



EXTRAORDINARY MEETING OF COUNCIL

BUSINESS PAPER

15 June 2021

Extraordinary Meeting of Council

Kate Jessep
General Manager



Extraordinary Council Meeting

15 June 2021 at 1:00pm

Uralla Shire Council Chambers

- BUSINESS AGENDA -

1. Opening of Extraordinary Meeting
2. Prayer
3. Acknowledgement of Country
4. Apologies
5. Disclosures & Declarations of Interest
6. Purpose of Extraordinary Meeting



REQUEST FOR EXTRAORDINARY COUNCIL MEETING
s366 of the Local Government Act

REASON FOR EXTRAORDINARY MEETING
on June 15 2021 @ 1:00pm

1. Grant Funding Application - Crown Pastoral Improvement Fund
2. Grant Funding Application - Stronger Country Communities Fund Round 4
3. Northern Regional Library Agreement 2021

REQUESTED BY:

| Councillor Name | Councillor Signature | Dated |
|-----------------|---|--------------|
| Mayor Pearce |  | 10 June 2021 |

| Councillor Name | Councillor Signature | Dated |
|------------------|---|--------------|
| Cr Isabel Strutt |  | 10 June 2021 |

7. Close of Extraordinary Meeting

TABLE OF CONTENTS

- 6. Report..... 4**
- 6.1 2021-22 Crown Reserves Improvement Fund Program 4
- 6.2 Project Nominations for Stronger Country Communities Fund Round 4.....23
- 6.3 Central Northern Regional Library (CNRL) Agreement 37
- 7. Close of Extraordinary Meeting 84**

6. Report

6.1. 2021-22 Crown Reserves Improvement Fund Program

Department: Infrastructure & Development
Prepared by: *Manager Development & Planning*
TRIM Reference: UINT/21/6791
Attachments: UINT/21/6792 - 2021-2022 Crown Reserves Improvement Fund Information guide

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 3.1 To preserve, protect and renew our beautiful natural environment
Strategy: 3.1.1 Record and promote the region's heritage in partnership with the community
Activity: 3.1.1.1 Preserve Uralla Shire's heritage
Action: 3.1.1.1.2 Continue management of Council's Crown Reserves.

Goal: 4.2 An effective and efficient organisation
Strategy: 4.2.2 Operate in a financially responsible and sustainable manner
Activity: 4.2.2.3 Maximise grant and funding partnership opportunities
Action: 4.2.2.3.1 Identify and seek grant funding opportunities for Infrastructure and Development projects or services.

SUMMARY:

1. Applications for the 2021-22 Crown Reserves Improvement Fund (CRIF) Program opened on 26 May 2021 and will close 25 June 2021. Late applications will not be accepted.
2. The CRIF Program provides financial support for the development, maintenance and improvement of Crown reserves by providing funding for repairs and maintenance projects, pest and weed control, and new recreational infrastructure.
3. The CRIF Program is an annual funding program, open to Crown reserve managers and user groups each year.

RECOMMENDATION:

That Council apply for grant funding under the Crown Reserves Improvement Fund Program for the following projects:

- I. Crown reserve 25105 – Saumarez Ponds Recreation Reserve (also known as the Barry Munday Reserve) improvements including shelter, court improvements, tennis nets, BBQ facility, toilet, and water tank at a total cost of \$175,000; and
- II. Crown reserve 91185 – Wooldridge Recreation and Fossicking Area Reserve amenities at a total cost of \$120,000; and

- III. Subject to the grant funding budget being approved, include additional operating costs (maintenance and depreciation – estimated at \$18,440 per annum [2021 dollars]) in the applicable 2021/22 budget review process.

REPORT:

4. Uralla Shire Council is the Crown land manager of a number of Crown reserves across the Shire designated for community use.
5. The funding aims to benefit the community, boost the economy, and contribute to the cultural, sporting and recreational life of NSW.
6. Applications for the 2021-22 program will be considered if they address at least one of the following objectives:
 - a. Maintain and develop recreational and tourism facilities on public reserves for community use and enjoyment, and support new tourism opportunities;
 - b. Facilitate initiatives that enhance the operational sustainability of the Crown Land Manager (via reducing ongoing costs, increasing revenue or improving governance);
 - c. Manage and renovate infrastructure and other assets on public reserves to optimise value to the community and comply with regulatory obligations, in particular to ensure public safety and work health and safety is maintained on Crown reserves;
 - d. Enhance environmental assets by supporting conservation initiatives, bushfire management and invasive species (pest and weed) control on public reserves;
 - e. Support renewable energy use, energy efficiency, water efficiency and environmentally sustainable practices that work towards net zero emissions;
 - f. Support the important role that volunteers play in the ongoing management of Crown land;
 - g. Promote greater inclusion of Aboriginal communities and interests through co-management, cultural heritage recognition and education;
 - h. Assist in building resilience and restoring community amenity following adverse events (e.g. public health closures, bushfire, floods, drought);
 - i. Upgrade and renovate showground infrastructure to support regional communities, groups and associations; and
 - j. Improve walking and cycling access through crown reserves, including providing new connections between reserves (e.g. alignment to NSW Government's Greener public spaces initiative).
7. The 2021-2022 Crown Reserves Improvement Fund Information guide – May 2021 is attached to this report as Attachment 1.
8. Improvements to the Saumarez Ponds Recreation Reserve, also known as the Barry Munday Reserve (Crown reserve 25105), and the Wooldridge Recreation and Fossicking Area Reserve (Crown reserve 91185) meet the criteria listed above as set out in letters a and c.

