.

You can expect to see more generous opening hours; pop-up access points; new library buildings; additions and extensions; more programs and partnerships; resources galore; questions, ideas and insights about life along our rivers and coastal towns.

A dynamic place, your library nurtures imagination, curiosity, fact finding and thinking. Become a member. Get involved. Tell us what you think and need. Help us plan for the future.

"Perhaps a garden space: a green, sheltered outdoor area to sit and read. A cafe would be good."
Dorrigo Library

Spine and lenses

There are four essential elements to any library service model: spaces; services; collections; people and culture.

These service elements are interlinked and mutually reinforcing. The capacity to support living, working, learning and play relies on these service elements staying limber, like a spine; the stronger and more flexible they are, the better.

In essence, the spine represents what we are working with in order to change, evolve and/or transform throughout the life of the strategy. The work of doing this transformative work belongs to the lenses. In this case, three have emerged from the community consultation: stretch, reimagine and stand out.

The lenses bring imagination and creativity to the task, while acknowledging constraints, limitations and uncertainties. While pragmatism is needed, imagination is the glue. In fact, our problem solving will depend on it.

Like a pair of glasses, the lenses overlay the service model to ask new questions and suggest new possibilities.

stretch: extend what we already have

reimagine: what can we do differently or better?

stand out: seen by all, used by all

stretch

extend what we
already have

reimagine

what can we
do differently
or better?

stand out

seen by all,
used by all

1: Stretch:
extend what we already have

sanctuary and gathering place

Objective 1:1

Quiet and lively, for concentration and play, the library will accomodate multiple community needs. Stretching the spatial footprint beyond current boundaries will afford new opportunities for reading, thinking, learning and play.

Your library will:

- have noise-insulated study, meeting and workshop spaces
- library shelving will be on castors; therefore moveable and enabling adaptable spaces
- develop Masterplans for ageing libraries
- where possible, extend the library's physical footprint into adjacent and available open spaces
- continue to refurbish library spaces in line with available budgets and grant funding opportunities.

community magnet

Objective 1:2

The heart of all our towns and villages, fixed or mobile, the library is a magnet for civic life.

Your library will:

- continue to offer a diverse range of learning programs and activities for all ages
- continue to offer reliable and free WIFI across all library spaces and places – libraries and surrounds, mobile library, library pods/kiosks
- develop a feasibility plan and seek grant funding for a Bellingen Shire mobile library
- investigate free working and co-working spaces and business hubs in the two central libraries: Grafton and Bellingen.

stretch
extend what we already have

"The most important service that Council offers."
Grafton Library

treasure trove

Objective 1:3

Books, magazines, games and digital devices – in place and online – will expand and deepen at the library.

Your library will:

- build on CRL collection strengths - fiction, non-fiction and diverse information resources
- continue to modernise technology platforms and access to digital devices/resources
- continue to improve the CRL App; the gateway to online resources and programs
- seek community input and local needs in relation to non-fiction specialist collections: art, design, architecture, sustainable agriculture
- conduct collection needs assessment
- further develop and promote culturally and linguistically diverse resources and collections
- prioritise the inclusion of First Nations histories, stories and publications
- further develop and promote collections that support children's and youth interests and needs.

"Libraries are safe and enriching places, but they are not accessible if they are not open when people need them."
Iluka Library

2: Reimagine:
what can we do differently or better?

comfortable, adaptable, open

Objective 2:1

Artists, writers, readers, craftspeople, students and travelling nomads will benefit from new, multipurpose libraries in key locations, as well as the sensitive reimagining of existing library spaces.

Your library will:

- apply an adaptable design ethos to new libraries

- improve accessibility and inside-outside permeability; celebrating nature and taking advantage of our temperate climate in new and extended libraries

- reimagine library opening hours; in particular, eliminate lunchtime closures and enable after hours access where possible

- introduce extended night time opening hours and associated events

- design, seek grant funding, and deliver a multi-service library kiosk and landing pad: trial in outlying location and evaluate after first 12 months

- investigate feasibility of library vending machines outside smaller library locations with reduced opening hours like Iluka and Dorrigo

- continue to improve and expand home library delivery

- investigate the feasibility of a Library of Useful Things to assist cost of living pressures: guided by community needs and available spaces.

literacies, learning and life skills

Objective 2:2

The library stimulates and supports reading and learning; providing free access to digital, information, media and visual literacy programs and resources for all ages.

Your library will:

- continue quality literacy, information navigation and digital literacy programs and support

- expand locations for Storytime, Baby Bounce, Live n Loud, Toddler Time

- extend community learning and gathering programs: Kid's Book Club; Vintage Film Club; Book Clubs; Author and Artist Talks

- introduce new programs and opportunities based on ongoing community consultation – CosPlay, Game On

- use new library kiosk and mobile services to reach new audiences

- build on and expand the link with Clarence Correctional Centre, supporting literacy, reading and entertainment options for inmates and their visitors

- investigate video and/or live streaming possibilities for programs currently delivered in-house only

- research and develop suitable media literacy programs

- continue to support language learning - ensure adequate resources and access to suitable language learning resources.

memories, stories and ideas

Objective 2:3

Our local stories and histories are precious and irreplaceable. The library is a local stories repository, a vehicle for digitisation and discovery, and an active collector of history in the making.

Your library will:

- find new pathways to publicise and display the Nola Mackey Collection
- grow and expand partnerships with local museums and historical societies
- appoint a Local Faces/Local Voices Project Coordinator to develop, promote and facilitate a participative co-curation of contemporary local histories
- develop a digitisation plan and seek grant funding
- work with Gumbaynngirr, Bundjalung and Yaegl Elders and communities on joint history capture projects
- expand and promote Local Voices history collections: oral, video and photographic.

"A new library for Maclean. We desperately need a meeting room, so we can have the same range of programs as the other Clarence libraries."
Maclean Library

Soul of the town.
Dorrigo Library

reimagine
what can we do differently or better?

3: Stand Out:
seen by all, used by all

out and about

Objective 3:1

Clarence Regional Library is a leader in digital equity, community outreach and democratic participation.

Your library will:

- build on CRL branding, marketing and promotional activities
- improve library signage and way finding; in-house and across neighbourhoods
- redevelop the library website to improve functionality and discoverability of resources and programs
- ensure cultural, community and education partnerships are maintained and further developed
- continue to support a cohort of enthusiastic volunteers
- position libraries as go-to places and creative partners across all locations and geographies.

spirit of adventure

Objective 3:2

Library spaces, people and programs encourage and generate a spirit of adventure in how to think, create and learn; alone or together.

Your library will:

- promote and facilitate collaborative work spaces for people in work, working remotely, looking for work, or creating new work: access to online meeting platforms; relevant equipment and high speed WIFI
- continue to market services and opportunities like IndyReads, StoryBox and Beamafilm, and any other services people may have forgotten about or never heard of before
- curate and deliver a biennial Festival of the Rivers, Valleys and Sea - weaving reading, learning, thinking and writing into a travelling festival along our interconnected rivers.

Friendly, reliable and extremely helpful staff
Yamba Library

stand out
seen by all, used by all

behind the scenes

Objective 3:3

In a world of relentless change and disruption, the library is an icon of reinvention. Our service philosophy continues to adapt to a changing landscape, both physical and social.

Your library will:

- review the library service model to ensure congruence with emerging needs and community expectations
- develop transition plans and associated skills development in preparation for new libraries, expanded libraries, and new delivery and digital platforms
- evolve our reference services - skills and modes of engagement
- ensure the library staffing cohort reflects demand, locations and additional services
- maintain advocacy initiatives with key regional stakeholders - arguing for the library as an essential community resource and service, and demonstrating the tangible benefits it delivers to all.

"Pop up libraries in every town, and people could borrow and return books in new ways, maybe drones?"
Grafton Library

"Make our libraries feel alive, inviting and interactive. They need to make broad use on interactive technologies. It's the medium people now use for work and communication."

Yamba Library
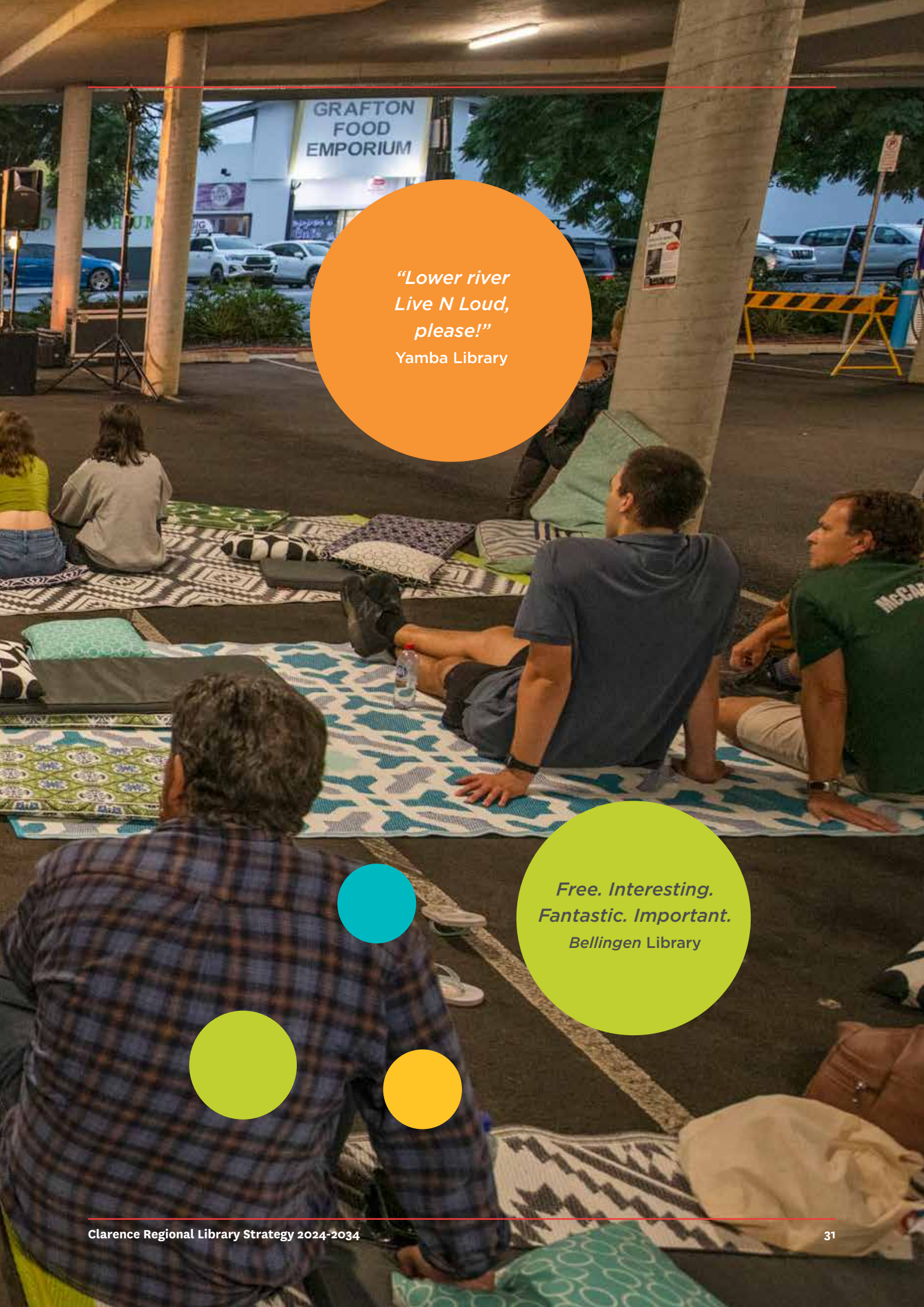
"*Lower river Live N Loud, please!*"
Yamba Library

Free. Interesting. Fantastic. Important.
Bellingen Library

Timeline

LENSES	2024 – 2026	2027 – 2029
stretch	Masterplans for ageing libraries Feasibility study + grant funding for Bellingen Shire mobile library Start collection needs assessment Improved library app Dorrigo Library extension opens	Grant funding for library extensions Implement Bellingen Shire mobile library Continue to expand collections; specialist non-fiction implemented Home library services expand, especially across Bellingen Shire
reimagine	New Yamba Library opens Grant funding for pilot Library Kiosk Expand programs; build on partnerships Source funding and appoint Local Faces/Local Voices Project Officer Opening hours improved and expanded	New Maclean Library opens 24/7 library vending services outside Iluka and Dorrigo Libraries Media literacy programs available Continue to build relationship with Clarence Correctional Centre Local histories digitisation plan available Evening opening hours implemented Local Voices expands across library network
stand out	New CRL website Visible library signage Volunteer cohort expands Review service model Establish relevant service metrics	First year of biennial Festival of the Rivers, Valleys and Sea Service model changes implemented New staff positions to support increased demand

2030 – 2032

Coworking & business hubs in central libraries

Renew and replace mobile library

Refurbishment plans in place

2033 – 2034

Offer up-to-date digital devices, access to platforms, online resources, and training programs

Join initiatives with galleries, museums and historical societies

Revitalised Iluka Library

Vending services extended to new locations

Library of Useful Things

Library kiosk in Bellingen Shire

Masterplans for current ageing libraries

New exhibiting spaces and programs

Biennial festival goes from strength to strength

Continue advocacy based on increased library demand & comprehensive metrics

Evaluate success of new spaces, services and collections

Review library strategy & plan for next ten years
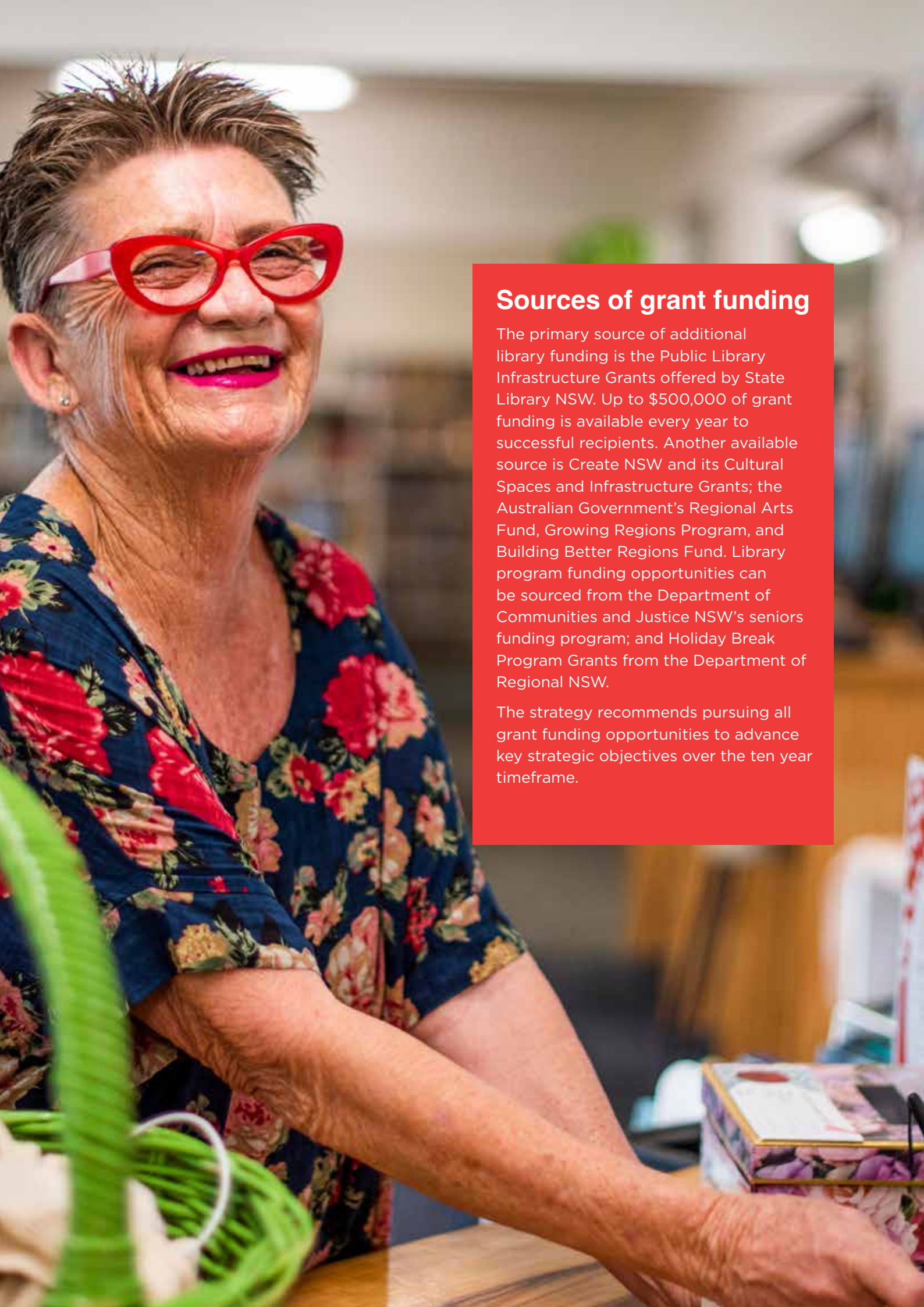
Sources of grant funding

The primary source of additional library funding is the Public Library Infrastructure Grants offered by State Library NSW. Up to $500,000 of grant funding is available every year to successful recipients. Another available source is Create NSW and its Cultural Spaces and Infrastructure Grants; the Australian Government's Regional Arts Fund, Growing Regions Program, and Building Better Regions Fund. Library program funding opportunities can be sourced from the Department of Communities and Justice NSW's seniors funding program; and Holiday Break Program Grants from the Department of Regional NSW.

The strategy recommends pursuing all grant funding opportunities to advance key strategic objectives over the ten year timeframe.

Next Steps

Clarence Regional Library offers an essential service to Clarence Valley and Bellingen Shire communities. Demand for and use of our libraries will continue to grow over the next decade.

In our communities and elsewhere, we can expect to see increasing demand for 24/7 library access points.

Popular literacy and digital inclusion programs will find new audiences, and be extended to include 21st century media and information literacies.

Flexible, multipurpose library spaces and diverse collections will continue to enable individual and collective learning of all kinds.

There is a lot to do in the first phase of the Clarence Regional Library Strategy.

Actions include:

- complete the Dorrigo Library extension
- embark on the new Yamba Library and community precinct
- plan for a new Maclean Library and civic precinct
- reimagine opening hours and staffing needs
- develop masterplans for library 'stretch' objectives
- research and apply for a broad range of grant opportunities.

Some objectives and actions are mutually reinforcing. In other words, progress in one area will be a catalyst for action in relation to others.

Ultimately, every community member and visitor, regardless of age and location, will find a reason to use and enjoy our libraries.

This active citizenship and care for publicly owned resources will further contribute to community resilience and the cultural life of our region.

APPENDICES

Glossary of terms

24/7 (self service) Library
24/7 use of library swipe card to access collection/spaces/click and collect items.

AI
Artificial Intelligence

ATSI
Aboriginal and Torres Strait Islander

CALD
Culturally and Linguistically Diverse

Collection development
Library collection development is the process of meeting the information needs of the people (a service population) in a timely and economical manner using information resources locally held, as well as from other organisations.

CRL
Clarence Regional Library: Clarence Valley Council and Bellingen Shire Libraries.

Digital literacy
The ability to use information and communication technologies to find, evaluate, create, and communicate information, requiring both cognitive and technical skills.

Digitisation
The conversion of text, pictures, or sound into a digital form that can be accessed by an electronic device, computer, tablet etc.

Festival of Rivers, Valleys and Sea
Proposed title for biennial literature and story festival curated by CRL in partnership with other cultural organisations.

FTE
Full-time equivalent

LIS
Library Information System; sometimes called Library Management System (LMS)

Lifelong learning
Providing formal and informal learning opportunities throughout people's lives in order to foster the knowledge and skills needed for work, pleasure and community participation.

LoT
Library of (Useful) Things: non traditional library collections

Masterplan
A detailed plan for change.

Media Literacy
The ability to critically analyse stories presented in the mass media and to determine their accuracy or credibility.

Partner
An individual, group, organisation or business with whom Clarence Regional Library can work to deliver a learning/cultural event or program that brings benefit to both parties.

Pop-up library outreach
New generation mobile or ephemeral libraries, which can include refurbished shipping containers, modified caravans, architect-designed pods, motorcycles and bicycles, or the temporary occupation of vacant shopfronts.

Saltwater Freshwater
A term used by the mid-north coast based Saltwater Freshwater Alliance to describe historical and contemporary artistic and cultural practices of Gumbaynggirr, Birpai and Dhungatti Peoples.

SLNSW
State Library New South Wales

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Online survey summary

A Clarence Regional Library Online Survey was conducted in 2023. There were 520 responses. This appendix summarises responses to the three questions the survey posed to community members. Summary comments have focused on repeated ideas, associations and sentiments.

Each comment is accompanied by the local library most often used by the survey respondent. This does not mean that the respondent lives in the nominated town or that this is the only library used throughout the CRL network.

What our libraries mean to us…

Question: Off the top of your head, what words come to mind when you think about your local library, or libraries in general?

Helpful, professional, well equipped, caring.
Bellingen

A wonderful service and free to all.
Bellingen

Quiet, peaceful, choices, variety, guidance.
Grafton

A place to connect with past and future through old and new ways to choose from.
Grafton

Serene, safe, resources, wonderful.
Grafton

Equality.
Maclean

Comfort, warmth, books, community.
Yamba

Hub of the town.
Dorrigo

Handy, helpful, functional, wide range online, but sometimes hard to know what to search for.
Urunga

Book Mobile. Great service for outer villages.
Mobile

Essential, truly community-based, free, accessible.
Iluka

Quiet, peaceful, choices, variety, guidance.
Grafton

Friendly, calm, relaxing, convenient.
Urunga

Free. Interesting. Fantastic. Important.
Bellingen

A safe place for quiet life investigation.
Maclean

Community cohesion. It brings together people from all sectors of the community and it's a happy gathering space.
Bellingen

Books, cosy armchairs in snug nooks, quiet happiness, rustling pages.
Bellingen

2nd family, 2nd home, IT, DVDs.
Grafton

Treasure trove of wonders.
Maclean

Open, welcoming, inspiration, creativity, nourishing, abundance, intellect.
Bellingen

Social connection and information community hubs.
Grafton

A place of opportunity for all regardless of race, social status, income, gender or ability.
Grafton

Small! Creative in their use of the space and resources they have available. Evolving. Libraries in the area are open to change and trying new things, to their credit. Live N Loud is a great new initiative.
Yamba

Online survey summary

Room for improvement...

Question: Do you have any comments or suggestions about anything your library service could do differently or better to improve things for you, your family, business or community?