Saumarez Ponds Recreation Reserve (Barry Munday Reserve)

9. Proposed improvement projects at the Barry Munday Reserve include the construction of a shelter, court improvements, tennis nets, BBQ facility, toilet, and water tank. These works have been previously scoped and are estimated at a total cost of \$175,000.
10. Council has received strong community support in relation to the improvements at the Barry Munday Reserve. Additionally, Council has previously resolved (at OM 38.12/19) to undertake

improvements to the toilet facilities at the Wooldridge Recreation and Fossicking Area subject to available grant funding.

Wooldridge Recreation and Fossicking Area

11. The proposed improvement project at the Wooldridge Recreation and Fossicking Area Reserve consists of replacement of the amenities. This work comprises of removal of the existing toilets and replacement with two unisex composting toilets. This work has been previously scoped and is estimated at a total cost of \$120,000.
12. Seeking funding for improvements to improve community recreation and enjoyment of Crown reserves is consistent with the objectives set out in the Wooldridge Fossicking Area Management Plan adopted by Council in June 2016 and the draft Crown Reserves Parks (Generic) Plan of Management (in development).

Summary

13. It is unlikely that Council will be able to fund improvements to the public facilities on Council managed Crown reserves without the assistance of grant funding.
14. The proposed improvement project at the Barry Munday Reserve consists primarily of new assets; whereas the proposed improvement project at the Wooldridge Recreation and Fossicking Area consists of a renewal.
15. The construction of new assets will incur maintenance and depreciation costs into the future. Lifecycle annual costs are estimated at \$18,440 in today's dollars.

CONCLUSION:

16. It is recommended that Council apply for funding under the Crown Reserve Improvement Fund (CRIF) program to undertake improvements at the Barry Munday Reserve and the Wooldridge Recreation and Fossicking Area as outlined in this report.

COUNCIL IMPLICATIONS:

17. Community Engagement / Communication

Previous community consultation undertaken by Council has shown strong community support for upgrades and improvements on community land designated for public recreation.

18. Policy and Regulation

Local Government Act 1993 and Local Government (General) Regulation 2005

Crown Land Management Act 2016 and Crown Land Management Regulation 2018

Wooldridge Fossicking Area Management Plan 2016

Crown Reserves Parks (Generic) Plan of Management (*Draft*)

19. Financial / Long Term Financial Plan

Grant funding may address some building maintenance backlog. Any new assets pursued by Council will incur additional ongoing maintenance and depreciation costs. Whole of life costs should be considered as part of a decision to apply for grant funding. Lifecycle annual costs are estimated at \$18,440.

20. Asset Management / Asset Management Strategy

Upgraded and renewed assets are managed in accordance with Council's Asset Management Strategy.

21. Workforce / Workforce Management Strategy

Any works additional to existing staff capacity and priority Council works schedule will be outsourced.

22. Legal and Risk Management

Council undertakes safety and risk management of its Crown land reserves by conducting safety reviews and monitoring as part of routine maintenance of the reserves.

23. Performance Measures

Delivery of projects within budget allocations and timeframes.

Objectives and performance targets of Council-managed Crown reserves as detailed in plans of management.

24. Project Management

Infrastructure and Development staff and consultants as necessary.



2021-2022 CROWN RESERVES IMPROVEMENT FUND

Information guide

May 2021



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More information

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Contents

| | |
|--|-----------|
| Overview | 1 |
| Objectives of the program | 1 |
| The application process | 2 |
| The assessment process | 2 |
| Assessment methodology | 3 |
| Criteria summary..... | 3 |
| Eligibility criteria..... | 3 |
| Assessable criteria (general, pest and weed applications)..... | 6 |
| Links to documents listed in additional pests and weeds criteria | 7 |
| The payments and reporting process | 8 |
| Project audits | 8 |
| Standard terms of CRIFP grants and loans | 9 |
| GST..... | 9 |
| Assistance..... | 9 |
| Authorisation to apply | 10 |
| Request for quote exemption | 11 |
| Request for cost estimate in lieu of quotes | 12 |

Overview

The Crown Reserves Improvement Fund Program (CRIF) provides financial support for the development, maintenance and protection of Crown reserves. More than \$200 million has been allocated by the NSW Government through the CRIF over the last 11 years. This funding has supported important initiatives such as the maintenance of showgrounds and community halls, the improvement of local parks, reserves and caravan parks, and eradication of pests and weeds.

The CRIF funding process is very competitive. The total funding of project applications normally exceeds available funding by four to five times. This 2021-22 funding round is back to normal funding levels with \$17m on offer to allocate to the best projects. Priority is given to those applications that best address the prescribed assessment criteria and meet all eligibility criteria. The *Assessment and Eligibility Criteria Checklist* is available on the department's website to assist applicants meet these requirements.

Crown land managers of any NSW Crown reserve are eligible to apply to the CRIF. If you are not the authorised land manager you must provide signed written approval to apply from the manager—if applying for multiple reserves, every land manager must give approval.

The round will be open to all project types as follows:

- general projects—showgrounds (including freehold), caravan parks, state parks, commons, and local parks and reserves
- pests projects—works on Crown reserves only
- weeds projects—works on Crown reserves only.

Objectives of the program

The objectives of the CRIF program are to:

1. maintain and develop recreational and tourism facilities on public reserves for community use and enjoyment, and support new tourism opportunities
2. facilitate initiatives that enhance the operational sustainability of the Crown Land Manager (via reducing ongoing costs, increasing revenue or improving governance)
3. manage and renovate infrastructure and other assets on public reserves to optimise value to the community and comply with regulatory obligations, in particular to ensure public safety and work health and safety is maintained on Crown reserves
4. enhance environmental assets by supporting conservation initiatives, bushfire management and invasive species (pest and weed) control on public reserves
5. support renewable energy use, energy efficiency, water efficiency and environmentally sustainable practices that work towards net zero emissions (**new in 2021-22**)
6. support the important role that volunteers play in the ongoing management of Crown land
7. to promote greater inclusion of Aboriginal communities and interests through co-management, cultural heritage recognition and education (**new in 2021-22**)
8. to assist in building resilience and restoring community amenity following adverse events (eg public health closures, bushfire, floods, drought)
9. upgrade and renovate showground infrastructure to support regional communities, groups and associations
10. improve walking and cycling access through Crown reserves, including providing new connections between reserves (e.g. alignment to NSW Government's Greener public spaces initiative - <http://bit.ly/greenspace>).

The application process

There will be only one round for the 2021–22 CRIF program:

- Applications will be accepted from **10am on Wednesday 26th May 2021**.
- Applications will close at **5pm on Friday 25th June 2021** (there are no extensions).

Instructions for accessing the online application form are available on the department's website: <https://reservemanager.crownland.nsw.gov.au/funding/crif>

Applicants should:

- allow adequate time to submit applications by the closing date—no extensions will be given
- provide comprehensive and accurate information in the form, answering all relevant questions
- attach all relevant documentation. Applications without the specified number of quotes or authority to apply will be ineligible for funding
- ensure final project reports for previous CRIF projects under the control of the Crown land manager (CLM) are up to date. Funding will not be provided for a reserve under the control of a CLM if the CLM has any outstanding and overdue final project reports.
- include photographs to support your application wherever possible
- note that application preparation costs are not claimable through the CRIF. This includes the engagement and payment of third-party grant writing organisations or consultants. The use of professional grant writers will not necessarily increase the likelihood of obtaining CRIF funding. It is recommended that Crown land managers complete applications for the reserves they manage. If you require assistance or guidance on any aspect of the application, contact your local Crown lands office or the Funding Team.

The CRIF primarily funds project-based activities. In general, annual operating costs are given a lesser priority through the assessment process.

The assessment process

Each application received before the closing date will be assessed as follows:

1. All applications will be reviewed by the Funding Team to ensure they are complete and eligible.
2. The applications will be provided to the relevant Crown lands office (for general projects) or specialist area (for pests and weeds projects) for initial assessment.
3. The regional offices will liaise with their local offices to assess and rank the applications for general projects from their respective areas.
4. Applications will be subject to specialist assessment as required:
 - Pests and weeds projects will be reviewed and ranked by multi-agency expert panels.
 - All loan applications will be further assessed to ensure the applicant has the ability to service the loan.
 - All applications totalling more than \$500,000 will be further assessed in relation to the project methodology, technical feasibility, risks and value for money.
5. The regional and specialist area assessments will be combined for a final, corporate review and ranking by the CRIF Assessment Committee.
6. Applications will be ranked in descending order of relative priority, then by those that meet objective #8 and a cut-off level for recommendations for funding determined. All eligible applications with the same assessment score and that meet/don't meet objective #8 will have the same recommended outcome.
7. The recommendations of the CRIF Assessment Committee will be considered by the minister in the form of a budget and expenditure submission.