Computers are always out of order. The opening hours are too short and should be open every week day.
Maclean

Please open every week day without closing for 1 hour lunch break and please open earlier.
Maclean

More events outside work hours.
Grafton

The space is much too small. I attend the library every week for story time with my children. We are often crammed in like sardines! The library staff have tried so hard to make more space but it just literally isn't there. There is also no private/quiet space to be able to go and work, read, study etc. the library is just one open space which is fine most of the time, but not somewhere you could go to study or other things like that.
Yamba

I would like an area to set up my computer, a workspace. I love the online resources but nothing beats being with books.
Urunga

It would be wonderful to have the library open into the night until 8:30 pm one night a week.
Maclean

Increase its collection of English literature and Italian literature. Expand its art section.
Bellingen

Bottom shelves are inaccessible to many aged readers. More large print books needed with the ageing Iluka population. This has always been a really communal centre in Iluka, but I don't feel the amenities are suitable for all this community.
Iluka

Old, small, closed too often.
Maclean

Open on a Monday. Otherwise everything is great.
Bellingen

Need a meeting room, hold the bookclub in the library run by a librarian, Need a movie club More talks and authors.
Maclean

more workshops or info sessions on thrifty and more sustainable living, more partnerships with community & local groups. A Repair Cafe would be great!
Grafton

1. Employ younger people so there is a good range of ages within workers. 2. Down river libraries at Maclean & Yamba need to keep them open through the lunch hour as it is hard if you need to use those libraries and then have to leave because they shut for an hour.
Yamba

Improve the Clarence Library App. Main website much better.
Urunga

Community space - As someone who lives out of town, the library is a home away from home. Other than cafes and parks there's really not many places to unwind, sit down and read/study (especially when it's raining). It's also a great place for kids, and is a beautiful environment for young families (and people in general) to socialise and enjoy literature together.
Bellingen

Online survey summary

A future worth considering…

Question: Thinking about the future always starts with possibilities. So, if the sky was the limit (anything was possible), what would your library service look like in the future? What would people be doing? What would you do that you can't do now? How would it feel?

Maybe the book mobile could be more mobile. Visit outer areas, like Gulmarrad more often.
Maclean

24/7 access to the library with a password or tag to gain entry like Gyms have. More book launches, readers and writers festivals for kids, dyslectic support, companion dog in every library to assist people with anxiety Cafe bar to read on-site, meetings with writer's groups, and regular book clubs with podcasts available to members.
Bellingen

A community library is for the old as well as the young, so make this valuable community asset brightly lit with happy imagery surrounding each and every user, with excellent staff intent on responding to each query as best as possible.
Yamba

The library would be big & open & spacious with private study areas & spots that you can escape kid noise. There would be all the activities that happen at Grafton. We could borrow ipads and surfboards.
Yamba

Flexible Hours: Consider expanding hours or offering more flexible timing to cater to a wider range of schedules, especially for those who work non-traditional hours.
Iluka

If the sky was the limit, make the collection really amazing. Update the facilities with beautiful new lounge areas, study areas, latest technologies. It would be really lovely to include the outside area into the library, make it a beautiful garden where people could sit and read in the tranquil surrounds. Have more visiting authors discussing their works.
Bellingen

I would love to see study rooms for group work and the option to work in an area that is completely quiet that provides the ability to make social media videos in private. More computers for use (that work), comfortable reading chairs and beanbags with blankets available on cold days, comfortable, ergonomic desk chairs, ability to hire headphones, cosy nooks with mood lighting for reading, a coffee machine and water station to fill byo cup with lid.
Maclean

An inclusive space with locally sourced artworks and resources. A space where you can congregate to encourage young and old to read and create. A space where there are rooms and desks set up for private study and work when needed. A space surrounded by other community services that can collaborate on local community activities.
Yamba

Large, open light and airy space with outdoor reading area with lots of plants. People would be reading, researching and accessing community information. There would be 'living history' sessions with locals about the history of the area and autobiographical talks. I would have more access if the library was open more hours. A larger, more modern open library would feel more welcoming. I love the current library staff. They are friendly and welcoming but work in 'old school' conditions.
Maclean

Online survey summary

I would like a meeting room in Yamba when the new library opens at Treelands Drive. It would be great to have a book club area for adults and child groups as well as other library activities.
Yamba

Holographic learning room for workshops.
Dorrigo

After hours pick up from lockers accessed by your library card.
Dorrigo

I'm thinking we should have an ASD awareness day or event for those in our community who are on the Autism Spectrum both known by the public and unknown- a chance for them share experiences and provide some support for others who are struggling. Also there could be more books on ASD to help children, teenagers and adults through their challenges.
Grafton

Open 24/7 Regular workshops, trainings. Eg. Basic computer skills Eg. How to use databases like archive.org Eg. Public library ecosystem Eg. Data analysis Etc. Research librarian services. - eg. To ask for technical requests Including - tool library so people can fix their own things - crockery library - for community events - CAD software. - Tea room - free hot showers for homeless - Video conferencing in meeting rooms.
Bellingen

Diversify the types of items that can be borrowed Toy library, tool library, seed library, cookware library, clothing swap.
Grafton

Drive through Library. Order books on line and drive through to pick them up when notified they are ready. Drive through to return books too.
Maclean

Perhaps a garden space - a green sheltered outdoor area to sit and read with cafe facilities.
Dorrigo

A personal assistant could recommend your exact book to match your individual needs.
Yamba

Another meeting room in the library, a second toilet and a bench seat and table outside under cover to use the library internet when the library is closed.
Bellingen

More for men-crafts-techo- Don't leave us out plz (eg homemade walking stick?) Maybe permanent cafe cooking-easy recipes swap group, maybe share a biscuit/cake over a coffee.
Grafton

*A bigger library with more space and meeting rooms eg bookclub meetings, children's book reading/playtime * Nice nooks with comfortable lounge chairs to read * Projection room/mini cinema to watch movies * Lots of indoor plants to create a more natural environment * New books promotions with the possibility of writers being present * Facility to have rent free push bikes on loan.*
Yamba

Free driver service for elderly to take them to the library then home again. Glass roof top areas to read and look at the sky.
Grafton

The future is a hybrid service delivery where the library sits within another service or building such as local museum/ shopping centre / community space. So access is broadened and more accessible to a broader customer base. The people visiting libraries will be enjoying quiet, social interactions, studying, learning in a variety of vocational and recreational workshops such as cooking, sewing, 3D printing, learning painting or other hands-on skills. The library could feel both warm, secure and a professional atmosphere, where all are welcome and valued, including Aboriginal People's.
Maclean

Online survey summary

I would like to be able to view the interior of the library and browse like I was physically there when I can't leave my house.
Urunga

If the sky was the limit, envisioning an ideal future for the Iluka library service involves both maintaining its core role as a place of knowledge and community while also expanding its services and capabilities in innovative ways: Unique Local Focus: Given Iluka's unique ecological and cultural position, the library would have a special section dedicated to local history, ecology, Indigenous culture and literature. Visiting the library would feel like entering a warm, welcoming space of limitless possibilities - a place where curiosity is kindled, learning is cherished, and community spirit is strengthened. It would be more than a repository of books - it would be a dynamic, responsive hub of resources tailored to the needs and interests of the Iluka community.
Iluka

Co-working space/spaces, atelier/studio for creative expression/classes. Music/dance evenings.Regular poetry/story telling meetings. With the insurmountable amount of streaming platform/services, would be great if public libraries has access to memberships that allowed library members to use the service without needing an individual membership.
Bellingen

I'd like a "talk to a librarian service" so anyone can engage with services on a personal level from anywhere. I'd like advice from the library on such issues as trusted information sources and how to pick what is Ali, conspiracy theory, and generally what is truth, to be promoted especially to the younger generation.
Grafton

Pop up libraries in every town, people would borrow and return books in new ways-maybe drones? wouldn't have to wait for reserved items for so long and would be even more accessible.
Grafton

Don't know whether a Mobile Library visits local aged care homes in the area, but I am thinking of the future. If my husband and I were to go into aged care, we'd be devastated if we didn't have access to books.
Maclean

Perspex pods for working / listening / reading Interactive VR space Cafe.
Grafton

A recording studio so people can record their stories and create audio story trails!
Grafton

A new big library in Yamba - yay, it's happening! A Lower River Live N Loud would be great. It would feel... squishy?
Yamba

Online survey summary

Question: What is your age?
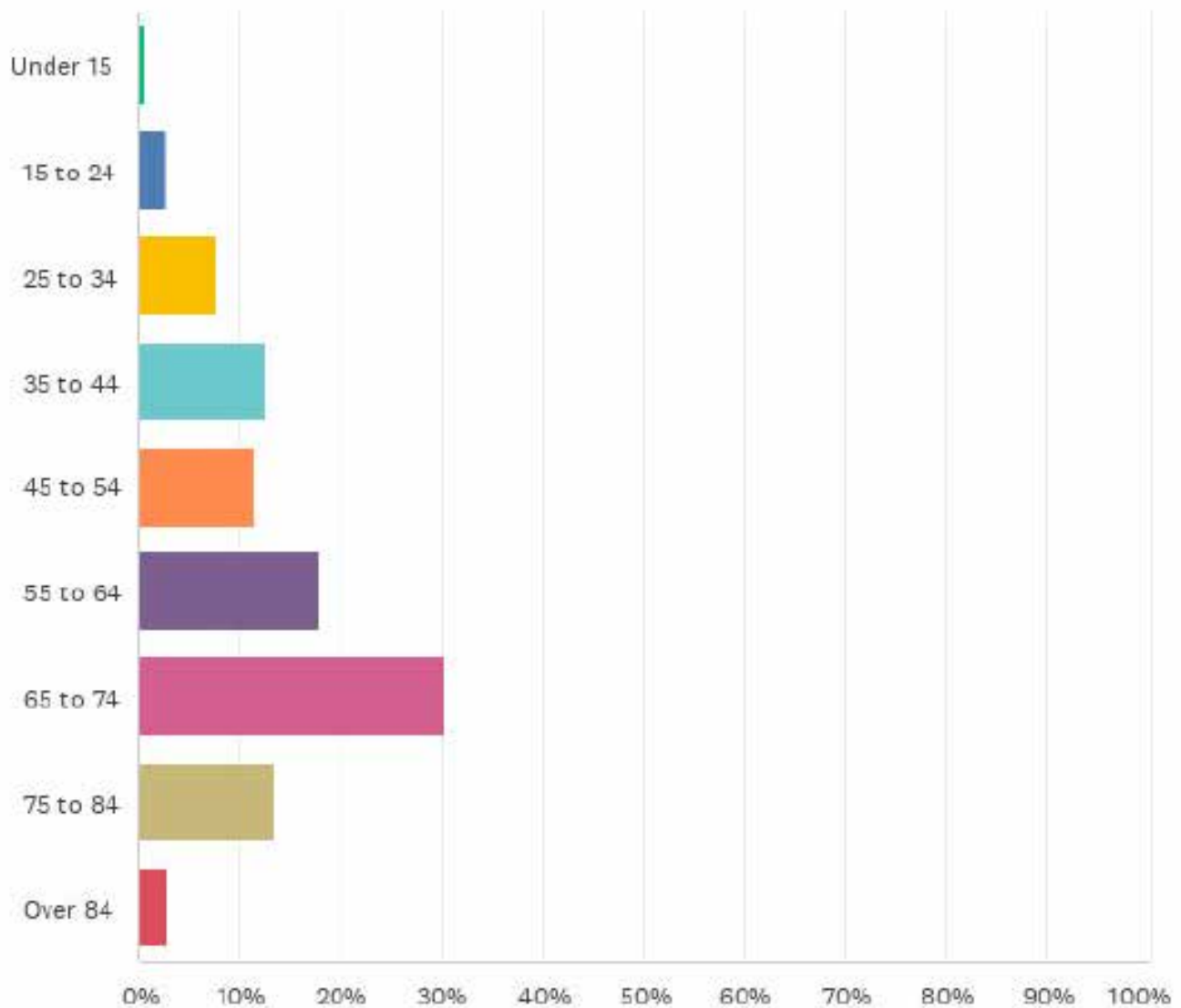
Online survey summary

Question: My local library is...
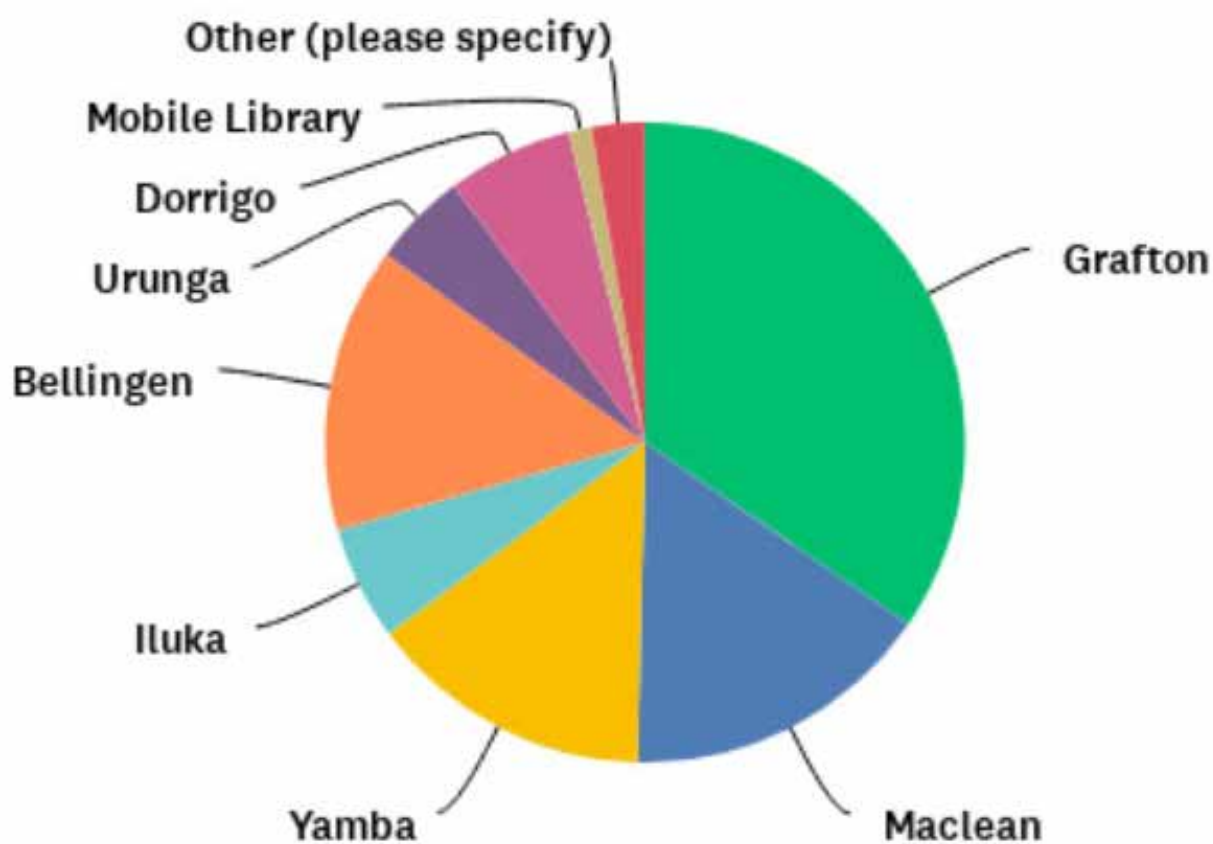
Credits

CLARENCE REGIONAL LIBRARY

126-144 Pound Street
Grafton NSW 2460
www.crl.nsw.gov.au
reglibn@crl.nsw.gov.au
02 6641 0111

Clarence Regional Libraries:

Grafton
Yamba
Maclean
Iluka
Bellingen
Urunga
Dorrigo
Mobile Library

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Clarence Regional Library Strategic Action Plan 2024 -2034

Our Purpose
Welcoming, friendly and free, our libraries are a trusted window to the world. A platform for creativity, knowledge, learning, reading, and a safe place for community connection.

Our Vision
A treasured place in the minds and hearts of our communities, CRL libraries support growth, learning, community resilience and inclusion by:

- standing up for free access to knowledge, ideas and information

- offering flexible, multipurpose spaces in which to meet, learn, rest and play

- preserving the past; shaping the future

- being a trusted partner for all kinds of learning and creative endeavours.

LEGEND:

GREEN	in filled boxes indicates particular interest to CRL Committee
BLUE	In filled boxes 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

Traffic light progress code:

	Progressing to time
	COMPLETE
	Overdue but progressing
	Not progressing

Strategic Focus 1:   STRETCH: extend what we already have.

Objective 1.1 sanctuary and gathering place.

Quiet and lively, for concentration and play, the library will accommodate multiple community needs. Stretching the spatial footprint beyond current boundaries will afford new opportunities for reading, thinking, learning and play.

Your library will:

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
1.1.1 have noise insulated study, meeting, and workshop spaces	• ensure new Yamba library meeting spaces have noise insulation in all spaces. • Ensure Dorrigo Library has noise insulation in its new spaces. • Review the noise insulation of Bellingen and Urunga libraries meeting spaces. ○ Where additional insulation is required source funding to upgrade.	LGA		LGA WER & Grants		H/M	
1.1.2 library shelving will be on castors: therefore moveable and enabling adaptable spaces	• Ensure new Yamba library shelving is on castors. • BSC libraries to source funding for replacement shelving on castors.	LGA		LGA WER & Grants		H/M	
1.1.3 develop Masterplans for ageing libraries	• BSC to develop for Bellingen & Urunga libraires.	LGA	2024-2026	LGA WER & Grants		H	
1.1.4 where possible, extend the library's physical footprint into adjacent and available open spaces	• Dorrigo Library extension is completed. • Masterplan for Bellingen & Urunga libraries developed. • Review best options for extension of libraries into adjacent spaces & or seek alternative locations for Bellingen & Urunga Libraries. • Grant funding sought to assist with extension options for Bellingen & Urunga Libraries. • Review future options for expanding outdoor space at Iluka library.	LGA		LGA WER & Grants		H L	

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
1.1.5 continue to refurbish library spaces in line with available budgets and grant funding opportunities	• Ensure Furniture replacement & refurbishment schedules are current for CVC libraries. • Develop a Furniture replacement & refurbishment schedule for BSC libraries. • Ensure capitol and operational budget for public libraries reflect the furniture replacement and refurbishment schedules to ensure vibrant functional & inviting library spaces. • Source grant funding where applicable to enhance the furniture replacement & refurbishment schedules.	LGA	2023-2032	LGA WER & Grants		M	

Objective 1.2 community magnet

The heart of all our towns and villages, fixed or mobile, the library is a magnet for civic life.

Your library will:

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
1.2.1 continue to offer a diverse range of learning programs and activities for all ages	le) CRL – Tech help LGA – storytime, baby bounce, toddler time	CRL/LGA		CRL/LGA WER & grants		H	
1.2.2 continue to offer reliable and free WIFI across all library spaces and places – libraries and surrounds, mobile library, library pods/kiosks	• Investigate wifi opportunities in library pods/kiosks	CRL	ongoing	CRL/ State Subsidy		H/M/L	
1.2.3 develop a feasibility plan and seek grant funding for a Bellingen Shire mobile library.	• Review best practice grant applications from other public libraries including CVC. • Determine the type of vehicle and develop a service model for BSC based on best practice. • Implement BSC mobile library service	LGA	2024-2026 2027-2032	LGA WER & grants		H M	
1.2.4 investigate free working and co-working spaces and business hubs in the two central libraries: Grafton and Bellingen.	• CVC investigate opportunities in Grafton library. • BSC investigate opportunities in Bellingen library	LGA	2030-2032	LGA WER & grants		H/M	

Objective 1.3 treasure trove

Books, magazines, games and digital devices – in place and online – will expand and deepen at the library.

Your library will:

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
1.3.1 build on CRL collection strengths - fiction, non-fiction and diverse information resources	• Biannual review of collection performance. • Review latest trends.	CRL	ongoing	CRL/ State Subsidies		H/M/L	
1.3.2 continue to modernise technology platforms and access to digital devices /resources	• Review eLibrary resources annually for relevance. • Report on usage annually. • Assess new eResources to the market	CRL	ongoing	CRL/ State Subsidies		H/M/L	
1.3.3 continue to improve the CRL App; the gateway to online resources and programs	• review & implement identified upgrades. • Monitor the redevelopment of a Spydus library App.	CRL	2024-2026	LGA/ grants		H	
1.3.4 seek community input and local needs in relation to non-fiction specialist collections: art, design, architecture, sustainable agriculture	• review feasibility on identifying potential specialist collections. • develop a plan to proceed. • survey and discuss with focus groups	CRL/ LGA	2027-2032	CRL/ grants		H/M	
1.3.5 conduct collection needs assessment	• complete a collection needs survey and promote to community. • prepare an analysis of the survey data and make recommendations for future collection growth areas.	CRL	2024-2026	CRL		H	
1.3.6 further develop and promote culturally and linguistically diverse (CALD) resources and collections	• review State Library Multicultural Collection usage annually to identify growing or emerging CALD languages. • Provide support for regular in house displays and social media posts advertising CALD resources.	CRL	ongoing	CRL		H/M/L	
1.3.7 prioritise the inclusion of First Nations histories, stories, and publications	• Identify opportunities to reach out to First Nations groups within local LGA. • Develop opportunities to collect First Nations stories, histories and publications.	CRL	ongoing	CRL		H/M/L	
1.3.8 further develop and promote collections that support children's and youth interests and needs.	• Develop marketing campaigns targeted at children and youth. • Connect collections and events. • Conduct children and youth surveys /focus groups to determine interests.	CRL	ongoing	CRL		H/M/L	

Strategic Focus 2:   REMAGINE: what can we do differently of better?

Objective 2.1 comfortable, adaptable, open

Artists, writers, readers, craftspeople, students and travelling nomads will benefit from new, multipurpose libraries in key locations, as well as the sensitive reimagining of existing library spaces.