Assessment methodology

A set of criteria (refer below) will be used throughout the assessment process to assist in determining:

- whether the application is eligible for consideration in the process
- the ability of the applicant to deliver the proposed activity and to meet the associated governance obligations
- the merits of the proposed activity including its alignment with the CRIF objectives
- the relative priority (ranking) of those applications deemed to have sufficient merit.

An application's final ranking will determine whether or not it can be supported from the available funds.

Criteria summary

Eligibility criteria are evaluated on a 'yes/no' basis. Failing to meet any of the criteria means the application is ineligible for funding consideration.

Assessable criteria are evaluated on a weighted score basis. The *Assessment and Eligibility Criteria Checklist* document can be used as a guide to ensure you have adequately addressed all criteria. The checklist can be found at:

<https://reservemanager.crownland.nsw.gov.au/funding/crif>

Eligibility criteria

Note—if you fail to meet any of the eligibility criteria, your application will not be eligible for funding.

The eligibility criteria are listed below:

- **The application is authorised by the official manager of a public reserve.**

The person **entering the online application** must be either:

- 1) an authorised person of the reserve's Crown land manager (see Table 1 below), or
- 2) an interested party of the reserve (eg: a CLM member not on the authorised list below, or a member of a user group on the reserve).

NOTE: To ensure your application is eligible the person **entering the application MUST BE** either:

- 1) an authorised person of the Reserve's Crown land manager, OR
- 2) an interested party AND submit written evidence of support signed by an authorised person from the list in Table 1.

Applications that do not comply with the above will be ineligible.

Table 1 List of authorised persons eligible to apply for funding.

| Crown land manager type | Authorised persons |
|---|--|
| Statutory Crown land manager board | Chair, Secretary, Treasurer or appointed Administrator |
| Council Crown land manager | General Manager or Director |
| Corporate Crown land manager | CEO, CFO or General Manager |
| Freehold showground | President, Secretary or Treasurer |
| Other e.g. Government agency, perpetual lease | Crown Land Director or Area Manager |

Applicants deemed to have submitted ineligible (for authorisation) applications may be given limited additional time (maximum 1 week) to submit further information to establish eligibility at the discretion of the Coordinator Funding Programs. Additional information will be accepted for administrative oversight purposes only. Applicants will not be allowed to submit information that enhances their application after the closing date - this is in order to ensure probity of process is maintained. A template that can be used by a user group to gain authorisation from a Crown land manager can be found at ANNEX A of this document.

- **The Crown land manager has no outstanding and overdue CRIF final project reports.** An overdue final project report for one reserve will make that Crown land manager ineligible to receive funding for any reserves it manages.
- **The Crown land manager has the ability to meet all the terms of the loan (if relevant).** This includes the capacity of the Crown land manager to adequately service loan repayments.
- **Appropriate financial information must be included in the application.** All applicants are required to provide basic information on their financial position, while those seeking a loan are required to submit the following financial statements with their application:
 - profit and loss statement(s)
 - balance sheet(s)
 - most recent bank statement(s)

Requirements for quotes/cost estimates are dependent on the value of each activity element. Quote requirements are detailed in Tables 2 and 3 below. Quotes must provide a breakdown of the GST component.

Table 2. Requirements for quotes and cost estimates for non-Council CLMs.

| Activity element amount (GST inclusive) | Quote requirements per activity element |
|---|--|
| \$0–\$30,000 | At least one written quote |
| \$30,001–\$150,000 | At least three written quotes* |
| \$150,001 or more | Acceptable cost estimate and a commitment (that is, a strategy) for procurement via a competitive public tender. |

Table 3. Requirements for quotes and cost estimates for Council CLMs.

| Activity element amount (GST inclusive) | Quote requirements per activity element |
|---|--|
| \$0–\$30,000 | At least one written quote |
| \$30,001–\$150,000 | At least three written quotes* |
| \$150,001–\$250,000 | At least three written quotes* subject to the procurement policy for that Council and compliance with the Local Government Act 1993. |
| \$250,001 or more | Acceptable cost estimate and a commitment (that is, a strategy) for procurement via a competitive public tender. |

- * Crown land managers in remote locations may be granted an exemption in respect to the need for three quotes (at least one will be required). See ANNEX B for information that will need to be provided in order to be considered for an exemption. Please provide this information to the funding team urgently if you wish to request this exemption.
 - For cost estimates to be acceptable for activity elements greater than \$150,000, they must provide a comprehensive breakdown of costs inclusive of GST.
 - Cost estimates will also be accepted from councils for activity elements of \$150,000 or less where they are the reserve manager and will be undertaking the work themselves. The document provided must clearly identify the reserve manager and provide a comprehensive breakdown of costs (hours, materials etc.)
 - Appropriately detailed cost estimates or budget breakdowns may be accepted from other Crown land managers in certain exceptional cases for activity elements of \$150,000 or less. Arrangements need to be made prior to application submission. See ANNEX C for information that will need to be provided in order to be considered. Please contact the Funding Team urgently if you wish to discuss.
- The activity is consistent with the *Crown Land Management Act 2016*.
 - An additional eligibility criteria for both pests and weeds applications is that the activity will occur on Crown land.

Assessable criteria (general, pest and weed applications)

The assessable criteria are as follows:

- the extent to which the activity will address a work health and safety or other serious risk issue
- that the Crown land manager could not readily fund the activity from the organisation's own cash reserves or from another, more appropriate, funding source (for grant applications)
- that the activity is being supported through contributions from the Crown land manager and/or other organisations (for example, user groups, the local community, council, sponsors, other funding programs). This includes in-kind contributions (for example, volunteer labour). Councils that co-contribute at least 50% project funding are more likely to be successful.
- that the activity will address one or more of the CRIF objectives (see page 1 for objectives).
- that the Crown land manager has the ability to successfully deliver the project (for example, detailed quotes/cost estimates provided, demonstrated previous experience, planning approvals if applicable, detailed project management strategy etc.)
- the social, cultural or environmental factors and/or benefits to the community of the project.

NOTE: The CRIF Assessment Committee agreed at its 2015 meeting that the ongoing funding of Crown land manager's long-term operating costs (the net difference between income and expenditure) was neither sustainable nor equitable. Applicants are advised that new applications for operating costs will be considered low priority.

The additional assessable criteria for **pest** applications are as follows:

- the severity of the pest/s and potential to spread and/or degrade agricultural land, natural vegetation, community land, etc. Area (ha) / range or population density on a map to be included
- the activity addresses objectives of the NSW Invasive Species Plan 2018-21
- the activity is compatible with the NSW Wild Dog Management Strategy 2017-22 and/or NSW National Parks Regional Pest Management Strategies
- the activity demonstrates 'best practice' in pest management / control as recommended by DPIE or local control authorities
- the activity will lead to long-term control of identified pest animals, including a plan to implement follow up work
- the activity is collaborative and/or attracts funding from Local Land Services or other stakeholder/s

the activity outlines processes to monitor effectiveness and achievement of the control measures.

The additional assessable criteria for **weed** applications are as follows:

- the severity of weed and potential to spread and/or degrade agricultural land, natural vegetation, community land, etc. (a site-specific weed risk assessment and/or management plan would be highly desirable). Please include area (ha) or extent of the infestation, number of plants if applicable. Provision of photos and maps is recommended.
- the activity addresses objectives of the NSW Invasive Species Plan 2018-21
- the activity is compatible with the Regional Weed Management Plan, former NSW Weeds Action Program 2015–20 and NSW Biosecurity Strategy 2013-2021
- the activity demonstrates 'best practice' in weed management control as recommended by the DPI NSW Weed Control Handbook, DPIE or local control authorities
- the activity will lead to long-term control of the identified weed/s, including a plan to implement follow up work
- the activity is collaborative and/or attracts funding from Local Land Services or other stakeholder/s

- that the activity outlines processes to monitor the effectiveness and achievement of the control measures.

Links to documents listed in additional pests and weeds criteria

- [Regional Strategic Weed Management Plan](http://www.lls.nsw.gov.au) available from the Local Land Services website (www.lls.nsw.gov.au)

[NSW National Parks and Wildlife Service Regional Pest Management Strategies](http://www.environment.nsw.gov.au) available from the Office of Environment & Heritage website (www.environment.nsw.gov.au)

The following documents are available from the Department of Primary Industries website (www.dpi.nsw.gov.au)

- [NSW Wild Dog Management Strategy 2017–2021](#)
- [Best practice pest animal management](#)
- [NSW Weeds Action Program](#)
- [Best practice weed management guides](#)
- [NSW Invasive Species Plan 2018–2021](#)
- [NSW Biosecurity Strategy 2013-2021](#)

The payments and reporting process

Once assessment and approval of applications is completed, the following steps will occur:

- The minister will write to the successful applicants (Crown land managers) offering them a grant and/or loan.
- The department will write to the unsuccessful Crown land managers.
- Successful Crown land managers will have **two months** to accept the offer and the associated terms (see below), otherwise the offer will lapse.
- The department will deposit the agreed amount into the official account of the Crown land manager upon receipt of an appropriately authorised offer acceptance.
- The Crown land manager will need to complete the activity within **12 months** of the deposit of funds.
- The Crown land manager will submit the prescribed post-activity final project report, including copies of all invoices, before-and-after photographs where applicable, and return any unspent grant funds to the department within two months of the activity's completion.
- If the Crown land manager is a **local council** that is audited by the Auditor General NSW without any qualifications, a special purpose financial statement signed off by an appropriately qualified CA/CPA staff member certifying a 'true and fair' view in acquitting grant funds, to the satisfaction of NSW Department of Planning, Industry and Environment—Crown lands assessment staff, may be acceptable.