Your library will:

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
2.1.1 apply an adaptable design ethos to new libraries	• Consider for Yamba & Maclean Libraries. • Apply this to masterplans for BSC libraries.	LGA		LGA/ grants			
2.1.2 improve accessibility and inside outside permeability, celebrating nature and taking advantage of our temperate climate in new and extended libraries	• Planning programs on the outside spaces in the new Yamba library. • Consider in the Masterplans for BSC libraries.	LGA		LGA/ grants			
2.1.3 reimagine library opening hours; in particular, eliminate lunchtime closures and enable after hours access where possible	• CVC to review and implement. • BSC to review and increase where needed.	LGA	2024-2026	LGA		H	
2.1.4 introduce extended nighttime opening hours and associated events	• Develop resourcing plans to enable implementation in Grafton Library as a pilot project for CVC libraries.	LGA	2026-2029	LGA		H	
2.1.5 design, seek grant funding, and deliver a multi-service library kiosk and landing pad: trial in outlying location and evaluate after first 12 months	• Identify a suitable pilot location in CVC. • Seek grant funding. • Design the space & implement	LGA	2030-2032	LGA/ grants		H/M	
2.1.6 investigate feasibility of library vending machines outside smaller library locations with reduced opening hours like Iluka and Dorrigo	• Identify locations outside Iluka and Dorrigo libraries. • Obtain quotes. • Seek grant funding. • Implement	CRL/LGA	2027-2029 2030-2032	LGA/ grants		H/M M/L	

2.1.7 continue to improve and expand home library delivery	• Increase HLS across CVC
	• Develop a regular HLS in BSC
	  ○ Review CVC process & consult with CVC team.
	  ○ Select 1x library as a pilot program, review then amend processes and roll out to other locations
		LGA	2027-2029	LGA		H/M	

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
2.1.8 investigate the feasibility of a Library of Useful Things to assist cost of living pressures: guided by community needs and available spaces.	• Conduct a review of other library services who provide these collections. • Liaise with CVC & BSC regards storage and display options • Develop processing procedures. • Implement new collection borrowing procedures	CRL	2030-2032	CRL		M/L	

Objective 2.2 literacies, learning and life skills.

The library stimulates and supports reading and learning; providing free access to digital, information, media and visual literacy programs and resources for all ages.

Your library will:

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
2.2.1 continue quality literacy, information navigation and media literacy programs and support	• TSS programming to continue • Review and identify key areas for programming	CRL	2027-2029	CRL		H/M	
2.2.2 expand locations for *Storytime, Baby Bounce, Live n Loud, Toddler Time*	• Expand Yamba programming in the new facility. • Explore the feasibility *of Baby Bounce & Toddler Time* program models for BSC libraries	LGA/CRL	2025	LGA/CRL/ grants		H	
2.2.3 extend community learning and gathering programs: Kid's Book Club; Vintage Film Club; Book Clubs; Author and Artist Talks	• Expand Yamba programming in the new facility. • Identify activities & events suitable for each location	LGA/CRL	2025 ongoing	LGA/CRL/ grants		H	
2.2.4 introduce new programs and opportunities based on ongoing community consultation – *CosPlay, Game On*	• Initiate *CosPlay* event in Grafton Library • Introduce *Game On* program to CVC libraries. • Continue *Game On* programming in BSC. • BSC to encourage connections and event activities in partnership with the BRWF.	CRL/LGA	2024	LGA/CRL/ grants		H	
2.2.5 use new library kiosk and mobile services to reach new audiences	• Develop advertising campaigns around kiosk & mobile library services. • Develop events on site to extend local interest & involvement.	LGA	ongoing	LGA/ grants		H/M/L	

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
2.2.6 build on and expand the link with Clarence Correctional Centre, supporting literacy, reading and entertainment options for inmates and their visitors	• Initiate annual donation to the CCC of deselected and donated book stock	CRL	2024	CRL		H	
2.2.7 investigate video and/or live streaming possibilities for programs currently delivered in-house only	• investigate video and/or live streaming possibilities for programs currently delivered in-house only. • Investigate live streaming the Sydney Writers Festival at Grafton and Yamba libraries.	CRL		CRL			
2.2.8 research and develop suitable media literacy Programs	• research and develop suitable media literacy Programs ie fake news, identifying reputable sources of information. Securing social media.	CRL	2027-2029	CRL/LGA/ grants		H/M	
2.2.9 continue to support language learning - ensure adequate resources and access to suitable language learning resources	• Support First Nations language use through the provision of available resources.	CRL	ongoing	CRL		H/M/L	

Objective 2.3 memories, stories and ideas

Our local stories and histories are precious and irreplaceable. The library is a local stories repository, a vehicle for digitisation and discovery, and an active collector of history in the making.

Your library will:

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
2.3.1 find new pathways to publicise and display the Nola Mackey Collection	• Develop curated exhibitions of content. • Develop social media campaigns on different aspects of the collection.	CRL	2025	CRL		H	
2.3.2 grow and expand partnerships with local museums and historical societies	• Develop curated exhibitions of content. • Develop networking opportunities.	CRL/LGA	2033-2034	LGA		L	
2.3.3 appoint a Local Faces/Local Voices Project Coordinator to develop, promote and facilitate a participative co-curation of contemporary local histories	• Build a business case for an additional CRL specialist position.	CRL/LGA	2024-2026	CRL		H	
2.3.4 develop a digitisation plan and seek grant funding	• CVC develop a digitisation plan and seek grant funding. • BSC to seek grant funding based on digitisation plan.	CRL	2024	CRL/ grants		H	

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
2.3.5 work with Gumbaynngirr, Bundjalung and Yaegl Elders and communities on joint history capture projects	• Pilot project to be implemented for Grafton and Maclean libraries on First Nations digitisation. • Develop First Nations oral history program.	CRL/LGA		CRL/LGA		L	
2.3.6 expand and promote Local Voices history collections: oral, video, and photographic	• expand and promote Local Voices history collections: oral, video, and photographic	CRL/LGA	2027-2029	CRL/LGA		H/M	

Strategic Focus 3:   STANDOUT: seen by all, used by all?

Objective 3.1 out and about

Clarence Regional Library is a leader in digital equity, community outreach and democratic participation.

Your library will:

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
3.1.1 build on CRL branding, marketing, and promotional activities		CRL	ongoing	CRL		H/M/L	
3.1.2 improve library signage and way finding; in-house and across neighbourhoods	• Investigate digital signage for CVC libraries. • CVC libraries to activate front entrances with new library/council flags.	CRL/LGA	ongoing	LGA		H/M/L	
3.1.3 redevelop the library website to improve functionality and discoverability of resources and programs	• Investigate other websites and vendors.	CRL	2024-2026	CRL		H	
3.1.4 ensure cultural, community and education partnerships are maintained and further developed		LGA		LGA/WER		H/M/L	
3.1.5 continue to support a cohort of enthusiastic volunteers	• Provide meaningful/useful projects for volunteers. • Annual thank you to volunteers for their service • Submit applications for the State volunteer recognition program	CRL/LGA	ongoing	CRL/LGA		H/M/L	
3.1.6 position libraries as go-to places and creative partners across all locations and geographies.	•	CRL/LGA	ongoing	CRL/LGA /grants		H/M/L	

Objective 3.2 spirit of adventure

Library spaces, people and programs encourage and generate a spirit of adventure in how to think, create and learn; alone or together.

Your library will:

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
3.2.1 promote and facilitate collaborative workspaces for people in work, working remotely, looking for work, or creating new work: access to online meeting platforms; relevant equipment and high speed WIFI	• CVC to investigate feasibility in Grafton library and new Maclean library facility.	LGA	2030-2032	LGA/ Grants & WER		H/M	
3.2.2 continue to market services and opportunities like IndyReads, StoryBox and Beamafilm, and any other services people may have forgotten about or never heard of before	• Review and renew the CRL Marketing Plan every 2 years. • Develop marketing campaigns for new & current eLibrary resources, collections, and services. • Investigate new marketing methods & opportunities.	CRL	ongoing	CRL		H/M/L	
3.2.3 curate and deliver a biennial Festival of the Rivers, Valleys and Sea - weaving reading, learning, thinking and writing into a travelling festival along our interconnected rivers	• Investigate the feasibility of expanding the Mini Writers Festival to include new Yamba Library. • Investigate including BSC locations	CRL/LGA	2027-2029	CRL/LGA /grants		M/L	

Objective 3.3 behind the scenes

In a world of relentless change and disruption, the library is an icon of reinvention. Our service philosophy continues to adapt to a changing landscape, both physical and social.

Your library will:

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
3.3.1 review the library service model to ensure congruence with emerging needs and community expectations	• Review service model. • Implement service model changes	CRL	2024-2026 2027-29	CRL		H H/M	
3.3.2 develop transition plans and associated skills development in preparation for new libraries, expanded libraries, and new delivery and digital platforms	• CVC to Identify priority list for transitioning into new Yamba library.	CRL/LGA	2024 ongoing	CRL/LGA		M/L	
3.3.3 evolve our reference services - skills and modes of engagement	• Continue to provide training for service point staff to provide quality reference services. • Identify new reference resources.	CRL/LGA	ongoing	CRL/LGA		M/L	
3.3.4 ensure the library staffing cohort reflects demand, locations and additional services	• Review staffing levels, qualifications and job sizing.	CRL/LGA	2027-2029	CRL/LGA		H/M	

Strategy	Key Actions	Who	Time	Cost estimate Funding Source	Comment	Priority	Progress
3.3.5 maintain advocacy initiatives with key regional stakeholders - arguing for the library as an essential community resource and service, and demonstrating the tangible benefits it delivers to all		CRL	ongoing	CRL/LGA		H/M/L	

comparison of 2022/23 with precovid-19 2018/19

2022/23	members (as at 30 june 2023)	% increase or decrease (comparison to 2018/19 - precovid-19)	visits	% increase or decrease	website visits	% increase or decrease	loans	% increase or decrease	reservations	% increase or decrease	items	% increase or decrease	programs	% increase or decrease	attendees	% increase or decrease	wifi sessions	% increase or decrease	internet sessions	% increase or decrease	info community interactions	% increase or decrease
CRL	30567	0.8%	213927	-25.4%	141575	54.3%	305019	-0.81%	45702	-4%	31319	71%	1446	63%	13979	27.3%	27,381	-32%	13754	-50%	96769	23%
BSC	7285	-4.0%	83993	-9%			75800.6	5%	13951	-6%	36614	5.2%	402	-6.3%	3274	-24%	15,012	-26.5%	7031	-52%	19,780	-24%
Bellingen	4145	-0.8%	39667	-7%			28278	-16.5%	6161	-4%	16820	13%	166	7%	1424	-34%	9302	-33%	3503	-58.5%	9757	-25%
Dorrigo	1219	-5.4%	20360	-21%			13416	-28%	3476	-18%	9050	-13%	114	-36%	850	-25%	3409	-6.4%	2092	-42%	4733	-29%
Urunga	1921	3.0%	23966	5%			17444	-12%	4314	5%	10744	13%	122	26%	1000	-0.1%	2301	-19%	1436	-50.4%	5290	-18%
CVC	23282	1.2%	129934	-29%			229218.4	0.5%	31751	-2%	92563	6%	1044	129%	10705	61%	12,369	-37%	6723	-66%	76989	46%
Grafton	14025	1.3%	58779	-48%			82655	-31%	12201	-15%	54493	4%	419	206%	4605	54%	7,779	-47%	5328	-72%	28516	22%
Maclean	3638	12%	29174	4%			25079	-21.4%	5946	11%	14761	12.5%	130	38%	1395	43%	1,796	3%	604	-84%	20052	74.5%
Yamba	3559	12%	25549	-7%			33036	-19%	7163	-3%	13167	6%	154	54%	2267	74%	1,481	-9%	725	-75%	16646	45%
Iluka	1431	2%	13839	6%			14305	-31%	4023	-12%	7885	14.0%	257	104%	1885	36%	1,313	-14%	66	-96%	9311	79.3%
Mobile Library	629	42%	2593	24%			7492	16.4%	2418	226%	2257	-6.4%	84	300%	553	116%	0	0	0	0%	2464	125%

ebooks holdings	issues	% increase or decrease	eaudio holdings	issues	% increase or decrease	emags holdings	issues	% increase or decrease	library App launches	% increase or decrease	library catalog searches	% increase or decrease	library website visits	% increase or decrease	eResource searches	% increase or decrease	BeamaFilm downloads	% increase or decrease
6953	30525	173%	3474	28747	65%	4809		57%	34479	no comparison available as we didn't have the app back in 2018/19	3606383	430%	140,826	2%	13230	-63%	3317	no comparison available as we didn't have back in 2018/19

	population	members	% of pop.
CRL	67799	30567	45%
BSC	13219	7285	55%
Bellingen	6149	4145	67%
Dorrigo	2158	1219	56%
Urunga	4915	1921	39%
CVC	54580	23282	43%
Grafton	23597	14025	59%
Maclean	5742	3638	63%
Yamba	7994	3559	45%
Iluka	2708	1431	53%
Mobile Library		629	

comparison to 2020/21

		% increase or decrease
Instagram followers	1234	8%
FaceBook followers	3465	24%
Pinterest audience	850	n/a
Youtube views	17160	193%
Flickr images	1573	72%
Flickr views	123215	272%
library app users	2577	n/a

ATTACHMENT Item 6.1 2023-24 BUDGET & QUARTERLY REPORTING YTD 20240612

SECTION 1

FORECAST ASSUMPTIONS AND INDEXING

			2023/24 OBUD	2023/24 Revised Budget				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
State Library Contribution Rate			50%	50%				0%	50%	50%	50%	50%	50%	50%	50%	50%	50%
State Library Per Capita Rate			$2.85	$2.85				$2.85	$2.85	$2.85	$2.85	$2.85	$2.85	$2.85	$2.85	$2.85	$2.85
State Library Adjustment - Base	CVC	CVC Bank 1 (POP based ABS 3218.0 March)	$65,631					$66,944	$68,282	$69,648	$71,041	$72,462	$73,911	$75,389	$76,897	$78,435	$80,004
State Library Adjustment - Base	BSC	BSC Bank 4 (POP based ABS 3218.0 March)	$61,529					$62,760	$64,015	$65,295	$66,601	$67,933	$69,292	$70,677	$72,091	$73,533	$75,004
State Library Adjustment - Additional Amount			$0					$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000
Rate peg	BSC = 4.5% CVC = 5.4%	Controlled by IPART	2.0%	2.0%				2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rate peg + x	2.0%		2.0%	2.0%				-0.50%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%
Contributing Council Rate increase	2.0%		2.0%	2.0%				2.00%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Minimum Contribution Rate Increase % pa	2%		2.0%	2.0%				2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Contributing Council Rate Per Capital		$ 20.84	$20.84					$21.26	$21.68	$22.12	$22.56	$23.01	$23.47	$23.94	$24.42	$24.91	$25.40
Interest on Investments			1.0%	1.0%				1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Wages			2.0%	2.0%				2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Superannuation Contribution Guarantee			10.0%	10.0%				10.5%	11.0%	11.5%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%
Workers Compensation			2.6%	2.6%				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Target Stock Number	132,000	To be increased by 12000 over the next four years (related to Yamba)															
Target Replacement Number	13,200	To be increased by 15400 over the next four years (related to Yamba)															
Rate of expenditure growth	2.00%																
Rate of book price growth	2.00%																
Population increase	0.85%	Provided by Forecast.id CVC	54180								53110						55523
CVC Contribution to Regional Librarians Wages & Oncosts			20%					20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Regional Librarian Wages & Overheads	$144,967		$144,967					$147,866	$150,823	$153,840	$156,916	$160,055	$163,256	$166,521	$169,851	$173,248	$176,713

SECTION 2

CONTRIBUTION CALCULATIONS

				2023/24 OBUD	2023/24 Revised Budget			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
				2023	2023			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Estimated Population		ABS 3218.0 March	CVC	54580	54580			55044	55512	55984	56460	56939	57423	57912	58404	58900	59401
			BSC	13219	13219			13331	13445	13559	13674	13790	13908	14026	14145	14265	14387
			TOTAL	67,799	67,799			68,375	68,956	69,543	70,134	70,730	71,331	71,937	72,549	73,166	73,787
Council Per Capita Contribution		(pop * per Capita Rate)	CVC	-$ 1,137,447.20	($1,137,447)			($1,170,058)	($1,203,603)	($1,238,111)	($1,273,607)	($1,310,122)	($1,347,683)	($1,386,321)	($1,426,067)	($1,466,952)	($1,509,010)
		(pop * per Capita Rate)	BSC	-$ 275,483.96	($275,484)			($283,382)	($291,507)	($299,864)	($308,461)	($317,305)	($326,402)	($335,760)	($345,386)	($355,288)	($365,474)
			TOTAL	-$ 1,412,931.16	($1,412,931)			($1,453,440)	($1,495,110)	($1,537,975)	($1,582,069)	($1,627,426)	($1,674,085)	($1,722,081)	($1,771,453)	($1,822,240)	($1,874,484)
Contribution to Regional Librarian		CVC @ 20%		-$ 28,799.52	($28,800)			($29,573)	($30,165)	($30,768)	($31,383)	($32,011)	($32,651)	($33,304)	($33,970)	($34,650)	($35,343)
STATE LIBRARY $2.85 PER CAPITA RATE subsidy - Transferred to CRL		CVC		-$ 77,776.50	($77,777)			$0	($79,104)	($79,777)	($80,455)	($81,139)	($81,828)	($82,524)	($83,225)	($83,933)	($84,646)
		BSC		-$ 18,837.08	($18,837)			$0	($19,159)	($19,322)	($19,486)	($19,651)	($19,818)	($19,987)	($20,157)	($20,328)	($20,501)
DISABILITY & GEOGRAPHIC ADJUSTMENT subsidy - Transferred to CRL		CVC		-$ 32,215.00	($32,816)			$0	($59,141)	($59,824)	($60,521)	($61,231)	($61,956)	($62,695)	($63,449)	($64,218)	($65,002)
		BSC		-$ 30,260.00	($30,765)			$0	($57,007)	($57,648)	($58,300)	($58,966)	($59,646)	($60,339)	($61,046)	($61,766)	($62,502)
TOTAL STATE LIBRARY FUNDING				-$ 159,088.58	($160,194)			$0	($214,412)	($216,570)	($218,762)	($220,988)	($223,248)	($225,544)	($227,876)	($230,245)	($232,651)

SECTION 3

CLARENCE REGIONAL LIBRARY (CRL) 10 YEAR FORECASTS

CRL Income	CVC Account Number	Allocations Included	Description	2022/23 CIA YTD Actuals	2023/24 OBUD	2023/24 Revised Budget	2023/24 CIA YTD Actuals	2023/24 - YTD Actuals - Adjusted	Budget Commentary	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
						Budget													
Contributions				($199,124)	($1,349,681)	($1,601,924)	($1,139,712)			($1,483,013)	($1,739,686)	($1,785,313)	($1,832,213)	($1,959,043)	($2,009,448)	($2,061,255)	($2,114,502)	($2,169,229)	($2,225,480)
Other Revenue				($8,411)	($8,887)	($13,887)	($11,838)			($9,065)	($9,246)	($14,431)	($9,620)	($9,812)	($10,008)	($10,208)	($10,413)	($10,621)	($10,833)
			TOTAL OPERATING INCOME	($207,535)	($1,367,455)	($1,615,811)	($1,151,550)			($1,492,078)	($1,748,932)	($1,799,744)	($1,841,833)	($1,968,855)	($2,019,457)	($2,071,463)	($2,124,914)	($2,179,850)	($2,236,313)

CRL EXPENSES

CRL EXPENSES				2022/23 CIA YTD Actuals	2023/24 OBUD	2023/24 Revised Budget	2023/24 CIA YTD Actuals			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
50 - Salaries, Wages & Oncosts				$553,556	$726,341	$744,034	$566,070			$759,545	$781,425	$804,874	$830,134	$856,987	$885,597	$916,143	$948,829	$983,879	$1,021,547
51 - Other Employee Costs				$4,514	$624	$12,181	$15,901			$15,125	$12,727	$12,982	$15,995	$13,561	$13,832	$16,863	$14,446	$14,735	$15,030
53 - Materials				$6,707	$12,300	$12,300	$7,640			$12,546	$12,797	$13,053	$13,314	$13,580	$13,852	$14,129	$14,411	$14,700	$14,994
54 - Contractors & Consultancies				$72,049	$108,439	$100,500	$80,927			$102,510	$129,560	$106,651	$108,784	$110,960	$141,179	$115,443	$117,752	$120,107	$122,509
57 - Insurance Expenses					$2,811	$2,811	$2,863			$2,867	$2,925	$2,983	$3,043	$3,104	$3,166	$3,229	$3,294	$3,359	$3,427
59 - Administration Expenses				$20,798	$27,329	$41,168	$20,960			$41,991	$42,831	$43,688	$44,562	$45,453	$46,362	$47,289	$48,235	$49,200	$50,184
60 - Operating Expenses				$110,542	$138,172	$161,685	$131,882			$164,935	$168,233	$171,598	$175,030	$178,531	$182,101	$185,743	$189,458	$193,247	$197,112
61 - Subscriptions & Memberships				$110,290	$127,430	$142,389	$118,943			$145,237	$148,142	$151,104	$154,126	$157,209	$160,353	$163,560	$166,831	$170,168	$173,571
62 - Internal Expenses				$139,146	$132,935	$134,335	$128,388			$137,022	$139,762	$142,557	$145,409	$148,317	$151,283	$154,309	$157,395	$160,543	$163,754
			TOTAL OPERATING EXPENDITURE	$1,231,961	$1,546,881	$1,351,403	$1,073,574			$1,381,777	$1,438,402	$1,449,490	$1,490,397	$1,527,701	$1,597,725	$1,616,708	$1,660,651	$1,709,938	$1,762,127

BOOK STOCK INFORMATION

			Description		2023/24 OBUD	2023/24 Revised Budget				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
100 - 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
105 - acquisitions			New Acquitions		13,200	13,200				13,200	13,200	13,200	13,200	15,400	15,400	15,400	15,400	15,400	15,400
110 - Yamba Book Increase			Additional Books		3,000					3,000	3,000	3,000	3,000						
115 - Average item price (EX GST)					$20	$20.00				$20.40	$20.81	$21.22	$21.65	$22.08	$22.52	$22.97	$23.43	$23.90	$24.38
120 - # 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
125 - 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

Line	Account	Description	Note	Col1	Col2	Col3	Col4	Col5	Col6	Col7	Col8	Col9	Col10	Col11	Col12	Col13	Col14	Col15	Col16	Col17
130 - Net Funds Available before Book Vote					$179,426	($264,408)	($77,976)				$110,301	$310,531	$350,253	$351,436	$441,153	$421,732	$454,755	$464,263	$469,912	$474,186
135 - Bookvote Required	570161-6035-6082	book vote	Acquisitions X Item Av Price	$258,461	$300,000	$345,000	$238,403				$330,480	$337,090	$343,831	$350,708	$340,057	$346,858	$353,795	$360,871	$368,089	$375,450
137 - Capitol furniture & Equipment	570160-6535-6060	furniture & fittings/office equipment		$4,987	$0	$6,000	$1,780		camera		$8,000									

ACCUMULATED RESERVES INFORMATION

Line	Account	Description	Note	Col1	Col2	Col3	Col4	Col5	Col6	Col7	Col8	Col9	Col10	Col11	Col12	Col13	Col14	Col15	Col16	Col17
140 - Reserve Opening - RA 41125 & 41127	RA 41125 & 41127	CRL and Computer Reserve	Closing Bal Prior Yr	$786,617	$786,617	$786,617		$0			$202,633	($15,520)	($42,234)	($36,235)	($35,869)	$64,869	$140,392	$242,755	$348,575	$453,885
145 - Movement	997435-6300-4902	Transfer to/from Reserve	update this	($258,461)	($120,574)	($609,408)		$0			($220,179)	($26,559)	$6,422	$728	$101,097	$74,874	$100,960	$103,392	$101,824	$98,736
150 - Interest On Reserve Opening Balance	997435-6071-1344			$0	$18,320	$7,866		$0			$2,026	($155)	($422)	($362)	($359)	$649	$1,404	$2,428	$3,486	$4,539
155 - Other Reserve Expenditure						$17,558														
160 - Reserve Closing Balance (Positive Figure - Funds Held, Negative - Overdrawn)				$528,157	$666,044	$202,633						($15,520)	($42,234)	($36,235)	($35,869)	$64,869	$140,392	$242,755	$348,575	$453,885	$557,159
165 - Minimum Reserve Balance Determined				$309,118	$354,688.10	$335,140					$342,178	$351,920	$357,191	$365,526	$373,586	$385,005	$391,408	$400,397	$410,012	$420,012
170 - Staff entitlements		Leave entitlements, Restructures		$200,000	$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
175 - Contingency 10% of Operating Expenditure		Provided for unforeseen events, Replacement of CRL Specific Assets other than Book Stock		$109,118	$154,688.10	$135,140					$138,178	$143,840	$144,949	$149,040	$152,770	$159,773	$161,671	$166,065	$170,994	$176,213

Rate peg for NSW councils for 2024-25
21 November 2023

Councils across NSW provide important goods, services, and facilities to their local communities and fund their operations from a mix of income sources, one of which is general income. The rate peg is the maximum percentage amount by which a council may increase its general income for the year. On average, general income represents around one third of NSW councils' combined total income. The other major sources of income include grants from State and Federal governments, infrastructure contributions, and user fees and charges for goods and services councils deliver.

For most councils, general income consists entirely of rates income. The rate peg allows councils to adjust the rates they levy to reflect changes in their costs.

IPART has set the rate peg for the 2024-25 financial year using our new rate peg methodology. The rate peg for the 2024-25 financial year for each council, before applying the population factor, ranges from 4.5% to 5.5%. The rate peg before the population factor (the core rate peg), for each council is based on:

- The Base Cost Change (BCC) for its council group.

- A catch-up adjustment for past changes in the superannuation guarantee rate.

- A separate Emergency Services Levy (ESL) factor to reflect annual changes in council ESL contributions that differ from the changes to the council's BCC. Council ESL contributions support the work of emergency services in NSW.

- Additionally, some councils will receive a council-specific adjustment in their rate peg for the 2024-25 financial year to reflect the increase in the ESL in the years when increases were not captured by the rate peg because they were subsidised by the NSW Government. We intend to phase in the subsidised increases that were previously excluded over several years, and at different rates for different councils, to manage affordability for ratepayers. We plan to consult on how best to phase in these increases.

IPART acknowledges the Traditional Custodians of the lands where we work and live. We pay respect to Elders both past and present. We recognise the unique cultural and spiritual relationship and celebrate the contributions of First Nations peoples.

Councils also receive a population factor. The population factor maintains the amount of rates collected per person in areas that have a growing population. The population factor for each council ranges from 0% to 2.7%. In the 2024-25 financial year the population factor includes:

- An annual population factor to adjust for the change in the residential population of a council area (excluding the prison population) from 2020-21 to 2021-22.

- A population true-up based on 2021 Census data.

Each council that receives a population factor will be able to spread the larger increase in general income over a growing number of ratepayers. This helps reduce the impact on existing ratepayers and still provide councils with the increase in income required to fund services to a larger population.

The final rate peg for each council in the 2024-25 financial year ranges from 4.5% to 8.2%.

The components of the rate peg and the final rate peg for each council are shown in Table 3.

Revenue from rates represents one of the main sources of income for councils in NSW. The importance of rates revenue varies for different councils but, on average, it represents more than a third of councils' combined total income. Councils also receive income from other sources including grants and contributions, and fees and charges for goods and services they deliver. The rate peg does not constrain income from these other sources.

The purpose of the rate peg is twofold:

1. It allows all councils to automatically increase their rates income each year to keep pace with the estimated change in the costs of providing their current services and service levels to households, businesses and the broader community.

2. It also limits the impact of these automatic increases on ratepayers, by ensuring councils cannot increase their rates income by more than the estimated change in their costs, without consulting with their communities through the special variation process.

We used our new methodology to set the rate peg

We recently completed our Review of the rate peg methodology. Throughout the review we received extensive feedback from stakeholders on how the existing rate peg methodology could be improved to better reflect the changes in inflation and costs incurred by NSW councils. Our Final Report sets out our new rate peg methodology which will result in rate pegs that more accurately reflect council cost changes by using forecasts to measure changes in base costs, and better account for council diversity through the inclusion of council-specific factors and adjustments.

Our new rate peg methodology is described by the following formula:

$$Rate\ peg = BCC - productivity\ factor + population\ factor + ESL\ factor + other\ adjustments$$

Councils' base costs are forecast to increase by 3.9% on average

We used our new base cost change (BCC) model to measure the percentage change in a basket of 3 cost components that reflect the key costs councils incur in providing services to their communities.

The 3 cost components are:

- Employee costs, which is measured by changes in the Local Government State (NSW) Award (when available) adjusted for changes in the superannuation guarantee.

- Asset costs, which we consider are best measured by the change in the Producer Price Index (PPI) for Road and bridge construction. In the absence of a publicly available forecast for the PPI, we applied an adjustment[a] to the Reserve Bank of Australia's (RBA) forecast change in the Consumer Price Index (CPI)[b] to derive a forecast change in the PPI.

- Other operating costs, which is measured by the RBA's forecast change in the CPI.[c]

We used separate BCC models for different council groups (metropolitan, regional and rural) to account for diversity. Each of the separate BCC models weights the 3 cost components differently to reflect the spending pattern of the average council in each group. Although the components vary in weight for each council group, each component increases by the same amount regardless of council group because consistent measures are used.

Based on our BCC models for the 2024-25 financial year:

- Employee costs represent between 36% and 41% of council costs and will rise by 4.5%.[d]

- Asset costs represent between 18% and 26% of council costs and are forecast to rise by 4.0%.

- Other operating costs represent between 38% and 41% of council costs and are forecast to rise by 3.2%.

For the 2024-25 financial year the BCC for each council group was the same (after rounding). This is because when the differences between council spending patterns and/or the differences between changes in each cost component are relatively small, we can expect the BCC to produce similar results for each council group (after rounding).

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[a]   We use the average of the RBA's forecast change to December and June for the year the rate peg applies plus an
      adjustment to reflect the average difference between actual CPI (All groups, Sydney) and actual PPI (Road and bridge
      construction, NSW) over the past 5 years. A forecast for PPI (Road and bridge construction, NSW) does not exist and
      this method allows us to estimate the PPI based on a forecast of the CPI plus or minus a historically based adjustment.

[b]   We use the average of the RBA's forecast change to December and June for the year the rate peg applies.

[c]   We use the average of the RBA's forecast change to December and June for the year the rate peg applies.

[d]   This is based on an increase of 3.5% plus an additional payment of 0.5% for each employee from 1 July 2024 as per the
      Local Government (State) Award. We also included an increase of 0.5% for changes in the superannuation guarantee
      (from 11% in 2023-24 to 11.5% in 2024-25).

We applied a catch-up adjustment for changes in the superannuation guarantee rate

We included a catch-up adjustment of 0.4% in the rate pegs for the 2024-25 financial year for all councils to capture changes in the superannuation guarantee rate that would otherwise be excluded by the rate peg in moving from our previous, lagged rate peg methodology to our new, forward-looking rate peg methodology. The catch-up adjustment accounts for the 1% increase in the superannuation guarantee rate from 10% in 2021-22 to 11% in 2023-24.

When the 1% change in the superannuation guarantee is applied to the weight of the employee costs component in the BCC (between 36% and 41% depending on council group) it represents an additional 0.4% increase in councils' employee costs. The inclusion of this adjustment allows the rate peg to more accurately reflect changes in costs incurred by councils.

The new rate peg methodology is more council-specific

The rate peg for 2024-25 includes several council-specific factors and adjustments to reflect the cost changes experienced by individual councils.

Since the 2022-23 rate peg, our methodology has included a population factor that adjusts for the change in the residential population of a council area. This provides councils with additional income to meet the costs associated with a growing population. For the 2024-25 rate peg, we included a Census population true-up in the population factor. The Census true-up was also introduced as part of our 2021 Review of the rate peg to include population growth and is designed to true-up the difference between estimates of population growth and census data. The lag in the population factor means that the true-up based on 2021 census data is included in the rate peg for the 2024-25 financial year.

Our new rate peg methodology also includes a separate ESL factor that reflects the annual change in each council's ESL contribution, lagged by one year. Further information on how we calculate the ESL factor is available in the Background information section of this Information Paper, and in our Final Report on the Review of the rate peg methodology.

The separate ESL factor will not account for the impact of the increase in ESL contributions in the years when increases were not captured by the rate peg because they were subsidised by the NSW Government. Some councils will receive a council-specific adjustment in their rate peg for the 2024-25 financial year to reflect a portion of these increases.

We have set the council-specific ESL adjustment to ensure that councils will receive at least 0.2% for changes in ESL contributions in the 2024-25 rate peg. That is, the annual ESL factor plus the council-specific ESL adjustment will be no less than 0.2%. We intend to phase in the remainder of subsidised increases that were previously excluded over several years, and at different rates for different councils, to manage affordability for ratepayers. We plan to consult on how best to phase in these increases.

We have set the productivity factor at zero

Our new rate peg methodology sets the productivity factor to 0% by default unless there is evidence to depart from this approach.

We acknowledge the importance of encouraging efficiency improvements in the local government sector and consider that there is merit in further investigating how productivity gains can be incentivised, including through avenues broader than the rate peg methodology alone.

As we transition from using the Local Government Cost Index (LGCI) to the BCC for measuring changes in councils' costs, we will consult on and develop a new method to determine an appropriate value for the productivity factor before considering any adjustments from its default of zero.

Ratepayer impacts

It is important that the rate peg methodology gives ratepayers confidence that increases in rates are necessary and reasonable.

To understand the impact of the rate peg on the average ratepayer in a council we consider that it is more appropriate to refer to the core rate peg than the total rate peg. This is because if the rate peg is higher for a specific council due to population growth, these increases are spread over an increasing population.

Table 3 shows that the core rate pegs for the 2024-25 financial year range from 4.5% to 5.5%. This range is below the Australian Bureau of Statistics' (ABS) Consumer Price Index (CPI) inflation rate of 6.6% to June 2023.[e] The CPI measures the percentage change in a basket of goods and services consumed by the typical household. The CPI inflation rate for Sydney of 6.6% reflects the change in prices for the typical household between the June quarter 2022 and the June quarter 2023.

While the rate peg is not designed to track changes in the CPI, we consider it is useful to compare the rate peg to changes in the CPI when assessing the impact on ratepayers. The CPI and the rate peg measure the change in prices of different costs items. The key drivers of CPI inflation in Sydney over the twelve months to the June quarter 2023 not measured in the rate peg include:

- housing, which reflects 23.6% of the CPI and rose 9.7%

- food and non-alcoholic beverages, which reflects 17.2% of the CPI and rose 7.8%

- furnishings, household equipment and services, which reflects 9.2% of the CPI and rose 6.8%.

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[e]   This represents CPI inflation over the twelve months to the June quarter 2023 for Sydney. National CPI inflation over the twelve months to the June quarter 2023 was 6.0%.

However, the core rate pegs for the 2024-25 financial year are above the RBA's forecast change in the CPI, which is 3.2% for the financial year 2024-25. This is due to our measure of employee costs (4.5%) and asset costs (4.0%) being higher than the CPI forecast, and the addition of other council-specific factors and adjustments.

Background information

What is the rate peg?

The rate peg is the maximum percentage amount by which a council may increase its general income for the year.[f] IPART sets this percentage every year, on behalf of the Minister for Local Government, and has done so since first delegated by the then Minister in 2010. For most councils, general income consists entirely of rates income. For a small number of councils, general income also includes some annual charges such as drainage levies. The rate peg does not apply to stormwater, waste collection, water and wastewater charges.

Councils can increase general income by up to the rate peg, less than the rate peg, or not at all. If a council does not apply the full rate peg increase to its general income, it will be able to catch up on the shortfall in general income over any one or more of the next 10 years.

The rate peg applies to general income in total, and not to individual ratepayers' rates. This means that councils may increase categories of rates by more than, or less than the rate peg percentage, as long as the total increase in general income remains within the rate peg. Individual ratepayer's rates are also affected by other factors, such as land values determined by the Valuer General of NSW. We expect the increase in average rates to change more or less in line with the core rate peg, because the additional general income that councils can raise (due to the population factor in the rate peg) will be spread over a larger population of ratepayers.

The rate peg is based on the Base Cost Change (BCC), a productivity factor, a population factor for each council and a separate Emergency Services Levy (ESL) factor for each council. Under our methodology, we may also include other adjustments if we consider this appropriate. The 2024-25 rate peg will also include an adjustment for past changes in the superannuation guarantee rate for all councils, and an adjustment to capture, for some councils, a portion of the increase in the years when increases in the ESL were not captured by the rate peg because they were subsidised by the NSW Government.

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[f]   Councils have the power to levy rates (and other charges) within the constraints of *the Local Government Act 1993*, and the rating system it establishes. Within this system, councils set the rating structure and calculate the rate levels for each rating category. But the total income they can raise through these rates is regulated in several ways – one of which is the local government rate peg.

What is the Base Cost Change model (BCC)?

The BCC measures annual changes in base costs incurred by councils in providing local government goods and services. It measures changes in unit costs and does not account for changes in the amounts, quality or types of services provided.

The BCC consists of 3 cost components, reflecting councils' major cost categories. Employee costs represent the salaries paid by councils to employees and is the largest single cost for most councils. Asset costs represent the costs associated with capital projects such as infrastructure spending on roads and bridges. Other operating costs represents all other costs councils incur in day-to-day operations.

We use separate BCC models to measure changes in base costs for different council groups. We have classified councils into 3 council groups (metropolitan, regional and rural) based on the council types used by the Office of Local Government.

What price change influenced the BCC?

The change in the BCC model for each of the 3 council groups (metropolitan, regional and rural) from 2023-24 to 2024-25 was 3.9% (after rounding).

Table 1 shows the change in each of the 3 cost components measured by the BCC model, and the weightings of these components for each of the council groups.

Table 1 BCC components and council group weightings

	Employee costs	Asset costs	Other operating costs
Change in cost component	4.5%	4.0%	3.2%
Weightings by council group			
Metropolitan	41%	18%	41%
Regional	37%	23%	40%
Rural	36%	26%	38%

We used separate BCC models for different council groups to reflect differences in spending patterns between the groups. While the weightings of the BCC components are specific to each council group, the percentage change in each BCC component is the same regardless of council group because consistent measures of cost changes are used for all council groups.

This means that when the differences between council spending patterns and/or the differences between changes in each BCC component are relatively small, we can expect the BCC to produce similar results for each council group (after rounding), as is the case for the 2024-25 financial year.

How do we calculate the population factor?

The population factor is calculated for each council and is equal to the annual change in its residential population (excluding prison populations), adjusted for revenue received from supplementary valuations. The population factor is equal to the maximum of the change in residential population less the supplementary valuations percentage or zero.

Councils with no or negative population growth will have a population factor of zero, ensuring no council receives an increase in their general income that is lower than the rate peg excluding the population factor (i.e. the BCC plus any other adjustments). Councils that have recovered more from supplementary valuations than is required to maintain per capita general income as their population grows will also have a population factor of zero.

The population factor is calculated using the following formula:

$$Population\ factor = max(0, change\ in\ population - supplementary\ valuations\ percentage)$$

The change in population has been calculated using the estimated residential population (ERP) for 2021 and 2022 published by the ABS. This is the most up to date ABS population data.

The calculation is shown in the following formula:

$$Change\ in\ population = \max\left(0, \frac{ERP_{2022} - PP_{2022}}{ERP_{2021} - PP_{2021}} - 1\right)$$

Where:

ERP equals the estimate residential population

PP equals the prison population

The supplementary valuations percentage for each council is calculated using the following formula:

$$supplementary\ valuations\ percentage = \max\left(0, \frac{supplementary\ valuations}{notional\ general\ income\ yield}\right)$$

In this formula:

- *supplementary valuations* mean the total value of adjustments to a council's general income for 2021-22 that the council made under paragraphs 509(2)(b) and (c) of the *Local Government Act 1993* (LG Act). This is the amount recorded as 'Plus or minus adjustments' in each council's 'Special schedule – Permissible income for general rates' for 2022-23 submitted to the Office of Local Government (OLG) in the 2022-23 Financial Statements.

- *notional general income yield* means the general income of the council for 2021-22 prior to adjustment under paragraphs 509(2)(b) and (c) of the LG Act. This is the amount recorded as 'Last year notional general income yield' in each council's 'Special schedule – Permissible income for general rates' for 2022-23 submitted to the OLG in the 2022-23 Financial Statements.

The supplementary valuations percentage is calculated based on supplementary valuations revenue and notional general income yield for the same year as the ERP data.

Worked example

For example, a council's population (estimated residential population, or ERP, minus the population of the prison in the council area) grew by 0.7% in 2022-23 while it received income from supplementary valuations equal to 0.5% of the notional general income yield over the same period. The population of the prison in the council area also changed from 600 to 625.

We calculated the council's rate peg as follows:

$$Change\ in\ population = \max\left(0, \frac{42{,}720 - 625}{42{,}400 - 600} - 1\right) = 0.7\%$$

$$Supplementary\ valuations\ percentage = \max\left(0, \frac{166{,}120}{33{,}224{,}000}\right) = 0.5\%$$

$$Population\ factor = max(0, 0.7\% - 0.5\%) = 0.2\%$$

For more information on the population factor, see our Final Report on including population growth in the rate peg on our website.

What is the population true-up?

We have included a true-up for the population factor. A true-up is included in the methodology, because the ABS retrospectively recalculates its yearly estimates of population figures once the census data has been obtained. Our population factor true-up adjusts for the differences between the estimates of population growth and actual census data.

In our 2021 Review of the rate peg to include population growth we proposed to include a true-up for all councils when the next census data was released, which impacts the rate peg for 2024-25. We considered this would be appropriate due to the uncertainty with ABS population estimates due to the impact of COVID-19. In the 2024-25 rate peg we have therefore included a true-up for all councils and for all differences between the population estimates and the census data.

In future years, we will use a true-up only for councils where the difference in the estimate residential population and the census population count is greater than a materiality threshold. In the 2021 Review of the rate peg to include population growth, it was decided that the materiality threshold would be 5%.

How do we calculate the separate Emergency Services Levy factor?

A separate ESL factor is calculated for each council and is equal to the annual change in the ESL invoices that councils receive from Revenue NSW (after accounting for cost sharing arrangements between councils).

The ESL helps fund emergency services across NSW. Councils contribute to the funding of the State Emergency Services, Fire and Rescue NSW and the Rural Fire Services.

Our new methodology accounts for annual changes in the ESL through a separate factor for each council. Previously we calculated an average change in ESL contributions and provided each council with the same amount. The introduction of a council-specific ESL factor does not increase the rate peg for ratepayers on average, but it may lead to some councils having a higher rate peg and others having a lower rate peg than under our previous (averaging) methodology. Differences in the rate peg between councils will now reflect the actual costs of changes in the ESL for individual councils.

The ESL factor is calculated using the following formula:

$$ESL\ factor = \frac{ESL_{(t-1)} - (1 + Rx_t)ESL_{(t-2)}}{(1 + I_{(t-1)})TPI_{(t-2)}}$$

Where:

TPI = Total Permissible income

ESL = ESL Levy Contribution

Rx = Rate peg excluding the ESL factor

I = The rate peg or special variation as applicable

t = The current year

We will calculate the ESL factor by isolating the impact of the change in ESL contributions on the total permissible income (TPI). Our steps for setting ESL factors for the rate peg for the 2024-25 financial year, will be as follows:

1. Calculate the rate peg before ESL factor (i.e. BCC plus population factor plus other adjustments).

2. Apply this rate peg before ESL factor to council's estimated TPI at 2023-24 minus the ESL contribution from 2022-23. We do this to calculate the effect of the rate peg before ESL factor on the non-ESL portion of TPI (in dollar terms).

3. Add the ESL contribution for 2023-24 to the TPI calculated in step 2 (in dollar terms).

4. Calculate the change in the TPIs, comparing TPI for 2023-24 (including the ESL) to the TPI calculated in step 3 (including the ESL). The TPI in step 3 is the non-ESL portion of TPI that is increased by the rate peg before ESL factor, and plus the new ESL contribution. The percentage change is the final rate peg (including the ESL factor).

5. Calculate the ESL factor by subtracting the rate peg before ESL factor calculated in step 1 from the final rate peg (including the ESL factor) calculated in step 4. The ESL factor shows by how much more (or less) the rate peg needs to increase over and above the increase in the rate peg before ESL factor.

We plan to publish the ESL contributions for each council, broken down by Emergency Service Operator, on our website each year with the rate peg. We consider that this will provide ratepayers with transparency on their contribution to the cost of emergency services in NSW through their rates.

Table 2 ESL factor worked example

Example Council	2022-23	2023-24	2024-25
Rate peg before ESL factor (i.e. BCC, population factor and other adjustments)			4.3%
Rate peg		3.7%	
Total Permissible Income in 2022-23	$10,467,000		
ESL contributions from previous year (i.e. ESL included in TPI)		$985,000	$1,070,00

$$ESL\ factor = \frac{\$1,070,000 - (1 + 4.3\%)\$985,000}{(1 + 3.7\%)\$10,467,000}$$

$$ESL\ factor = 0.4\%$$

What adjustments have we made?

Superannuation guarantee

We have included an adjustment of 0.4% for all councils to account for increases in the superannuation guarantee rate between 2021-22 and 2023-24.