In some cases, this report can be used in lieu of producing invoices for every payment made, however, it may be appropriate to provide supporting system/ledger reports as reasonable evidence of appropriate use of funds and/or to support amounts reported in expenditure categories of the special purpose report.

The following is an example statement in certifying the report:

'I certify that this special purpose report represents a true and fair view of how project grant funds were spent.'

Signed and dated with full printed name, position and current professional membership details.

- The Crown land manager will:
 - acknowledge the grant and/or loan in its annual report and in its financial statements submitted to Crown lands (for Crown reserves)
 - comply with the *Funding Acknowledgement Guidelines for Recipients of NSW Government Grants* as appropriate, depending on the amount of funding awarded. The guidelines are available on the NSW Department of Premier & Cabinet webpage: (communications.dpc.nsw.gov.au/branding/)

Recipients of loans will commence their repayments one year after the date of the deposit of funds.

Project audits

A representative sample of projects will be subject to audit each year. Crown land managers will receive prior notification if they are chosen.

Note that your project may be subject to an audit upon completion. This will involve a review of relevant documentation and an on-site visit in order to confirm the project:

- was delivered in accordance with the terms of the minister's offer
- was managed effectively and efficiently
- expended its budget appropriately, with any excess funds returned to the department
- delivered the benefits outlined in the original application.

Standard terms of CRIF grants and loans

Successful applicants will be required to comply with a number of specified terms. These terms typically cover the following matters:

- the time limit for the completion of the activity and the post-activity report (and return of unspent funds)
- the conditions attached to loans e.g. interest rate and repayment schedule
- general compliance with relevant legislation and policy.

GST

Payment of funds is made GST inclusive. Grant recipients registered for GST must agree to the department issuing a Recipient Created Tax Invoice. As funds are paid inclusive of GST, please include this in your Business Activity Statement where applicable.

If you require specific GST advice please visit the Australian Taxation Office (ATO) website at (www.ato.gov.au) or contact the ATO by phone on 13 72 26.

Assistance

Instructions for accessing the online application form are available at the following webpage: <https://reservemanager.crownland.nsw.gov.au/funding/crif>

If you have read this document and still require assistance with the application process, please phone 1300 886 235 (option 4) or email reservefunding@crownland.nsw.gov.au.

ANNEX A

2021-22 Crown Reserve Improvement Fund Program

Authorisation to apply

This letter serves as authorisation of [APPLICANT ORGANISATION], [APPLICANT NAME], to submit an application for funding in the 2021-22 Crown Reserve Improvement Fund on behalf of [CROWN LAND MANAGER] for [RESERVE NAME].

I acknowledge that I am an authorised person for this Crown reserve as per the table below.

I understand that, if successful, the Crown land manager will be responsible for the acceptance, delivery and reporting obligations associated with this project.

Name of authorised person:

Position:

Signature:

| <i>Crown land manager type</i> | <i>Authorised persons</i> |
|---|--|
| Statutory Crown land manager board | Chair, Secretary, Treasurer or appointed Administrator |
| Council Crown land manager | General Manager or Director |
| Corporate Crown land manager | CEO, CFO or General Manager |
| Freehold showground | President, Secretary or Treasurer |
| Other e.g. Government agency, perpetual lease | Crown Land Area Manager or Director |

ANNEX B**2021-22 Crown Reserve Improvement Fund Program****Request for quote exemption**

In exceptional circumstances, an exemption from providing three (3) quotes with your Crown Reserves Improvement Fund application may be given. In order to be considered for an exemption, please provide the following information to the funding team via email (reservefunding@crownland.nsw.gov.au). You will receive an email notification of the outcome once your request is assessed.

NOTE: written approval of this exemption request is required prior to submission of your application. You will still be required to submit your online application by **5pm on Friday 25 June 2021** (there are **no extensions for submission of applications**).

| Request for quote exemption | |
|--|--|
| Reserve name | |
| Crown land manager name | |
| Application number | |
| Project description | |
| Total project cost (GST Inclusive) | |
| Amount of CRIF funding required (GST Inclusive) | |
| Reason/s for exemption from 3 quotes (including efforts to date to attain quotes) | |
| Cost evidence that will be provided with the application (quote or detailed cost estimate) | |
| Contact details (name, phone number & position) | |

ANNEX C

2021-22 Crown Reserve Improvement Fund Program

Request for cost estimate in lieu of quotes

In exceptional circumstances, Crown land managers may be granted permission to include a cost estimate in lieu of quotes for activity elements less than \$150,000. This is most relevant if the Crown land manager is completing the works themselves without engaging third party contractors/organisations. In order to be considered, please provide the following information to the funding team via email (reservefunding@crowland.nsw.gov.au).