In the 2022-23 and 2023-24 rate pegs we included the increases in the superannuation guarantee from 9% in 2019-20 to 9.5% in 2020-21 then to 10% in 2021-22 (i.e. 0.5% per year with a 2-year lag). This means that councils' rates income in 2023-24 includes an allowance of 10% for the superannuation guarantee.

Under our new methodology, the BCC for the 2024-25 financial year will include an expected increase of 0.5% in the superannuation guarantee (from 11% in 2023-24 to 11.5% in 2024-25, with no lag). Councils' rates income in 2024-25 should, in principle, include an allowance of 11.5% for the superannuation guarantee. However, in moving from a lagged to a forward-looking approach, councils miss out on the 1% increase (from 10% in 2021-22 to 11% in 2023-24). The purpose of the adjustment is to account for this 1% shortfall.

The 0.4% increase for all councils has been calculated by applying the 1% change in the superannuation guarantee to the weight of the employee costs component in the BCC (between 36% and 41% depending on council group).

Specific ESL adjustment

We have included a specific ESL adjustment in the rate peg for some councils to account for a portion of the increase in the ESL contributions in the years when increases were not captured by the rate peg because they were subsidised by the NSW Government. Our new (separate) ESL factor only captures the annual change in the councils' ESL contributions. Without specific adjustments, councils would not receive increases for the changes in ESL contributions that were not captured in the rate peg while the subsidy was in place.

Figure 1 shows why, as discussed, not capturing increases in ESL contributions in the years when increases were subsidised by the NSW Government would create a problem for councils. From 2022-23 to 2023-24 the total ESL contributions received from councils increased from approximately $185 million to $220 million (19%). At the same time the amount that councils actually paid for from their own budgets increased from $142 million to $220 million (54%). The $43 million dollar difference between what was contributed by councils in 2022-23 and what councils actually paid was subsidised by the NSW Government. Because the rate peg up to 2023-34 measured changes in what councils actually paid, any subsidised increases in the ESL contributions were not included in previous rate pegs.

Figure 1 Council ESL contributions and NSW Government subsidy
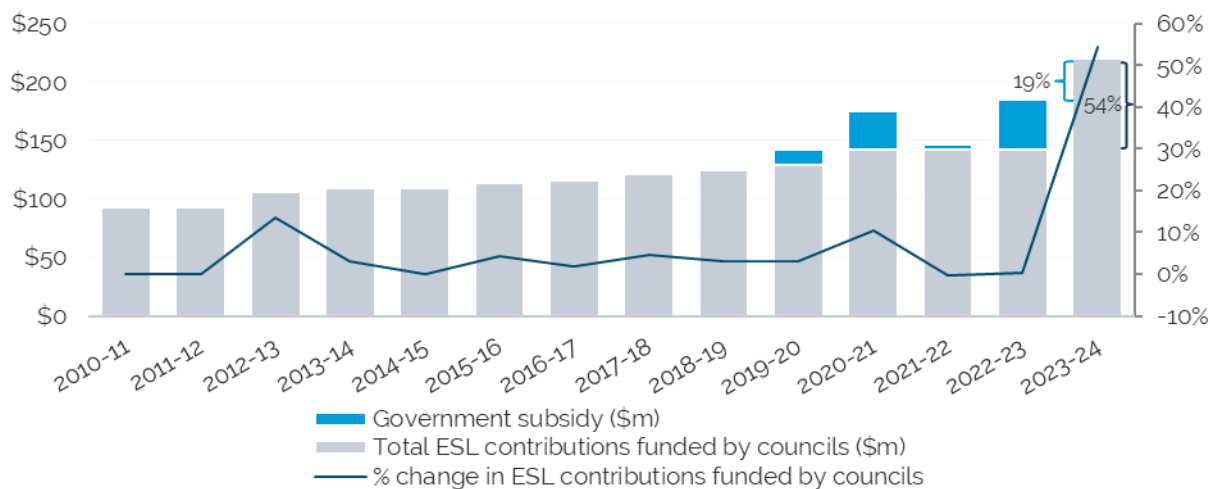
Source: Data provided by OLG and IPART analysis

Under our new rate peg methodology, our annual ESL factor would capture the increase of $34 million (19%) in ESL contributions from $185 million in 2022-23 to $220 million in 2023-24.

As discussed, we have decided that councils should recover the cost of the increase in ESL contributions in the years when increases were not captured by the rate peg (because they were subsidised by the NSW Government) over several years and at different rates for different councils to manage impacts on ratepayer affordability.

We have included some of the impact from increases in ESL contributions that were excluded in the rate peg for the 2024-25 financial year for some councils to support financial sustainability.

Councils can apply to IPART to seek increases above the rate peg

Councils may want or need to increase their general income by more than the rate peg in some years – for example so they can introduce new services, improve service quality or to become more financially sustainable. Councils can seek additional increases to general income above the rate peg on a temporary or permanent basis by applying to IPART for a special variation (SV). Councils can also apply to IPART to increase their minimum rates above the statutory limit (MR increase).

Councils applying for an SV or MR increase must consult with their communities and satisfy the criteria listed in the OLG's SV/MR increase Guidelines. The latest edition of the Guidelines was published in November 2020 and will apply to 2024-25 SV/MR increase application assessments. The Guidelines are available on our website. Councils applying for an SV or MR increase for 2024-25 must apply to IPART by 5 February 2024. IPART's website also includes general information on the requirements and recent applications from councils.

Ratepayers can access council hardship measures

Ratepayers that are experiencing hardship or finding it difficult to pay their rates should contact their council. Councils offer a range of measures that can provide assistance to ratepayers in these circumstances.

Table 3 Final rate pegs for all councils

Council	BCC	Superannuation adjustment	ESL factor	ESL adjustment	Core rate peg	Population factor	Final rate peg
Albury	3.9%	0.4%	0.3%	0.0%	4.6%	0.1%	4.7%
Armidale Regional	3.9%	0.4%	0.2%	0.0%	4.5%	0.0%	4.5%
Ballina	3.9%	0.4%	0.3%	0.0%	4.5%	0.1%	4.6%
Balranald	3.9%	0.4%	-0.2%	0.4%	4.5%	0.0%	4.5%
Bathurst Regional	3.9%	0.4%	0.4%	0.0%	4.6%	0.2%	4.8%
Bayside	3.9%	0.4%	0.5%	0.0%	4.8%	0.0%	4.8%
Bega Valley	3.9%	0.4%	0.1%	0.1%	4.5%	0.4%	4.9%
Bellingen	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Berrigan	3.9%	0.4%	0.3%	0.0%	4.5%	0.0%	4.5%
Blacktown	3.9%	0.4%	0.6%	0.0%	4.9%	2.2%	7.1%
Bland	3.9%	0.4%	-0.1%	0.4%	4.5%	0.0%	4.5%
Blayney	3.9%	0.4%	-0.1%	0.3%	4.5%	1.2%	5.7%
Blue Mountains	3.9%	0.4%	0.4%	0.0%	4.6%	0.0%	4.6%
Bogan	3.9%	0.4%	0.0%	0.2%	4.5%	0.0%	4.5%
Bourke	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Brewarrina	3.9%	0.4%	-0.2%	0.5%	4.5%	0.0%	4.5%
Broken Hill	3.9%	0.4%	0.6%	0.0%	4.9%	0.0%	4.9%
Burwood	3.9%	0.4%	0.5%	0.0%	4.8%	0.0%	4.8%
Byron	3.9%	0.4%	0.2%	0.0%	4.5%	0.3%	4.8%
Cabonne	3.9%	0.4%	0.0%	0.2%	4.5%	0.0%	4.5%
Camden	3.9%	0.4%	1.2%	0.0%	5.5%	2.7%	8.2%
Campbelltown	3.9%	0.4%	0.5%	0.0%	4.8%	0.5%	5.3%

Council	BCC	Superannuation adjustment	ESL factor	ESL adjustment	Core rate peg	Population factor	Final rate peg
Canada Bay	**3.9%**	**0.4%**	**1.0%**	**0.0%**	**5.3%**	**0.0%**	**5.3%**
Canterbury-Bankstown	**3.9%**	**0.4%**	**0.6%**	**0.0%**	**4.9%**	**0.0%**	**4.9%**
Carrathool	**3.9%**	**0.4%**	**-0.2%**	**0.4%**	**4.5%**	**1.0%**	**5.5%**
Central Coast	**3.9%**	**0.4%**	**0.5%**	**0.0%**	**4.8%**	**0.0%**	**4.8%**
Central Darling	3.9%	0.4%	-0.7%	1.0%	4.5%	0.0%	4.5%
Cessnock	**3.9%**	**0.4%**	**0.3%**	**0.0%**	**4.5%**	**0.8%**	**5.3%**
Clarence Valley	**3.9%**	**0.4%**	**0.1%**	**0.1%**	**4.5%**	**0.2%**	**4.7%**
Cobar	3.9%	0.4%	0.0%	0.2%	4.5%	0.0%	4.5%
Coffs Harbour	**3.9%**	**0.4%**	**0.3%**	**0.0%**	**4.6%**	**1.0%**	**5.6%**
Coolamon	**3.9%**	**0.4%**	**-0.2%**	**0.4%**	**4.5%**	**1.4%**	**5.9%**
Coonamble	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Cootamundra-Gundagai Regional	**3.9%**	**0.4%**	**0.0%**	**0.2%**	**4.5%**	**0.2%**	**4.7%**
Cowra	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Cumberland	**3.9%**	**0.4%**	**0.7%**	**0.0%**	**5.0%**	**0.0%**	**5.0%**
Dubbo Regional	**3.9%**	**0.4%**	**0.3%**	**0.0%**	**4.5%**	**0.5%**	**5.0%**
Dungog	3.9%	0.4%	0.0%	0.3%	4.5%	0.0%	4.5%
Edward River	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Eurobodalla	**3.9%**	**0.4%**	**0.3%**	**0.0%**	**4.5%**	**1.0%**	**5.5%**
Fairfield	**3.9%**	**0.4%**	**0.6%**	**0.0%**	**4.9%**	**0.0%**	**4.9%**
Federation	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Forbes	3.9%	0.4%	0.0%	0.2%	4.5%	0.0%	4.5%
Georges River	**3.9%**	**0.4%**	**0.5%**	**0.0%**	**4.8%**	**0.0%**	**4.8%**
Gilgandra	3.9%	0.4%	0.0%	0.2%	4.5%	0.0%	4.5%
Glen Innes Severn	**3.9%**	**0.4%**	**-0.1%**	**0.4%**	**4.5%**	**0.3%**	**4.8%**

Council	BCC	Superannuation adjustment	ESL factor	ESL adjustment	Core rate peg	Population factor	Final rate peg
Goulburn Mulwaree	3.9%	0.4%	0.2%	0.0%	4.5%	0.0%	4.5%
Greater Hume	**3.9%**	**0.4%**	**0.0%**	**0.2%**	**4.5%**	**0.7%**	**5.2%**
Griffith	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Gunnedah	**3.9%**	**0.4%**	**0.1%**	**0.1%**	**4.5%**	**1.1%**	**5.6%**
Gwydir	3.9%	0.4%	-0.1%	0.3%	4.5%	0.0%	4.5%
Hawkesbury	3.9%	0.4%	0.2%	0.0%	4.5%	0.0%	4.5%
Hay	3.9%	0.4%	0.0%	0.2%	4.5%	0.0%	4.5%
Hilltops	**3.9%**	**0.4%**	**0.0%**	**0.2%**	**4.5%**	**0.6%**	**5.1%**
Hornsby	**3.9%**	**0.4%**	**0.6%**	**0.0%**	**4.9%**	**0.0%**	**4.9%**
Hunters Hill	**3.9%**	**0.4%**	**0.7%**	**0.0%**	**5.0%**	**0.0%**	**5.0%**
Inner West	**3.9%**	**0.4%**	**0.6%**	**0.0%**	**4.9%**	**0.0%**	**4.9%**
Inverell	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Junee	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Kempsey	**3.9%**	**0.4%**	**0.2%**	**0.0%**	**4.5%**	**0.2%**	**4.7%**
Kiama	3.9%	0.4%	0.2%	0.0%	4.5%	0.0%	4.5%
Ku-ring-gai	**3.9%**	**0.4%**	**0.9%**	**0.0%**	**5.2%**	**0.0%**	**5.2%**
Kyogle	**3.9%**	**0.4%**	**0.0%**	**0.2%**	**4.5%**	**0.2%**	**4.7%**
Lachlan	3.9%	0.4%	-0.1%	0.3%	4.5%	0.0%	4.5%
Lake Macquarie	**3.9%**	**0.4%**	**0.5%**	**0.0%**	**4.7%**	**0.9%**	**5.6%**
Lane Cove	**3.9%**	**0.4%**	**0.6%**	**0.0%**	**4.9%**	**0.0%**	**4.9%**
Leeton	3.9%	0.4%	0.2%	0.0%	4.5%	0.0%	4.5%
Lismore	**3.9%**	**0.4%**	**0.4%**	**0.0%**	**4.7%**	**0.0%**	**4.7%**
Lithgow	3.9%	0.4%	0.2%	0.0%	4.5%	0.0%	4.5%
Liverpool	**3.9%**	**0.4%**	**0.6%**	**0.0%**	**4.9%**	**0.1%**	**5.0%**

Council	BCC	Superannuation adjustment	ESL factor	ESL adjustment	Core rate peg	Population factor	Final rate peg
Liverpool Plains	3.9%	0.4%	0.0%	0.2%	4.5%	0.3%	4.8%
Lockhart	3.9%	0.4%	-0.4%	0.6%	4.5%	2.7%	7.2%
Maitland	3.9%	0.4%	0.3%	0.0%	4.6%	0.4%	5.0%
Mid-Coast	3.9%	0.4%	0.1%	0.1%	4.5%	0.7%	5.2%
Mid-Western Regional	3.9%	0.4%	0.1%	0.2%	4.5%	0.0%	4.5%
Moree Plains	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Mosman	3.9%	0.4%	1.0%	0.0%	5.3%	0.0%	5.3%
Murray River	3.9%	0.4%	0.0%	0.2%	4.5%	0.2%	4.7%
Murrumbidgee	3.9%	0.4%	-0.2%	0.4%	4.5%	0.0%	4.5%
Muswellbrook	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Nambucca	3.9%	0.4%	0.2%	0.0%	4.5%	0.0%	4.5%
Narrabri	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Narrandera	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Narromine	3.9%	0.4%	0.0%	0.2%	4.5%	0.0%	4.5%
Newcastle	3.9%	0.4%	0.4%	0.0%	4.7%	0.5%	5.2%
North Sydney	3.9%	0.4%	0.7%	0.0%	5.0%	0.0%	5.0%
Northern Beaches	3.9%	0.4%	0.6%	0.0%	4.9%	0.0%	4.9%
Oberon	3.9%	0.4%	-0.2%	0.4%	4.5%	0.7%	5.2%
Orange	3.9%	0.4%	0.3%	0.0%	4.6%	0.1%	4.7%
Parkes	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%
Parramatta	3.9%	0.4%	0.6%	0.0%	4.9%	0.2%	5.1%
Penrith	3.9%	0.4%	0.5%	0.0%	4.8%	0.0%	4.8%
Port Macquarie-Hastings	3.9%	0.4%	0.3%	0.0%	4.6%	0.0%	4.6%
Port Stephens	3.9%	0.4%	0.3%	0.0%	4.5%	0.3%	4.8%

Council	BCC	Superannuation adjustment	ESL factor	ESL adjustment	Core rate peg	Population factor	Final rate peg
Queanbeyan-Palerang Regional	3.9%	0.4%	0.3%	0.0%	4.5%	0.0%	4.5%
Randwick	3.9%	0.4%	0.6%	0.0%	4.9%	0.0%	4.9%
Richmond Valley	3.9%	0.4%	0.1%	0.1%	4.5%	0.1%	4.6%
Ryde	3.9%	0.4%	0.8%	0.0%	5.1%	0.0%	5.1%
Shellharbour	3.9%	0.4%	0.4%	0.0%	4.6%	1.6%	6.2%
Shoalhaven	3.9%	0.4%	0.3%	0.0%	4.5%	0.0%	4.5%
Singleton	3.9%	0.4%	0.0%	0.2%	4.5%	1.2%	5.7%
Snowy Monaro Regional	3.9%	0.4%	-0.1%	0.3%	4.5%	0.7%	5.2%
Snowy Valleys	3.9%	0.4%	0.0%	0.2%	4.5%	0.5%	5.0%
Strathfield	3.9%	0.4%	0.7%	0.0%	5.0%	0.0%	5.0%
Sutherland	3.9%	0.4%	0.5%	0.0%	4.8%	0.0%	4.8%
Sydney	3.9%	0.4%	0.2%	0.0%	4.5%	0.6%	5.1%
Tamworth Regional	3.9%	0.4%	0.6%	0.0%	4.9%	0.0%	4.9%
Temora	3.9%	0.4%	0.0%	0.2%	4.5%	0.0%	4.5%
Tenterfield	3.9%	0.4%	-0.1%	0.3%	4.5%	1.2%	5.7%
The Hills	3.9%	0.4%	0.6%	0.0%	4.9%	2.2%	7.1%
Tweed	3.9%	0.4%	0.3%	0.0%	4.6%	0.0%	4.6%
Upper Hunter	3.9%	0.4%	0.1%	0.2%	4.5%	0.0%	4.5%
Upper Lachlan	3.9%	0.4%	-0.1%	0.3%	4.5%	0.0%	4.5%
Uralla	3.9%	0.4%	0.2%	0.1%	4.5%	0.0%	4.5%
Wagga Wagga	3.9%	0.4%	0.3%	0.0%	4.6%	0.4%	5.0%
Walcha	3.9%	0.4%	0.0%	0.2%	4.5%	0.0%	4.5%
Walgett	3.9%	0.4%	0.0%	0.2%	4.5%	0.0%	4.5%
Warren	3.9%	0.4%	0.0%	0.2%	4.5%	0.0%	4.5%

Council	BCC	Superannuation adjustment	ESL factor	ESL adjustment	Core rate peg	Population factor	Final rate peg
Warrumbungle	3.9%	0.4%	0.0%	0.2%	4.5%	0.0%	4.5%
Waverley	**3.9%**	**0.4%**	**0.7%**	**0.0%**	**5.0%**	**0.0%**	**5.0%**
Weddin	**3.9%**	**0.4%**	**-0.1%**	**0.3%**	**4.5%**	**0.2%**	**4.7%**
Wentworth	**3.9%**	**0.4%**	**0.0%**	**0.2%**	**4.5%**	**0.7%**	**5.2%**
Willoughby	**3.9%**	**0.4%**	**0.7%**	**0.0%**	**5.0%**	**0.0%**	**5.0%**
Wingecarribee	**3.9%**	**0.4%**	**0.1%**	**0.1%**	**4.5%**	**0.1%**	**4.6%**
Wollondilly	**3.9%**	**0.4%**	**0.1%**	**0.1%**	**4.5%**	**0.9%**	**5.4%**
Wollongong	**3.9%**	**0.4%**	**0.4%**	**0.0%**	**4.7%**	**0.3%**	**5.0%**
Woollahra	**3.9%**	**0.4%**	**1.0%**	**0.0%**	**5.3%**	**0.0%**	**5.3%**
Yass Valley	3.9%	0.4%	0.1%	0.1%	4.5%	0.0%	4.5%

Notes:

The core rate peg is the rate peg before the population factor and the final rate peg is the rate peg including the population factor.

Councils with a final rate peg larger than 4.5% are shown in blue bold font.

The population factor for each council includes the census population true-up.

Figures may not add due to rounding. Percentage changes are calculated from unrounded numbers.

Table 4 Population factors and rate pegs for all councils

Council	Change in population	Supplementary valuations percentage	Population factor before true-up	Census true-up	Population factor after true-up	Final rate peg
Albury	**1.0%**	**1.5%**	**0.0%**	**0.1%**	**0.1%**	**4.7%**
Armidale Regional	0.0%	0.6%	0.0%	0.0%	0.0%	4.5%
Ballina	**1.3%**	**1.3%**	**0.0%**	**0.1%**	**0.1%**	**4.6%**
Balranald	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Bathurst Regional	**1.2%**	**0.7%**	**0.5%**	**-0.3%**	**0.2%**	**4.8%**
Bayside	0.9%	0.5%	0.4%	-0.5%	0.0%	**4.8%**
Bega Valley	**0.6%**	**0.8%**	**0.0%**	**0.4%**	**0.4%**	**4.9%**
Bellingen	0.2%	0.1%	0.1%	-0.6%	0.0%	4.5%
Berrigan	0.5%	0.4%	0.1%	-0.2%	0.0%	4.5%
Blacktown	**2.7%**	**1.2%**	**1.5%**	**0.8%**	**2.2%**	**7.1%**
Bland	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Blayney	**1.1%**	**0.4%**	**0.7%**	**0.5%**	**1.2%**	**5.7%**
Blue Mountains	0.0%	0.1%	0.0%	-0.1%	0.0%	**4.6%**
Bogan	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Bourke	0.0%	0.0%	0.0%	-1.4%	0.0%	4.5%
Brewarrina	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Broken Hill	0.0%	0.1%	0.0%	0.0%	0.0%	**4.9%**
Burwood	0.9%	1.2%	0.0%	0.0%	0.0%	**4.8%**
Byron	**0.9%**	**0.4%**	**0.5%**	**-0.2%**	**0.3%**	**4.8%**
Cabonne	0.5%	0.1%	0.4%	-0.4%	0.0%	4.5%
Camden	**6.4%**	**5.5%**	**0.9%**	**1.8%**	**2.7%**	**8.2%**
Campbelltown	**1.4%**	**1.5%**	**0.0%**	**0.5%**	**0.5%**	**5.3%**

Council	Change in population	Supplementary valuations percentage	Population factor before true-up	Census true-up	Population factor after true-up	Final rate peg
Canada Bay	0.0%	0.1%	0.0%	-0.5%	0.0%	**5.3%**
Canterbury-Bankstown	0.0%	0.3%	0.0%	-0.1%	0.0%	**4.9%**
Carrathool	**0.0%**	**0.0%**	**0.0%**	**1.0%**	**1.0%**	**5.5%**
Central Coast	0.2%	0.2%	0.0%	0.0%	0.0%	**4.8%**
Central Darling	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Cessnock	**3.2%**	**2.9%**	**0.3%**	**0.4%**	**0.8%**	**5.3%**
Clarence Valley	**0.7%**	**1.0%**	**0.0%**	**0.2%**	**0.2%**	**4.7%**
Cobar	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Coffs Harbour	**1.1%**	**0.3%**	**0.7%**	**0.3%**	**1.0%**	**5.6%**
Coolamon	**1.4%**	**0.0%**	**1.4%**	**0.0%**	**1.4%**	**5.9%**
Coonamble	0.0%	0.1%	0.0%	0.0%	0.0%	4.5%
Cootamundra-Gundagai Regional	**0.1%**	**0.1%**	**0.0%**	**0.2%**	**0.2%**	**4.7%**
Cowra	0.0%	0.2%	0.0%	-0.2%	0.0%	4.5%
Cumberland	0.1%	0.6%	0.0%	-0.2%	0.0%	**5.0%**
Dubbo Regional	**0.4%**	**1.2%**	**0.0%**	**0.5%**	**0.5%**	**5.0%**
Dungog	1.9%	0.3%	1.6%	-1.6%	0.0%	4.5%
Edward River	0.2%	0.1%	0.1%	-0.7%	0.0%	4.5%
Eurobodalla	**0.7%**	**0.5%**	**0.2%**	**0.8%**	**1.0%**	**5.5%**
Fairfield	0.0%	0.1%	0.0%	0.0%	0.0%	**4.9%**
Federation	0.2%	0.8%	0.0%	-0.7%	0.0%	4.5%
Forbes	0.0%	0.1%	0.0%	-0.1%	0.0%	4.5%
Georges River	0.2%	1.0%	0.0%	0.0%	0.0%	**4.8%**
Gilgandra	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%

Council	Change in population	Supplementary valuations percentage	Population factor before true-up	Census true-up	Population factor after true-up	Final rate peg
Glen Innes Severn	**0.5%**	**0.1%**	**0.3%**	**0.0%**	**0.3%**	**4.8%**
Goulburn Mulwaree	0.8%	0.9%	0.0%	0.0%	0.0%	4.5%
Greater Hume	**1.2%**	**1.0%**	**0.2%**	**0.5%**	**0.7%**	**5.2%**
Griffith	0.0%	0.8%	0.0%	0.0%	0.0%	4.5%
Gunnedah	**0.3%**	**2.2%**	**0.0%**	**1.1%**	**1.1%**	**5.6%**
Gwydir	0.1%	0.0%	0.0%	-0.4%	0.0%	4.5%
Hawkesbury	0.3%	0.5%	0.0%	-0.1%	0.0%	4.5%
Hay	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Hilltops	**0.1%**	**0.4%**	**0.0%**	**0.6%**	**0.6%**	**5.1%**
Hornsby	0.0%	0.2%	0.0%	0.0%	0.0%	**4.9%**
Hunters Hill	0.0%	0.0%	0.0%	0.0%	0.0%	**5.0%**
Inner West	0.0%	0.0%	0.0%	-0.6%	0.0%	**4.9%**
Inverell	0.1%	0.2%	0.0%	0.0%	0.0%	4.5%
Junee	0.0%	0.6%	0.0%	-0.1%	0.0%	4.5%
Kempsey	**1.0%**	**1.3%**	**0.0%**	**0.2%**	**0.2%**	**4.7%**
Kiama	0.0%	.	0.0%	-1.4%	0.0%	4.5%
Ku-ring-gai	0.0%	0.3%	0.0%	0.0%	0.0%	**5.2%**
Kyogle	**0.8%**	**0.7%**	**0.1%**	**0.0%**	**0.2%**	**4.7%**
Lachlan	0.0%	0.1%	0.0%	0.0%	0.0%	4.5%
Lake Macquarie	**1.2%**	**0.5%**	**0.6%**	**0.2%**	**0.9%**	**5.6%**
Lane Cove	1.1%	1.1%	0.0%	0.0%	0.0%	**4.9%**
Leeton	0.0%	0.2%	0.0%	0.0%	0.0%	4.5%
Lismore	0.0%	0.9%	0.0%	0.0%	0.0%	**4.7%**

Council	Change in population	Supplementary valuations percentage	Population factor before true-up	Census true-up	Population factor after true-up	Final rate peg
Lithgow	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Liverpool	**2.2%**	**2.4%**	**0.0%**	**0.1%**	**0.1%**	**5.0%**
Liverpool Plains	0.6%	0.3%	0.3%	0.0%	0.3%	**4.8%**
Lockhart	**1.1%**	**0.0%**	**1.1%**	**1.6%**	**2.7%**	**7.2%**
Maitland	**3.3%**	**2.6%**	**0.7%**	**-0.3%**	**0.4%**	**5.0%**
Mid-Coast	**0.7%**	**0.4%**	**0.3%**	**0.4%**	**0.7%**	**5.2%**
Mid-Western Regional	0.2%	0.7%	0.0%	0.0%	0.0%	4.5%
Moree Plains	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Mosman	0.0%	0.0%	0.0%	0.0%	0.0%	**5.3%**
Murray River	**1.8%**	**1.4%**	**0.4%**	**-0.1%**	**0.2%**	**4.7%**
Murrumbidgee	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Muswellbrook	0.7%	1.5%	0.0%	0.0%	0.0%	4.5%
Nambucca	1.0%	1.6%	0.0%	0.0%	0.0%	4.5%
Narrabri	0.0%	.	0.0%	0.0%	0.0%	4.5%
Narrandera	0.0%	0.4%	0.0%	0.0%	0.0%	4.5%
Narromine	0.0%	1.0%	0.0%	0.0%	0.0%	4.5%
Newcastle	**1.2%**	**0.5%**	**0.6%**	**-0.1%**	**0.5%**	**5.2%**
North Sydney	0.0%	0.0%	0.0%	-0.2%	0.0%	**5.0%**
Northern Beaches	0.0%	0.1%	0.0%	0.0%	0.0%	**4.9%**
Oberon	**0.1%**	**0.8%**	**0.0%**	**0.7%**	**0.7%**	**5.2%**
Orange	**0.4%**	**1.0%**	**0.0%**	**0.1%**	**0.1%**	**4.7%**
Parkes	0.0%	0.3%	0.0%	0.0%	0.0%	4.5%
Parramatta	**0.6%**	**0.4%**	**0.2%**	**0.0%**	**0.2%**	**5.1%**

Council	Change in population	Supplementary valuations percentage	Population factor before true-up	Census true-up	Population factor after true-up	Final rate peg
Penrith	0.8%	1.6%	0.0%	0.0%	0.0%	**4.8%**
Port Macquarie-Hastings	1.8%	1.3%	0.5%	-0.5%	0.0%	**4.6%**
Port Stephens	**1.7%**	**1.0%**	**0.7%**	**-0.4%**	**0.3%**	**4.8%**
Queanbeyan-Palerang Regional	1.3%	2.4%	0.0%	-0.4%	0.0%	4.5%
Randwick	0.4%	0.1%	0.3%	-0.6%	0.0%	**4.9%**
Richmond Valley	**0.3%**	**0.2%**	**0.1%**	**0.0%**	**0.1%**	**4.6%**
Ryde	0.9%	1.8%	0.0%	0.0%	0.0%	**5.1%**
Shellharbour	**2.4%**	**0.9%**	**1.5%**	**0.2%**	**1.6%**	**6.2%**
Shoalhaven	0.9%	0.7%	0.2%	-0.3%	0.0%	4.5%
Singleton	**1.4%**	**0.4%**	**1.0%**	**0.2%**	**1.2%**	**5.7%**
Snowy Monaro Regional	**0.9%**	**0.6%**	**0.3%**	**0.4%**	**0.7%**	**5.2%**
Snowy Valleys	**0.3%**	**0.2%**	**0.1%**	**0.3%**	**0.5%**	**5.0%**
Strathfield	0.4%	0.6%	0.0%	-0.4%	0.0%	**5.0%**
Sutherland	0.4%	0.3%	0.0%	0.0%	0.0%	**4.8%**
Sydney	**1.3%**	**0.1%**	**1.2%**	**-0.7%**	**0.6%**	**5.1%**
Tamworth Regional	1.3%	1.4%	0.0%	0.0%	0.0%	**4.9%**
Temora	0.0%	0.1%	0.0%	0.0%	0.0%	4.5%
Tenterfield	**1.2%**	**0.0%**	**1.2%**	**0.0%**	**1.2%**	**5.7%**
The Hills	**3.4%**	**2.2%**	**1.2%**	**1.1%**	**2.2%**	**7.1%**
Tweed	0.6%	0.0%	0.6%	-0.9%	0.0%	**4.6%**
Upper Hunter	0.3%	0.2%	0.0%	0.0%	0.0%	4.5%
Upper Lachlan	0.6%	2.5%	0.0%	-0.8%	0.0%	4.5%
Uralla	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%

Council	Change in population	Supplementary valuations percentage	Population factor before true-up	Census true-up	Population factor after true-up	Final rate peg
Wagga Wagga	**0.5%**	**0.4%**	**0.1%**	**0.3%**	**0.4%**	**5.0%**
Walcha	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Walgett	0.0%	0.1%	0.0%	0.0%	0.0%	4.5%
Warren	0.0%	0.1%	0.0%	-0.6%	0.0%	4.5%
Warrumbungle	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Waverley	0.0%	0.0%	0.0%	-0.1%	0.0%	**5.0%**
Weddin	**0.4%**	**0.2%**	**0.2%**	**0.0%**	**0.2%**	**4.7%**
Wentworth	**0.9%**	**1.7%**	**0.0%**	**0.7%**	**0.7%**	**5.2%**
Willoughby	0.0%	0.2%	0.0%	-0.1%	0.0%	**5.0%**
Wingecarribee	**0.6%**	**1.0%**	**0.0%**	**0.1%**	**0.1%**	**4.6%**
Wollondilly	**3.0%**	**1.9%**	**1.1%**	**-0.2%**	**0.9%**	**5.4%**
Wollongong	**0.8%**	**0.2%**	**0.6%**	**-0.3%**	**0.3%**	**5.0%**
Woollahra	0.0%	0.1%	0.0%	0.0%	0.0%	**5.3%**
Yass Valley	0.8%	1.3%	0.0%	-1.1%	0.0%	4.5%

Notes:

Councils with a population factor greater than zero are shown in blue bold font.

Figures may not add due to rounding. Percentage changes are calculated from unrounded numbers.

IPART Independent
Pricing and Regulatory
Tribunal | NSW

Local Government »

Media Release
21 November 2023

Rate peg set for 2024-25

The NSW Independent Pricing and Regulatory Tribunal (IPART) has set council rate pegs, before adjusting for population growth, for the 2024-25 financial year, ranging from 4.5% to 5.5%.

IPART Chair Carmel Donnelly said the Tribunal had reviewed and updated the methodology used to set the rate peg for the coming financial year.

"We have implemented the new methodology this year because it will produce rate pegs that more accurately reflect the increase in costs for each council" she said.

"We understand ratepayers across the State are facing cost-of-living pressures including the affordability of council rates.

"The new methodology we have applied will better account for the diversity among NSW councils and help ensure ratepayers contribute only to costs relevant to their local government area.

"These rate pegs are based on employee cost increases, forecast inflation and council-specific changes in Emergency Services Levy contributions and population growth."

An additional population factor applied for 49 of the 128 councils with growing populations will increase their final rate pegs.

Councils that receive a population factor will be able to spread the larger increase in general income among the increased number of ratepayers. This will reduce the impact on existing ratepayers while still providing councils with the additional revenue required to keep revenue per capita before inflation consistent, as populations grow.

Ms Donnelly said the rate pegs were one of several factors councils needed to consider in their budgets.

"Councils across NSW provide important goods, services, and facilities to their local communities and fund their operations from a mix of income sources, one of which is general income. The rate peg represents the maximum percentage amount by which a council may increase its general income," she said.

"It applies to each council's general income in total, not to individual ratepayers' rates. Councils may increase categories of rates by more or less than the rate peg, provided the total increase in general income remains within the rate peg."

More information is available from www.ipart.nsw.gov.au.

Media Contact: Mark O'Brien

☎ 0427 105 865 ✉ media@ipart.nsw.gov.au

ATTACHMENT Item 6.3 CRL 2024-25 BUDGET & QUARTERLY REPORTING YTD - Draft Budget

SECTION 1

FORECAST ASSUMPTIONS AND INDEXING

				2024/25	20224/25 Revised Budget				20224/25 Revised Budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
State Library Contribution Rate				50%	50%				50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
State Library Per Capita Rate				$2.85	$2.85				$2.85	$2.85	$2.85	$2.85	$2.85	$2.85	$2.85	$2.85	$3.85	$4.85
State Library Adjustment - Base	CVC	CVC	Bank 1 (POP based ABS 3218.0 March)		$65,631				$65,631	$66,944	$68,282	$69,648	$71,041	$72,462	$73,911	$75,389	$76,897	$78,435
State Library Adjustment - Base	BSC	BSC	Bank 4 (POP based ABS 3218.0 March)		$61,529				$61,529	$62,760	$64,015	$65,295	$66,601	$67,933	$69,292	$70,677	$72,091	$73,533
State Library Adjustment - Additional Amount					$0				$0	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,001	$50,002
Rate peg		BSC = 4.5%	Controlled by IPART		BSC = 4.5%				0.0%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rate peg + x		CVC = 4.7%			CVC = 4.7%													
		2.0%			2.0%				2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contributing Council Rate increase		2.0%			2.0%				2.0%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Minimum Contribution Rate Increase % pa		2%			2.0%				2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Contributing Council Rate Per Capital				$21.67	$21.67				$21.67	$22.65	$23.66	$24.73	$25.84	$27.00	$28.22	$29.49	$30.82	$32.20
Interest on Investments				1.0%	1.0%				1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Wages		award 3.5% increase			3.5%				3.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Superannuation Contribution Guarantee				12.0%	12.0%				10.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	
Workers Compensation				2.6%	2.6%				2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	
Target Stock Number		132,000	To be increased by 12000 over the next four years (related to Yamba)																
Target Replacement Number		13,200	To be increased by 15400 over the next four years (related to Yamba)																
Rate of expenditure growth		2.00%																	
Rate of book price growth		2.00%																	
Population increase		0.85%	Provided by Forecast.id	CVC		54180				54180		53110						55523	55523	55523
CVC Contribution to Regional Librarians Wages & Oncosts					20%				20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Regional Librarian Wages & Overheads		$152,302			$152,302				$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

SECTION 2

CONTRIBUTION CALCULATIONS

				2024/25	2024/25 Revised Budget				2024/25 Revised Budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				2025	2025				2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Estimated Population		ABS 3218.0 March																	
			CVC	55323	55323				55323	55323	55323	55323	55323	55323	55323	55323	55323	55323
			BSC	13231	13231				13231	13231	13231	13231	13231	13231	13231	13231	13231	13231
			TOTAL	68554	68,554				68,554	68,554	68,554	68,554	68,554	68,554	68,554	68,554	68,554	68,554
Council Per Capita Contribution																			
		(pop * per Capita Rate)	CVC	$1,198,849	$1,198,849				$1,198,849	$1,252,798	$1,309,174	$1,368,086	$1,429,650	$1,493,984	$1,561,214	$1,631,468	$1,704,884	$1,781,604
		(pop * per Capita Rate)	BSC	$286,716	$286,716				$286,716	$299,618	$313,101	$327,190	$341,914	$357,300	$373,379	$390,181	$407,739	$426,087
			TOTAL	$1,485,565	$1,485,565				$1,485,565	$1,552,416	$1,622,274	$1,695,277	$1,771,564	$1,851,284	$1,934,592	$2,021,649	$2,112,623	$2,207,691
Contribution to Regional Librarian			CVC @ 20%	$28,800	$28,800				$28,800	$28,801	$28,802	$28,803	$28,804	$28,805	$28,806	$28,807	$28,808	$28,809
STATE LIBRARY $2.85 PER CAPITA RATE subsidy - Transferred to CRL			CVC	$78,835	$78,835				$78,835	$78,835	$78,835	$78,835	$78,835	$78,835	$78,835	$78,835	$106,497	$134,158
			BSC	$18,854	$18,854				$18,854	$18,854	$18,854	$18,854	$18,854	$18,854	$18,854	$18,854	$25,470	$32,085
DISABILITY & GEOGRAPHIC ADJUSTMENT subsidy - Transferred to CRL			CVC	$32,816	$32,816				$32,816	$58,472	$59,141	$59,824	$60,521	$61,231	$61,956	$62,695	$63,449	$64,219
			BSC	$30,765	$30,765				$30,765	$56,380	$57,007	$57,648	$58,300	$58,966	$59,646	$60,339	$61,046	$61,767
TOTAL STATE LIBRARY FUNDING				$161,270	$161,269				$161,269	$212,541	$213,838	$215,161	$216,510	$217,887	$219,291	$220,723	$256,462	$292,229

SECTION 3

CLARENCE REGIONAL LIBRARY (CRL) 10 YEAR FORECASTS

CRL Income	CVC Account Number	Allocations Included	Description		2023/24 CIA YTD Actuals	2024/25 OBUD	2024/25 Revised Budget	2024/25 CIA YTD Actuals	2024/25 - YTD Actuals - Adjusted		Budget Commentary	2024/25 Revised Budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
							Budget					Budget									
Contributions					$1,139,712	$1,674,423	$1,679,423					$1,679,423	$1,746,281	$1,816,141	$1,889,146	$1,965,435	$2,045,158	$2,128,467	$2,215,526	$2,306,502	$2,401,572
Other Revenue					$11,838	$7,439	$13,500					$13,500	$8,651	$8,805	$8,962	$9,122	$9,286	$9,452	$9,622	$9,795	$9,972
			TOTAL OPERATING INCOME		$1,151,550	$1,681,862	$1,692,923					$1,692,923	$1,754,932	$1,824,946	$1,898,108	$1,974,557	$2,054,443	$2,137,920	$2,225,148	$2,316,298	$2,411,544

CRL EXPENSES																					
50 - Salaries, Wages & Oncosts					$566,070	$697,044.37	$702,744					$702,744	$724,675	$746,687	$770,032	$794,842	$821,266	$849,470	$879,641	$911,985	$946,734
51 - Other Employee Costs					$15,901	$7,000.00	$10,000					$10,000	$12,954	$10,459	$10,668	$13,636	$11,154	$11,377	$11,605	$11,837	$12,074
53 - Materials					$7,640	$10,000.00	$9,200					$9,200	$9,384	$9,572	$9,763	$9,958	$10,158	$10,361	$10,568	$10,779	$10,995
54 - Contractors & Consultancies					$80,927	$87,000.00	$83,000					$83,000	$84,660	$86,353	$116,080	$89,842	$91,639	$93,471	$95,341	$97,248	$99,193
57 - Insurance Expenses					$2,863	$4,000.00	$3,000					$3,000	$3,060	$3,121	$3,184	$3,247	$3,312	$3,378	$3,446	$3,515	$3,585
59 - Administration Expenses					$23,248	$35,000.00	$34,500					$34,500	$35,190	$35,894	$36,612	$37,344	$38,091	$38,853	$39,630	$40,422	$41,231
60 - Operating Expenses					$133,346	$158,996.00	$138,100					$138,100	$140,842	$143,639	$146,492	$149,401	$152,369	$155,397	$158,485	$161,636	$164,849
61 - Subscriptions & Memberships					$121,399	$124,000.00	$127,000					$127,000	$129,540	$132,131	$134,773	$137,469	$140,218	$143,023	$145,883	$148,801	$151,777
62 - Internal Expenses					$128,388	$192,404.00	$192,404					$192,404	$196,252	$200,177	$204,181	$208,264	$212,430	$216,678	$221,012	$225,432	$229,941
			TOTAL OPERATING EXPENDITURE		$987,303	$1,315,444	$1,299,948					$1,299,948	$1,336,557	$1,368,033	$1,431,784	$1,444,003	$1,480,637	$1,522,009	$1,565,610	$1,611,655	$1,660,378
				$1,035,288																	

BOOK STOCK INFORMATION

					2023/24	2024/25	2024/25						2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
100 - Opening stock		Number of physical Books Held			131,197	131,197	131,197					131,197	136,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000
105 - acquisitions		New Acquitions - physical & digital			39,120	35,000	35,000					35,000	13,200	15,400	15,400	15,400	15,400	15,400	15,400	15,401	15,402

Item	Code	Description	Notes																
110 - Yamba Book Increase		Additional Books			3,000	3,000				3,000	3,000								
112 - Dorrigo Book Increase		Additional books			2,000	2,000				2,000									
115 - Average item price (EX GST)				$25.00	$25.00	$25.00				$25.00	$25.50	$26.01	$26.53	$27.06	$27.60	$28.15	$28.72	$29.29	$29.88
120 - # deselected		Annual book disposals		8,800	15,200	15,200				15,200	8,200	15,400	15,400	15,400	15,400	15,400	15,400	15,401	15,402
125 - Closing Stock		Number of Books Held		136,200	136,000					136,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	
130 - Net Funds Available before Book Vote					$366,418	$392,975				$392,975	$418,375	$456,913	$466,323	$530,554	$573,807	$615,911	$659,538	$704,643	$751,167
135 - Bookvote Required	570161-6035-6082	book vote	Acquisitions X Item Av Price	$244,131	$330,000	$330,000				$330,000	$330,000	$330,000	$350,000	$350,000	$350,000	$400,000	$400,000	$400,000	$460,170
137 - Capitol furniture & Equipment	570160-6535-6060	furniture & fittings/office equipment		$1,780	$8,000	$8,000				$8,000									

ACCUMULATED RESERVES INFORMATION

Item	Code	Description	Notes																
140 - Reserve Opening - RA 41125 & 41127	RA 41125 & 41127	CRL and Computer Reserve	Closing Bal Prior Yr	$784,787	$451,128	$484,057				$484,057	$543,873	$637,686	$770,976	$895,010	$1,084,514	$1,319,165	$1,548,268	$1,823,289	$2,146,165
145 - Movement	997435-6300-4902	Transfer to/from Reserve	update this	($341,507)	$28,418	$54,975				$54,975	$88,375	$126,913	$116,323	$180,554	$223,807	$215,911	$259,538	$304,643	$290,996
150 - Interest On Reserve Opening Balance	997435-6071-1344			$7,848	$4,511	$4,841				$4,841	$5,439	$6,377	$7,710	$8,950	$10,845	$13,192	$15,483	$18,233	$21,462
155 - Other Reserve Expenditure																			
160 - Reserve Closing Balance (Positive Figure - Funds Held, Negative - Overdrawn)				$451,128	$484,057	$543,873				$543,873	$637,686	$770,976	$895,010	$1,084,514	$1,319,165	$1,548,268	$1,823,289	$2,146,165	$2,458,623
165 - Minimum Reserve Balance Determined				$309,118	$240,663	$329,995				$329,995	$337,656	$344,883	$355,420	$360,887	$368,880	$377,433	$386,298	$395,497	$405,056
170 - Staff entitlements		Leave entitlements, Restructures		$200,000	$109,118	$200,000				$200,000	$204,000	$208,080	$212,242	$216,486	$220,816	$225,232	$229,737	$234,332	$239,019
175 - Contingency 10% of Operating Expenditure		Provided for unforeseen events, Replacement of CRL Specific Assets other than Book Stock		$109,118	$131,544	$129,995				$129,995	$133,656	$136,803	$143,178	$144,400	$148,064	$152,201	$156,561	$161,165	$166,038

Policy Review Input BS Staff:

Collection Development Policy:

General:

- Purpose – remove Measurement of the success – Start with The success….
- What is balanced?