The Coordinator - Funding Programs will assess your request and you will receive an email notification of the outcome. NOTE: written approval from the funding team is required prior to submission of your application and you will still be required to submit your online application by **5pm on Friday 25 June 2021** (there are **no extensions for submission of applications**).

| Request for cost estimate in lieu of quotes | |
|--|--|
| Reserve name | |
| Crown land manager name | |
| Application number | |
| Project description | |
| Total project cost (GST Inclusive) | |
| Amount of CRIFP funding required (GST Inclusive) | |
| Reason/s for cost estimate request | |
| Cost evidence that will be provided with the application (quote or detailed cost estimate) | |
| Contact details (name, phone number & position) | |

6.2. Project Nominations for Stronger Country Communities Fund Round 4



Department: Infrastructure & Development
Prepared by: *Manager Planning & Development*
TRIM Reference: UINT/21/6088
Attachment: UINT/21/7030 Stronger Country Communities Fund Round 4 Guidelines

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 4.2 An effective and efficient organisation
Strategy: 4.2.2 Operate in a financially responsible and sustainable manner
Activity: 4.2.2.3 Maximise grant and funding partnership opportunities
Action: 4.2.2.3.1 Identify and seek grant funding opportunities for Infrastructure and Development projects or services.

SUMMARY:

1. This report provides a recommendation to Council for projects to be nominated for funding under the NSW Government's Round Four of the Stronger Country Communities Fund (SCCF) program. (Attachment #1)
2. The funding available for projects in the Uralla Shire Local Government Area is \$787,769.
3. Round Four is open to regional councils and Joint Organisations, eligible community organisations, and Local Aboriginal Land Councils.

RECOMMENDATION:

That Council apply for grant funding under the Stronger Country Communities Fund Round Four for the following projects in order of preference:

- I. Renewal works at McMaugh's Gardens identified in the Sixhills Report at \$320,000;
- II. Upgrade to the Uralla skate park at \$80,000; and
- III. Renewal of amenities at Wooldridge Fossicking Reserve at \$120,000.

REPORT:

4. Round Four of the SCCF opened to all eligible applicants on 1 May 2021 and will close at 12:00pm on 25 June 2021. Late applications will not be accepted.
5. Funding under Round Four will be allocated to high-quality community amenity and sports-related infrastructure projects, and to projects that enhance female participation in sport, including change rooms. The current Council Industrial Land Subdivision project prioritised by motion 23.05/21 is inconsistent with the guidelines for this program therefore it has not been recommended for funding.
6. The additional operating cost per annum associated with the recommendation is estimated to be less than \$10,000.

Community amenity infrastructure projects

7. Following Council's adoption of the strategic options for its community services business units (refer OM 21.12/18), Council engaged the Sixhills Group to conduct an audit report of the McMaugh Gardens Aged Care facility. This report identified renewal, upgrade and building maintenance works at the facility required to:
 - Provide for the health and safety of residents, visitors and staff;
 - Meet new certification standards (e.g. handrails no longer meeting code);
 - Prevent disruption to care;
 - Maintain quality resident accommodation and facilities;
 - Prevent disruption to building facilities (preventative maintenance); and
 - Maintain financial viability of the facility into the future.
8. While a number of the upgrades identified in the report have been completed through other avenues of funding, there remain some renewal works outstanding estimated to cost \$320,000.
9. Other community amenity infrastructure projects which have been identified by Council include:
 - a. Renewal of amenities at Wooldridge Fossicking Reserve at \$120,000
 - b. Improvements at the Barry Munday Reserve including shelter, court improvements, tennis nets, BBQ facility, toilet, and water tank at \$175,000;
 - c. New toilets in Gilmore Park at \$50,000;
 - d. New toilets at the Uralla CBD carpark at \$80,000; and
 - e. New composting toilets at Racecourse Lagoon at \$60,000;
10. These projects have received previous support from both the Uralla Shire community and Council.
11. Only renewal projects (not new infrastructure projects) have been recommended for the SCCF Round 4 application to keep the financial impact on Council's ongoing operating budget to a minimum.