Background

- are built not 'were'

Community Profile

- Stats for over 15s? – Jumps to 55s

Reference Collection

- As in the trend…. Use capitals for Reference Collection and Non-Fiction?

Local Studies

- Council (reports) only needs a capital when naming the council e.g Bellingen Shire Council
- Better clarification around Aboriginal and migrant groups – separate the two – does not read clearly e.g. Indigenous communities; immigration; local industries
- Add Flora and Fauna – as many of our books cover indigenous flora and fauna

Digitised Collection:

LP :

- Concerns with the use of the word 'normal' to describe non-large print books – needs a more inclusive word to remove the stigma around these are only for seniors and the aged or arthritic users (as mentioned in policy)
  E.g. Great for when exercising on a treadmill/comprehension/lighting conditions/less wait time on popular titles

Additions to collections

- Lack of reference to the publication date of books

Donations:

- Staffing felt the wording here was really clear

Commented [VK1]: Done

Commented [VK2]: A collection that covers all sides of an issue where possible, a collection that provides a variety of formats, a collection that provides for the educational, informational, recreational, and cultural needs of the people served by the Library.

Commented [VK3]: Done

Commented [VK4]: Done

Commented [VK5]: Done

Commented [VK6]: done

Commented [VK7]: done

Commented [VK8]: Flora and fauna covered under geography, the list is not meant to be comprehensive.

Commented [VK9]: Normal print replaced with standard print

Commented [VK10]: We keep this broad and use terms such as current subject matter or present current views on historical subjects. There are classic titles that may be excluded from purchase if we specify publication dates.

Fee Waiving Policy

All looks good here!
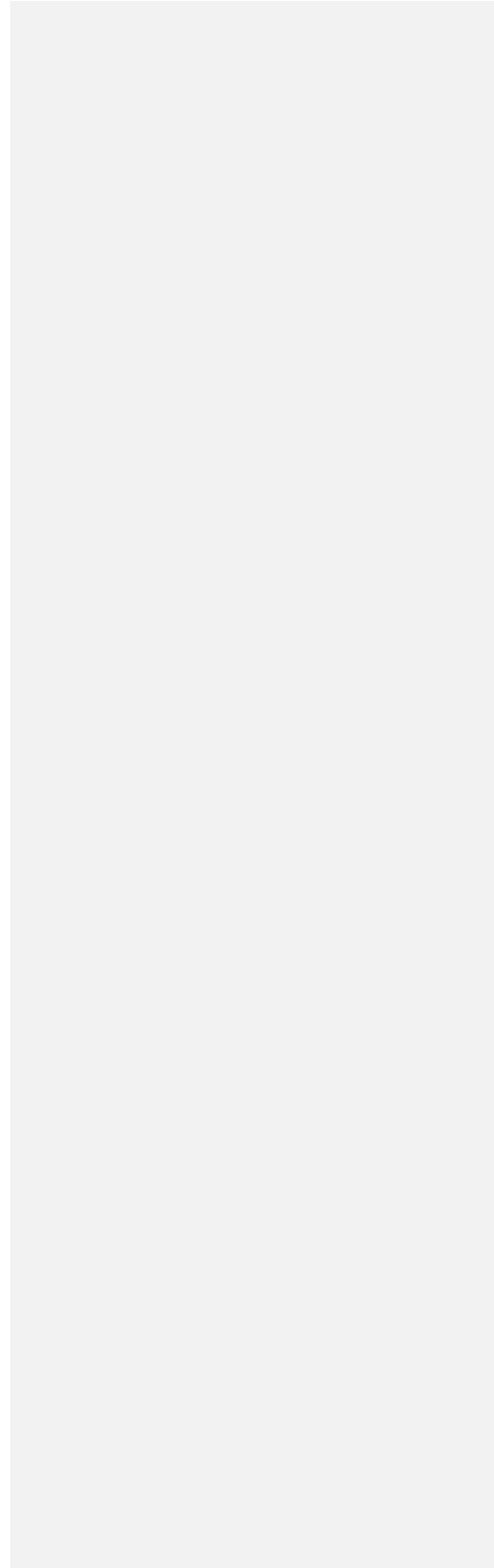
Clarence Regional Library Collection Development Policy

Responsible Manager (Title)			
Adopted by Council	Date		Minutes
File Reference Number	**DWS**	Version	Review Due
Document(s) this policy Supersedes	2147269 version:4.0		
Community Plan Linkage	1.3 Society - A safe and active community where healthy lifestyles and better health outcomes are encouraged and supported with accessible infrastructure for residents of all ages and abilities		

1   Purpose

The purpose of this Collection Development Policy is to assist in the acquisition and management of library resources and to account to our member councils and the public for the selection of such resources. Success of the policy to meet the collection needs of our communities will be measured through the Collection Needs Survey every 2 years.

The reasons for preparing a Collection Development Policy include:

- Enabling the Library to provide a balanced collection of resources that provide for the educational, informational, recreational, and cultural needs of the people served by the Library.
- To identify the strengths and weaknesses of the collection, and to redress any weaknesses and to continue to build on strengths
- To act as a guideline for future collection building

2 Definitions

Collection Development	Collection Development is based on ongoing assessments of the information needs of library clientele, usage statistic analysis, and demographic projections.
Selection criteria	Criteria used in the selection of items for the library collection

3 Background/legislative requirements

We would like to acknowledge the Bundjalung, Gumbaynggirr and Yaegl people, the Traditional Custodians of the land on which our Libraries are built. We would also like to pay our respects to Elders past, present and emerging, and to extend that respect to all Aboriginal and Torres Straight Islander peoples.

The Clarence Regional Library provides library services for the people of Clarence Valley Council and Bellingen Shire Council. Seven libraries and a mobile library serve these communities. The libraries are situated at Grafton, Maclean, Yamba, Iluka, Bellingen, Urunga, and Dorrigo. The mobile library operates within Clarence Valley Council area.

Regional Services are located within the Sir Earle Page Library and Education Centre at Grafton and is headed by the Regional Librarian. All centralised tasks such as acquisitions, accessions, cataloguing, ILLs, reference and rotation of stock are carried out at Regional Services and then are delivered to other libraries via couriers. Rotated stock includes adult and junior fiction, adult non-fiction, talking books, large print books and junior easies. This rotation allows our libraries to have an injection of new books at regular intervals, additional to newly acquired stock.

All lending stock is available to every library member in the region through our reservation system and may be returned to any library in the system. Items may be reserved via our online catalogue or from within our libraries.

3.1 Community profile

The total population of the Clarence Valley Council and Bellingen Shire areas that fund Clarence Regional Library is 67924. The population of each is shown below: Source: Australian Bureau of Statistics Estimated Resident Population 2023.

Deleted: .

Table 1. Age distribution in each Local Government Area - 2021 Census data

Local Government Area	Total Pop.	0 - 4	5 - 14	15 - 54	Over 55
Bellingen	13 257	542 (4%)	1 673 (17%)	5 218 (39%)	5 814 (44%)
Clarence Valley	54 120	2 578 (5%)	6 073 (11%)	22 228 (41%)	23 241 (43%)
NSW	8 072 141	468 056 (6%)	1 001 945 (12.4%)	4 216 216 (52.2%)	2 385 924 (30%)

The above figures indicate that the percentage of the population served by the Clarence Regional Library. In each LGA for individuals aged 0-4 and 5-14 they are comparable with NSW state figures. However, the percentage of the population between 16-54 and over 55 within each of the LGA's is noticeably higher that the state figure.

3.2 Ethnic Characteristics

The 2021 Census provides the following information about the birthplace of our residents.

Table 2.

	Bellingen	Clarence Valley
Australia	10 518	45 643
England	710	1 531
New Zealand	181	655
Philippines	38	219
India	0	168
Germany	98	159
Netherlands	65	153
United States	73	142
South Africa	62	127

Source: Australian Bureau of Statistics, 2021 Census. Note: These figures indicate the main responses, not all responses.

It can be seen from the above table that the majority of residents come from English speaking backgrounds.

4   Policy statement

Collection Statements

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Scope of the collection

The collection is intended to capture a range of perspectives and voices and reflect the diversity of our communities.

4.1 Reference Collection

The aim of the Reference Collection is to provide access to a broad range of up-to-date information for study and research. It should be of high quality in its content, format and expression. The reference collection is not for loan and includes a range of formats including both print and non-print formats. The Reference Collection also encompasses a number of special collections including, Legal Information Access Centre and Drug Information @ your Library materials. Criteria for selection:

• Up-to-date
• Written by an authority in the particular field
• Easy to use, with appropriate arrangement for the subject, good indexes and bibliographies, illustrations, photographs, maps and timelines.
• Relevance to the needs of our patrons
• Value for money
• Specified by the State Library LIAC and Druginfo coordinators

As is the trend in public libraries, and largely due to internet resources, the Reference Collection is reducing in size. Many reference books are being interfiled into the general Non-Fiction Collection.

4.2 HSC Collection

Each library within the Clarence Regional Library service holds a suitable number of titles specifically published to assist students with their HSC studies. These include past exam papers, study guides and selected texts for English areas of study. The core titles are purchased as a standing order and are displayed in a defined area of each library.

4.3 LIAC Collection

A copy of each title specified by the State Library of NSW Legal Information Access Centre is obtained for each library in the Clarence Regional Library service as part of the Find Legal

Answers collection. This collection is maintained on a regular basis as per updated lists from the State Library.

4.4 DrugInfo Collection

A copy of each title specified by the State Library of NSW Drug Information Centre is obtained for each library in the Clarence Regional Library service as part of the DrugInfo collection. This collection is maintained on a regular basis as per updated lists from the State Library.

4.5 Local Studies Collections

The aim of the Local Studies collection is to provide a comprehensive collection of resources relating to the communities served by the Clarence Regional Library. The collection is intended to preserve and make accessible materials of past and present for the future of a cultural, historical, social and environmental nature in a variety of formats. All library locations collect material related to the local history of their area, including council reports and other documents.

The collections will include monographs, newspapers, periodicals, annual reports, pamphlets, photographs, maps, sound recordings, video recordings, manuscripts, microforms. All subjects related to the local area will be covered including history, biography, geography, social conditions, Aboriginal, migrant groups and local industries. Careful attention will be paid to the proper conservation and storage of items. The Library will not collect realia such as costume or furniture (with the exception of some artefacts for display purposes), as this is the responsibility of the Local Historical societies.

The Library will acquire items for the Local Studies collection through purchase, donations and transfers from other council departments. Items are identified through suppliers, local contacts, and other library staff.

All local history titles will have at least one copy "not for loan", with duplicate copies available for loan, if resources allow.

For greater detail please refer to the Local Studies Collection Development Policy (in Appendix).

4.6 Digitised Collection

The library maintains a digital collection of documents. Those produced digitally by both Clarence Valley Council and the Bellingen Shire are usually in pdf format. These are harvested from each council website on a regular basis by Regional Library staff or when identified by other staff.

Once downloaded these documents are catalogued to the library Digital Asset Management module within the Library Management System and made available via the library catalogue.

Criteria for selection:

The documents added to this collection are selected for their long-term historical value for potential future consultation. They are snapshots of Council processes that have cultural, environmental, and historical significance.

Ideally, they will contain;

- Local statistics and graphs
- Local historical details
- Cultural details
- Comparisons to state and federal statistics and situations

Draft documents will not be collected, only final published versions.

4.7 Non-fiction Collection

The non-fiction collection contains resources for the recreational and informational needs of all people of all ages in our communities. Material should be collected that allows members of the community to understand and participate in our society, to follow personal interests and to pursue life-long learning. The non-fiction collection should also support school (and other) students carrying out research for projects, local business people and council employees in the course of their work. Hardcover and paperback monographs are collected, depending on price and availability.

Criteria for selection:

- Material should be accurate, up-to-date, and non-biased (or if a work presents a clearly-stated viewpoint, it should generally be balanced by another work presenting a differing viewpoint).

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- Authority of author(s) and publisher
- Easy-to-use and containing indexes, bibliographies, photos, illustrations, maps and timelines (depending on the nature of the work)
- Relevant to the needs of our patrons
- Good quality
- Value for money

4.8 Aboriginal collection

The library actively sources titles that have aboriginal content and which have particular significance to local aboriginal communities, their culture and their histories. A portion of the non-fiction budget is specifically allocated to developing this collection and all available contacts and resources are used to identify and purchases titles. Multiple copies of locally significant publications are purchased.

These titles are highlighted through a subject heading in the catalogue record and specific spine labels. Care is taken not to include these titles in the de-selection process.

4.9 Parenting Collection

The library sources titles that cover topics such as general parenting, childbirth and development, childhood illnesses, nutrition and behavioural issues. These titles are highlighted through a subject heading in the catalogue record and specific spine labels.

4.10 Adult Fiction

The adult fiction collection includes all types of fiction suitable for adult readers, including literary and popular works. Multiple copies of best-sellers and award winners are purchased through standing orders, and particular attention is paid to buying Australian fiction (including Aboriginal authors). The purchase of trade paperback books is preferred.

Criteria for selection:

- Literary merit
- Imaginative writing
- Effective plot and characterisation
- In popular demand
- Part of existing series

• Standard genre fiction - western, mystery, romance, thriller, science fiction and fantasy.

4.11 Large Print

The Large Print collection is targeted at those patrons who have difficulty reading standard print. It consists of largely fiction titles, with some popular non-fiction (such as biographies) included. The large print collection should include all genres and best-sellers. Softcover will be bought in preference to hardcovers where possible, in consideration for aged or arthritic users.

Criteria for selection

• Literary merit
• Imaginative writing
• Effective plot and characterisation
• Standard genre fiction to be included
• In popular demand
• Bestselling authors

4.12 Dyslexic Font

Titles in dyslexic font are purchased as an accessible format that alleviates some of the difficulties reported by people with dyslexia. Both junior and adult titles are selected and they are shelved in junior fiction and large print respectively.

Criteria for selection

• Bestselling authors
• In popular demand
• Literary merit
• Imaginative writing
• Effective plot and characterisation
• Standard genre fiction to be included

4.13 Magazines

The magazine collection is purchased to provide titles of general interest to all ages of the community. Australian publications are the preferred option when selecting and should complement and add currency to the collection. The subscriptions to these are reviewed on a regular basis with input from each library.

Criteria for selection:

• Of general interest to the community
• Reputable publisher
• Regular publishing schedule
• Australian publications preferred
• Cost
• Popularity
• Content

4.14 Young Adult Collection

The young adult collection is aimed at children between the ages of 12 and 18. The collection will include both literary and popular authors, with an emphasis on Australian writers. The collection should contain books of high interest to teenagers to encourage the habit of reading for pleasure.

Criteria for selection:

• Literary merit
• Original writing
• Effective plot and characterisation
• Subject matter of interest to young adults
• Includes latest trends and genres
• Attractive format, including graphic novels
• Award winning titles and authors

4.15 Junior Fiction

The junior fiction collection is targeted at children between the ages of 6 and 14. The collection will include both literary and popular authors, with an emphasis on Australian writers. The collection should contain books of interest to children to foster and encourage a lifelong love of reading and literature.

Criteria for selection:

• Literary merit
• Original writing
• Effective plot and characterisation
• Of interest to children in primary school

- Includes latest trends and genres.
- Attractive format, including graphic novels
- Award winning titles and authors

4.16 Junior Easy

This collection should introduce children to reading as an enjoyable and rewarding experience by providing a range of titles, which stimulate the imagination, introduce children to language and their cultural heritage, and add to their knowledge of the world. The Junior Easy collection is for children from 0-6 and includes picture books, nursery rhyme and fairytale books, books for parents to read to children, easy books for children who are learning to read. Australian authors and illustrators should be emphasised.

Criteria for selection:

- Literary merit
- Illustrations that enhance text
- Original writing
- Attractive presentation
- Suitability for the age
- Award winning titles

4.17 Readers

To assist with making early literacy resources easier for the community to locate and easier for staff and volunteers to shelve the libraries source and highlight Readers as a separate collection. A reader is a book is which clearly states on the cover or inside that it is a reader and/or gives a reading level. These are purchased through standing order and are highlighted through a subject heading in the catalogue record and specific spine labels and physical location in the libraries.

Australian authors and illustrators should be emphasised.

4.18 Audio Books

The aim of the Audio Book collection is to provide clients of all ages access to a wide range of books in a spoken word format. Criteria for selection should be similar to fiction and nonfiction,

taking into account the needs and interests of patrons of this collection, as well as the following criteria.

Criteria for selection:

• Unabridged versions where possible.
• Quality and clarity of reader's voice.
• Physical quality of CD cases.
• Availability of replacement CDs.
• Downloadable file sources to be included in this format.

It will be necessary to monitor trends in technology to ensure that the Library's audio book collection is providing clients with new and alternative formats as they are developed. for physical Audiobooks only MP3 format will be purchased.

4.19 DVD's

The Library's aim is to develop a DVD collection that enhances the fiction and non-fiction collections. It will support and stimulate the information, educational, recreational, and cultural needs of all members of the community. The selection of audio-visual material is aimed at providing viewing, listening and instructional materials to complement and/or supplement the print collections.

Criteria for selection:

• Documentaries
• Do-it-yourself and instructional presentations
• Performance of dramas or screenplays with particular emphasis on Australian works
• Popular series, classic films, drama, comedy, award winning films and films with an Australian interest
• R 18+ rated DVD titles will be added to the collection on a case-by-case basis. Consideration will be given to critically acclaimed or award-winning films and TV series.

4.20 eResources

4.20.1 Databases

The Library provides its clients with access to a range of electronic databases provided by NSW.net consortia or purchased individually by the Library. A number of these databases provide remote access for clients. These are reviewed annually for usage and relevance.

4.20.2 eBooks, eAudio, eMagazines

Electronic formats such as eMagazines, eAudio and eBooks are to be selected using the same criteria as traditional magazine, book and talking book formats:

Criteria for selection
- Literary merit
- Imaginative writing
- Effective plot and characterisation
- In popular demand
- Part of existing series
- Standard genre fiction - western, mystery, romance, thriller, science fiction and fantasy.
- Unabridged versions where possible.
- Quality and clarity of reader's voice
- Value for money
- Usage conditions (eg. Loan Limits and Term Limits before repurchase is necessary)

This policy endorses the Library Council of New South Wales, Access to Information in New South Wales Public Libraries statement (see Appendix 3)

4.21 Donations

Donations play an important part in enriching the collection. Donations of material are accepted on the understanding that they become the property of the Library and as such the Library reserves the right to evaluate, use or dispose of the materials as it deems appropriate. Any books not considered suitable for our needs will be sold at the Library's book sale, given to charity or recycled. There is to be no coercion on the part of the donor imposing conditions relating to any gift either before or after its acceptance by the Library.

Donations must meet the selection criteria outlined in the Collection Development Policy for each individual collection area.

Dated, yellowed, damaged or musty items will not be accepted.

4.22 Suggestions for Purchase

Library patrons are encouraged to make suggestions for the purchase of library materials on our "Suggestions for Purchase" page on our Library Catalogue, which can be accessed from home from the library website: www.crl.nsw.gov.au.

We may not buy all the items that are requested for purchase, if we do not consider the item to be suitable for our collection in terms of this Collection Development Policy, we will attempt to obtain the item through our ILL system, and this service will attract a small processing fee.

4.23 Deselection

Deselection is an on-going process that ensures the Library's collection maintains its effectiveness, quality, currency and integrity.

In general, factors for deselection mirror those used for selection: content, arrangement & style, format and so on.

Additional criteria for deselection:

• Physical condition – dirty, tatty or items damaged beyond repair should be discarded.
• Titles that have not been borrowed for two years should be considered for deselection, however this is to be determined on a title-by-title basis for Non-Fiction subjects.
• Items that contain outdated or inaccurate information should be removed.
• Items superseded by a new edition should be removed.
• Incomplete sets or series may be withdrawn, depending on the usefulness of the remaining parts of the set or series.
• Duplicate copies in the collection (2 copies of the same title is recommended for older titles)

Deselected items are withdrawn from the catalogue, have their barcodes and spine labels obscured with permanent marker and RFID tags de-commissioned.

Material that is withdrawn from stock is not automatically replaced unless it is a standard work, a popular title or subject. Withdrawn items are offered to the subject specialisation library, sold or recycled.

5   Implementation

Selection criteria

Selection is undertaken using a range of resources:
- Catalogues/reviews
- Bibliographic tools
- Library supplier visits and promotional material
- Standing orders
- Supplier profiling and selection lists
- Bookshop and warehouse visits
- Suggestions for purchase from the community and staff

5.1   General Selection criteria

As one of the main duties of the Library is to provide free and equitable access to information for all sections of the community:
- The Library must accept responsibility for providing free access to materials, presenting, as far as possible, all points of view on current issues.
- The librarian must not select materials based on personal, moral, political, social or ideological views, except where subject to State or Federal prohibition.
- Each type of material should be evaluated on its own merits and its suitability for its intended audience.
- Regular deselection of the collection is needed to keep it useful and up-to-date.
- School, TAFE and university textbooks will not be collected unless no other suitable material is available. Where these items are requested, the borrower is advised of the Inter-library Loan option.
- Multiple copies of materials are only bought for high demand fiction, and to a lesser extent, non-fiction. In many subject areas, where the interest is in the subject, rather than particular titles, the Library will purchase several different titles on the same subject. In this way, the library can add variety and depth to the collection. Duplicate copies of the following materials will be purchased:
  - Best selling fiction authors
  - Literary award winners (Booker Prize, Miles Franklin Award, Children's Book of the Year, etc.)
  - Reference books needed on a regular basis at each branch (e.g. Law Handbook, World Book Encyclopaedia, Legal Tool Kit titles).
  - HSC materials
  - Popular DVD titles
  - Local history titles (loan and reference copies).

Materials being considered for purchase by the Library, should meet the following criteria:

5.2 Community Demand

• Popular authors
• New reading trends

Media influence e.g. Television programs and movie tie-ins.

5.3 Content

- Subject matter should be current or present current views on historical matters.
- Care should be taken that collection in any subject area is balanced and presents.
- all viewpoints
- Representation of significant genre or national culture
- Priority should be given to Australian views of subjects.

5.4   Arrangement & Style

- Indexing and bibliographies should be included where appropriate.
- Arrangement, language and style should be suitable for the intended user.

5.5   Format

- The format should be suitable for the material presented and convey the information to the user in the most appropriate way.
- Trade paperbacks will be purchased in preference to hardback editions in most instances.
- Hardbacks with library binding will be purchased when no paperback edition is available.

5.6 Other

- Cost, value for money
- The availability of information via the Internet should be considered when selecting and weeding materials for the non-fiction collection.
- Due to budgetary constraints, the price, or value for money, of an item, may be considered.

5.7 Reasons for non-inclusion
- Items of a highly technical, highly academic or specialised nature, or those items fulfilling a one-off technical request, may be provided through inter-library loan.
- Material that is suggested that is out-of-date, very expensive, published in an unsuitable format, or where there are suitable alternative titles in stock on the subject.
- Individual titles from a multi-part series for which no other titles are held, whether in print or DVD format.

5.7.1 Censorship (freedom to read)

Censorship powers are vested in both State and Federal governments. Materials prohibited by law will not be included in the collection.

<u>The selection of library materials is based on the patrons' right to read and similarly, freedom from censorship by others.</u> Material will not be rejected on moral, political, racial or religious grounds if it otherwise meets the Library's selection criteria.

It is the responsibility of parents or guardians, rather than library staff, to determine the suitability of materials used by their children.

<u>This policy endorses the ALIA Statement on free access to information and the ALIA Statement on public library services and also the Library Council of New South Wales, Access to Information in New South Wales Public Libraries (see Appendices 1-3).</u>

5.7.2 Controversial Material

The Library aims to include in the collections a representative selection of materials which meet basic selection criteria, are on topics of interest to its readers, including items covering controversial subjects, providing they are not prohibited by law. The Library aims to provide materials which collectively represent all sides of controversial issues.

6   Appeal/objections process

6.1 Complaints

All requests for the review of a selection decision shall be submitted in writing to the Regional Librarian. All queried titles will be re-evaluated by senior library staff and if the original decision is still considered to conform to the selection criteria, the title in question will remain on the shelves. If the criticism is considered to be valid, the title will be placed in another collection (such as Stack) or will be withdrawn. All written complaints will be answered. The final decision will rest with the Regional Librarian.

6.2 Revision of Policy

This collection development policy should be reviewed on a regular basis to ensure that it meets the goals and objectives of the Library. Revisions should take into consideration changes in the community, the publishing and information industries, economic conditions or the role of the public library.

7   Related Documents

1. ALIA Statement on free access to information - http://www.alia.org.au/aboutalia/policies-standards-and-guidelines/statement-free-access-information

2. ALIA Statement on public library services - http://www.alia.org.au/aboutalia/policies-standards-and-guidelines/statement-public-library-services

3. Library Council of New South Wales, Access to Information in New South Wales Public Libraries - https://www.sl.nsw.gov.au/sites/default/files/accesstoinformation2007.pdf

4. Clarence Regional Library Local Studies Collection Development Policy

8   Attachments

Clarence Regional Library Fee Waiving Policy

Responsible Manager (Title)	Regional Librarian		
Adopted by Council	Date		Minutes
File Reference Number	DWS	Version	Review Due
Document(s) this policy Supersedes	DWS 2514194 version 3.1		
Community Plan Linkage	1.3 Society - A safe and active community where healthy lifestyles and better health outcomes are encouraged and supported with accessible infrastructure for residents of all ages and abilities		

1   Purpose

To establish guidelines for dealing with customer loans for lost items and/or loans which move to overdue status.

2   Definitions

Borrow	use of a library item, with an obligation to return it by the due date without damage
Charge/Fee	an amount applied by the Library for lost or damaged items
Due Date	refers to the date recorded by the Clarence Regional Library when a lent item is required to be returned to the Library
Item	refers to any book, magazine, videotape, CD, DVD, Microfilm, microfiche, cassette or any other recorded material, regardless of physical form, that is part of the Library collection
Library	refers to the Clarence Regional Library
Library Member	shall mean a person who has been issued a library card and is entitled to borrow items from the Library for which they may incur charges.

3   Background/legislative requirements

This policy outlines the criteria under which requests for the reduction or waiving of library fees can be made and the circumstances under which requests will be considered. Generally, charges will only be reduced or waived as a result of extenuating or unforeseen circumstances such as accident, illness or disaster. This policy enables library staff to make decisions based on individual customer circumstances and provides for staff to refer more complex requests to a supervisor where necessary.

Relevant Legislative Provisions

Local Government Act NSW 1993

Library Act NSW 1939

Library Regulation NSW 2010

4   Policy statement

Council recognises there are cases requiring respect and compassion in special circumstances. This policy establishes guidelines for applying the principles of fairness, integrity, confidentiality and compliance with statutory requirements. It applies to all applications for waiving or reducing fees and charges.

4.1 Waiving of Lost/Damaged Charges

Lost/Damaged charges may be waived on the following grounds:
• Disasters such as flood, fire, criminal act, etc
• Stolen Library Card

The administration charge will also be waived in these circumstances.

4.2 Reduction or Waiving of Inter Library Loan Charges
Inter Library Loan (ILL) charges will be waived if the request has been altered so that a charge no longer applies. This may occur where the request has been altered to a Suggestion for Purchase request, a Reservation, or a combined ILL request in the case of a two part title.

4.3 Principles

Library staff will treat all people fairly and consistently under this Policy.

Library staff recognise the importance of establishing lost and damaged item charges as a management tool for ensuring that all items are treated with care and that all customers have full and equitable access to these items.

5   Implementation

- Customers are responsible for the library materials borrowed on their cards and are expected to return materials in a timely manner.

- Library membership privileges will be suspended after 28 days when items move to a *lost* status.

- When dealing with all charges, staff should remind borrowers of the various methods available to avoid fees, i.e.) Renewing items in person, by phone, or online.

- Waiving customer charges requires supervisory approval.

- Upon waiving charge, staff must record in the library's computer system that a charge was waived, the location, amount waived, reason for the waiver, and the staff member's name.

- The waiving of fees is an unusual circumstance. Customers who have had charges waived or reduced, either as a single act, or over a period of time, may be denied further service.

6   Related Documents

N/A

7   Attachments

Circulation and Membership Policy

Schedule of Fees & Charges

WORKPLAN FOR THE CRLC 2024-2027

WORKPLAN FOR THE CRLC 2024-2027

STRATEGIES				2024 JUL	NOV	MAR	2025 JUL	NOV	MAR	2026 JUL	NOV	MAR	2027 JUL	NOV	MAR
1			Stretch: extend what we aleady have												
	1.2		community magnet												
			The heart of all our towns and villages, fixed or mobile, the library is a magnet for civic life.												
H		1.2.1	continue to offer a diverse range of learning programs and activities for all ages												
H/M/L		1.2.2	continue to offer reliable and free WIFI across all library spaces and places – libraries and surrounds, mobile library, library pods/kiosks												
	1.3		treasure trove												
			Books, magazines, games and digital devices – in place and online – will expand and deepen at the library.												
H/M/L		1.3.1	build on CRL collection strengths - fiction, non-fiction and diverse information resources												
H/M/L		1.3.2	continue to modernise technology platforms and access to digital devices /resources												
H		1.3.3	continue to improve the CRL App; the gateway to online resources and programs												
H/M		1.3.4	seek community input and local needs in relation to non-fiction specialist collections: art, design, architecture, sustainable agriculture												
H		1.3.5	conduct collection needs assessment												
H/M/L		1.3.6	further develop and promote culturally and linguistically diverse resources and collections												
H/M/L		1.3.7	prioritise the inclusion of First Nations histories, stories, and publications												
H/M/L		1.3.8	further develop and promote collections that support children's and youth interests and needs.												
2			Reimagine: what can we do differently or better?												
	2.1		comfortable, adaptable, open												
			Artists, writers, readers, craftspeople, students and travelling nomads will benefit from new, multipurpose libraries in key locations, as well as the sensitive reimagining of existing library spaces.												
H/M/L		2.1.6	investigate feasibility of library vending machines outside smaller library locations with reduced opening hours like Iluka and Dorrigo												
M/L		2.1.8	investigate the feasibility of a Library of Useful Things to assist cost of living pressures: guided by community needs and available spaces.												
	2.2		comfortable, adaptable, open												
			The library stimulates and supports reading and learning; providing free access to digital, information, media and visual literacy programs and resources for all ages.												
H/M		2.2.1	continue quality literacy, information navigation and media literacy programs and support												
H		2.2.2	expand locations for *Storytime, Baby Bounce, Live n Loud, Toddler Time*												
H		2.2.3	extend community learning and gathering programs: Kid's Book Club; Vintage Film Club; Book Clubs; Author and Artist Talks												
H		2.2.4	introduce new programs and opportunities based on ongoing community consultation – *CosPlay, Game On*												
H		2.2.6	build on and expand the link with Clarence Correctional Centre, supporting literacy, reading and entertainment options for inmates and their visitors												
H		2.2.7	investigate video and/or live streaming possibilities for programs currently delivered in-house only												
H/M		2.2.8	research and develop suitable media literacy Programs												
H/M/L		2.2.9	continue to support language learning - ensure adequate resources and access to suitable language learning resources												
	2.3		Memories, stories and ideas												
			Our local stories and histories are precious and irreplaceable. The library is a local stories repository, a vehicle for digitisation and discovery, and an active collector of history in the making.												
H		2.3.1	find new pathways to publicise and display the Nola Mackey Collection												
L		2.3.2	grow and expand partnerships with local museums and historical societies												
H		2.3.3	appoint a Local Faces/Local Voices Project Coordinator to develop, promote and facilitate a participative co-curation of contemporary local histories												
H		2.3.4	develop a digitisation plan and seek grant funding												
L		2.3.5	work with Gumbaynggirr, Bundjalung and Yaegl Elders and communities on joint history capture projects												

WORKPLAN FOR THE CRLC 2024-2027

H/M		2.3.6	expand and promote Local Voices history collections: oral, video, and photographic
3	Stand Out: seen by all, used by all		
	3.1		out and about
			Clarence Regional Library is a leader in digital equity, community outreach and democratic participation.
H/M/L		3.1.1	build on CRL branding, marketing, and promotional activities
H/M/L		3.1.2	improve library signage and way finding; in-house and across neighbourhoods
H/M/L		3.1.3	redevelop the library website to improve functionality and discoverability of resources and programs
H/M/L		3.1.5	continue to support a cohort of enthusiastic volunteers
H/M/L		3.1.6	position libraries as go-to places and creative partners across all locations and geographies.
	3.2		spirit of adventure
			Library spaces, people and programs encourage and generate a spirit of adventure in how to think, create and learn; alone or together.
H/M/L		3.2.2	continue to market services and opportunities like IndyReads, StoryBox and Beamafilm, and any other services people may have forgotten about or never heard of before
M/L		3.2.3	curate and deliver a biennial Festival of the Rivers, Valleys and Sea - weaving reading, learning, thinking and writing into a travelling festival along our interconnected rivers
	3.3		behind the scenes
			In a world of relentless change and disruption, the library is an icon of reinvention. Our service philosophy continues to adapt to a changing landscape, both physical and social.
H/M		3.3.1	review the library service model to ensure congruence with emerging needs and community expectations
M/L		3.3.2	develop transition plans and associated skills development in preparation for new libraries, expanded libraries, and new delivery and digital platforms
M/L		3.3.3	evolve our reference services - skills and modes of engagement
H/M		3.3.4	ensure the library staffing cohort reflects demand, locations and additional services
H/M/L		3.3.5	maintain advocacy initiatives with key regional stakeholders - arguing for the library as an essential community resource and service, and demonstrating the tangible benefits it delivers to all
4	Administrative Reporting		
H	4.1		Annual Budget informed by strategic objectives
H	4.2		Quarterly expenditure spreadsheets completed
H	4.3		LGA Contributions for new Fiancial Year
H	4.4		Annual review of CRLC WorkPlan
H	4.5		Annual Comparative Statistics
H	4.6		Annual Infographics
H	4.7		Staffing levels
H	4.8		Review of CRL policies
H	4.9		Renew library agreement

Q3

Social Media

	Reactions	Shares	Comments	No. posts	views
instagram	387	n/a	3	76	
youtube	4	3	3	1	450
facebook-crl	295	120	25	99	
facebook-grafton	212	51	58	23	
facebook-yamba	24	24	0	15	
facebook-Iluka	170	63	18	32	
facebook-maclean	104	6	7	26	
facebook-mobile	8	16	6	9	
facebook-bellingen	76	3	14	19	
facebook-dorrigo	54	32	7	14	
facebook-urunga	26	8	1	15	
Grand total	**1360**	**326**	**142**	**329**	**450**
cvc pages total	*518*	*160*	*89*	*105*	*0*
.8 of CRL pages	*548.8*	*98.4*	*24.8*	*140.8*	*360*
cvc only total	**1067**	**258**	**114**	**246**	**360**

data from hootsuite

Newsletter + media releases

	sent	open rate	click rate
Grand total	**28214**	**51%**	**0.83%**

Website Sessions

CRL	32,494
OPAC*	10,496 *direct entry data
Grand total	**42,990** OPAC stands for online public access to catalogue

Library App

	devices	launches	new devices
January	873	4004	102
February	874	3704	105
March	859	3811	114
Grand total	**1473***	**11519**	**321**
.8 of CRL pages		*9215.2*	*256.8*

* This is not a sum as the total devices each month includes devices that are used in other months

Top pages by views

1	Clarence Regional Library - Clarence Valley and Bellingen Shire libraries	29,324
2	My library account - Clarence Regional Library	2,202
3	Grafton Library - Clarence Regional Library	2,138
4	Yamba Library - Clarence Regional Library	659
5	Bellingen Library - Clarence Regional Library	623
6	Maclean Library - Clarence Regional Library	424
7	Services - Clarence Regional Library	351
8	Urunga Library - Clarence Regional Library	254
9	Library Apps - Clarence Regional Library	242
10	Popular websites and services - Clarence Regional Library	241

Users Overtime
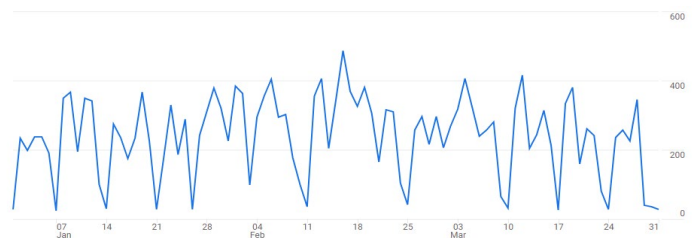
Q2

Social Media

	Reactions	Shares	Comments	No. posts	views
instagram	263	n/a	2	77	n/a
youtube	0	0	0	0	
facebook-crl	267	80	21	107	n/a
facebook-grafton	222	81	20	32	n/a
facebook-yamba	94	22	1	21	n/a
facebook-Iluka	76	21	9	14	n/a
facebook-maclean	47	5	1	15	n/a
facebook-mobile	5	2	0	6	n/a
facebook-bellingen	27	12	1	13	n/a
facebook-dorrigo	74	9	12	12	n/a
facebook-urunga	35	3	3	13	n/a
Grand total	1110	235	70	310	0
cvc pages total	444	131	31	88	0
.8 of CRL pages	424	64	18.4	147.2	0
cvc only total	868	195	49	235	0

data from hootsuite

Newsletter + media releases

	sent	open rate	click rate
Grand total	46308	42%	1.70%

Website Sessions

CRL	28,647
OPAC*	9,794
Grand total	38,441

*direct entry data
OPAC stands for online public access to catalogue

Library App

	devices	launches	new devices
October	826	3829	83
November	801	3351	93
December	762	3111	53
Grand total	*1333	10291	229
.8 of CRL pages		8232.8	183.2

* This is not a sum as the total devices each month includes devices that are used in other months

Top pages by views

1	Clarence Regional Library - Clarence Valley and Bellingen Shire libraries	24,925
2	My library account - Clarence Regional Library	2,144
3	Grafton Library - Clarence Regional Library	1,627
4	Yamba Library - Clarence Regional Library	632
5	Bellingen Library - Clarence Regional Library	501
6	Maclean Library - Clarence Regional Library	364
7	Popular websites and services - Clarence Regional Library	227
8	Clarence Valley Libraries - Clarence Regional Library	226
9	Services - Clarence Regional Library	224
10	Urunga Library - Clarence Regional Library	222

Users Overtime

STATE LIBRARY®
NEW SOUTH WALES

FROM THE STATE LIBRARIAN

Mr Mark Griffioen
Bellingen Shire Council
PO Box 117
BELLINGEN NSW 2454

Friday, 14 June 2024

Dear Mr Mark Griffioen,

Freedom to Collect and Read

I am writing to NSW local councils regarding the Cumberland City Council resolution of 1 May 2024 (rescinded 15 May 2024) to remove a book on same-sex parenting from Cumberland City Council libraries.

The State Library welcomed the rescission of this decision, however the fact that the council initially considered and passed the resolution is of great concern. In response I believe it is timely to remind councils of the legal and policy framework for public libraries operated by local governments in NSW.

Councils in NSW operate their libraries under the Library Act 1939 (the Act) in partnership with the state government through the State Library.

All councils have adopted the Act, and annually attest (as part of their subsidy applications) that they operate libraries in accordance with the Act and the Guidelines issued by the Library Council of NSW under the Act. This attestation is a key element of the subsidy program.

s10 of the Act sets out that access to libraries, collections, reference and information services must be offered free of charge, and that anyone may enter a library and access collections and information services.

s10(5) sets out that the Library Council of NSW may issue guidelines for the purposes of s10.

The Library Council first issued a guideline pertaining to collection censorship in 1964, and has periodically updated this guideline, now called the Access to Information in NSW Public Libraries Guideline. The following excerpt sets out the main points:

Collections

Public libraries develop, maintain and provide access to collections of resources to meet the information needs and interests of their communities. Libraries have collection development policies and guidelines to assist in the selection of library material.

The continuous review of library collections is necessary as a means of maintaining a current and useful collection. This procedure should not be used as a means of removing materials believed to be controversial, contentious or disapproved of by sections of the community.

1. A public library has a role as an unbiased source of information and ideas, including online content. It must accept responsibility for providing free access to materials and information presenting, as far as possible, all points of view on contemporary and historical issues, including controversial issues.

2. Libraries should endeavour to provide access to comprehensive and balanced collections that meet the needs of their communities as far as budget, space and availability of materials allow.

3. Library materials that have not been subject to federal and state restriction or prohibition should not be excluded from a public library on moral, political, racial, religious, sexist, language, or other grounds. Nor should library materials be included on these grounds alone, whatever pressure may be brought to bear by individuals or groups.

4. The arrangement of the collection should facilitate access. Restricting access to certain titles or classes of materials, for example by holding them in special collections or available on request, can be an indirect form of censorship. No library materials should be held in closed access physically or digitally except for the express purpose of protecting them from damage, theft or due to Australian Classification restrictions.

In addition to the Guideline, under s5(1) of the Act, the Library Council can recommend to the Minister that there are conditions placed on the State Government funding, and under s13(3) of the Act, a council's eligibility for subsidy is subject to the Library Council's view that the library is reasonably meeting the needs of its community.

In response to the Cumberland matter, the Minister for the Arts the Hon John Graham MLC noted that excluding books or materials from a library based on the views of a councillor or councillors amounts to a denial of access, and it is not the role of councillors to decide what people may read.

Book classification is a matter for the Commonwealth Classification Board. The community has every right to expect that their public library may stock books that have not been subject to Commonwealth restriction.

NSW public libraries are popular and vital community services, enjoying considerable growth in use over recent years. Their collections and services, provided in partnership with the State Library, support community access to information, literacy, literature, education support, Wi-Fi, and provide public space for people to study, work, learn and interact.

NSW councils are to be congratulated for continuing to improve library collections, spaces and services in line with community demand. The State Library greatly values its 85-year relationship with councils in the development of our strong public library network.

If you would like more information or clarification please contact Cameron Morley, Head of Public Library Services at the State Library of NSW on cameron.morley@l.nsw.gov.au or 9273 1483.

Yours sincerely,

Dr Caroline Butler-Bowdon
State Librarian

cc Library Managers

STATE LIBRARY®
NEW SOUTH WALES

FROM THE STATE LIBRARIAN

Ms Laura Black
Clarence Valley Council
Locked Bag 23
GRAFTON NSW 2460

Friday, 14 June 2024

Dear Ms Laura Black,

Freedom to Collect and Read

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Yours sincerely,

Dr Caroline Butler-Bowdon
State Librarian

cc Library Managers

ATTACHMENT Item 9.2.1 Media release ststa - open rate - 2023-24 Q4

Audience Name	Email Name	Email Sent Time	Open Rate
Clarence Regional Library	Media release -On Record 2024	29/02/2024 11:06	93%
Clarence Regional Library	Media release - Strategic Plan - On Exhibition	4/03/2024 11:48	41%
Clarence Regional Library	Media Blast - On Record 2024	4/03/2024 13:10	56%
Clarence Regional Library	Media release - Live 'n' loud at your library	18/03/2024 11:47	96%
Clarence Regional Library	Media release - 10 years at Grafton library	19/03/2024 11:49	39%
Clarence Regional Library	Media Blast - 10 years at Grafton library	28/03/2024 8:00	61%
Clarence Regional Library	Media Blast - Live 'n' Loud at the Library 2024	3/04/2024 9:00	57%
Clarence Regional Library	April monthly newsletter 2024	11/04/2024 8:42	54%
Clarence Regional Library	Media release - Hurray for Hoopla!	19/04/2024 8:00	33%
Clarence Regional Library	Media release - biggest morning tea	26/04/2024 9:00	39%
Clarence Regional Library	Media release - author talks	29/04/2024 10:10	35%
Clarence Regional Library	Media Blast - Hurray for hoopla!	1/05/2024 9:00	49%
Clarence Regional Library	Media Blast - Authors talks at your library	6/05/2024 9:00	52%
Clarence Regional Library	May monthly newsletter 2024	14/05/2024 11:46	48%
Clarence Regional Library	Media release - First Nations Computer Classes Program	27/05/2024 10:10	35%
Clarence Regional Library	June monthly newsletter 2024	5/06/2024 16:38	50%
Clarence Regional Library	Media release - Cathryn Hein Author Talk	17/06/2024 11:47	89%
Clarence Regional Library	Media Blast - Cathryn Hein Author Talk	17/06/2024 11:50	56%

Open Rate