Sports-and recreation related infrastructure projects

12. Council has identified and received community support for a number of projects which would provide accessible quality sport and recreation facilities to encourage participation for an active and healthy Shire of both males and females. These projects include:
 - a. Upgrade to the Uralla skate park at \$80,000;
 - b. Fitness equipment upgrades at Bundarra Park and other recommendations by the Bundarra School of Arts Hall Committee at \$30,000;
 - c. Improvements at the Barry Munday Reserve (as listed above including shelter, court improvements, tennis nets, BBQ facility, toilet, and water tank) at \$175,000;
13. Council has received community support for these projects through its Bundarra School of Arts Hall Committee and through community engagement conducted during Round Three of the Stronger Country Communities Fund.
14. Of the projects listed at item 12 a) to c) above, only the upgrade to the Uralla skate park project has been recommended. This position was taken to keep the financial impact on Council's ongoing operating budget to a minimum and noting that Council is about to complete a multi-court park at Bundarra with amenities including outdoor fitness equipment.

CONCLUSION:

15. It is recommended that Council apply for funding under Round Four of the Stronger Country Communities Fund for projects that assist Council with providing community infrastructure without adversely affecting the ongoing operating budget.

COUNCIL IMPLICATIONS:

16. Community Engagement / Communication

Council undertook extensive community consultation and surveys during Round Three of the Stronger Country Communities Fund which has informed Council of community preferences for projects at McMaugh Gardens Aged Care Facility, accessible amenities and other community infrastructure.

Continued engagement with s355 Committees of Council.

17. Policy and Regulation

Uralla Shire Council Procurement Policy.

18. Financial / Long Term Financial Plan

Grant funding may address some building maintenance backlog. Any new assets will incur ongoing additional maintenance and depreciation costs. Additional operating cost per annum is estimated to be less than \$10,000.

19. Asset Management / Asset Management Strategy

Upgraded and renewed assets are managed in accordance with Council's Asset Management Strategy.

20. Workforce / Workforce Management Strategy

To be determined subject to successful funding application.

21. Legal and Risk Management

Any major projects funded by grant funding will require specific project risk management plans to mitigate any risks associated with the project delivery.

22. Performance Measures

Delivery of projects within budget allocations and timeframes.

23. Project Management

Infrastructure and Development staff and consultants as necessary.

STRONGER COUNTRY COMMUNITIES FUND

Round Four
Program Guidelines 2021



CONTENTS

| | |
|--|-----------|
| Message from the Deputy Premier | 2 |
| Message from the Minister for Women | 3 |
| Guidelines | 4 |
| Fund overview | 4 |
| Fund objectives | 4 |
| Key dates | 4 |
| Program funding | 5 |
| Grant amounts | 5 |
| Co-contributions | 5 |
| Eligibility criteria | 6 |
| Eligible applicants | 6 |
| Project location | 6 |
| What types of projects are eligible? | 6 |
| Female participation in sport | 6 |
| Community amenity | 7 |
| Inclusion and accessibility | 7 |
| What are eligible project costs? | 8 |
| Ineligible projects | 10 |
| What are ineligible project costs? | 10 |
| Assessment criteria | 12 |
| Viability | 12 |
| Community support | 12 |
| Alignment with the Stronger Country Communities Fund objectives | 12 |
| What is the assessment process? | 13 |
| The application process | 14 |
| How to apply | 14 |
| What needs to be included in an application? | 14 |
| Can ineligible projects be referred to a more appropriate funding program? | 14 |
| What happens if the project is successful? | 15 |
| Unsuccessful projects | 15 |
| Available support | 16 |
| Important Terms and Conditions | 17 |
| Complaints | 17 |
| Government Information (Public Access) Act | 17 |
| Copyright | 18 |
| Disclaimer | 18 |



MESSAGE FROM THE DEPUTY PREMIER

Since we launched the Regional Growth Fund in 2017, the NSW Government has been hard at work delivering on its commitment to build more vibrant, liveable regional towns and cities.

The Stronger Country Communities Fund, now in Round Four, delivers on this commitment by funding local infrastructure and programs that provide everyday benefits to people living and working in regional communities in every corner of NSW.

Through the previous three rounds, we have invested \$400 million for 1,500 projects across every single regional Local Government Area across the state. Round Four will increase that total by a further \$100 million.

Each round of the Stronger Country Communities Fund has delivered vital community infrastructure to regional NSW. The fund helps local communities deliver facilities that are a part of our everyday lives, projects such as bike paths, sports fields, main streets, playgrounds and community centres. Previous rounds have focused on sports infrastructure and regional youth, while Round Four is aimed at supporting projects and programs to increase female participation in sport.

Women and girls participating in sport in rural and regional areas deserve access to high quality sporting facilities and programs. That is why we are committed to delivering projects that boost female participation in sport and support our future Australian athletes.

Australian women are renowned for their achievements on the international stage, and are incredible ambassadors for Australian sport. Many of these athletes come from regional communities, and their achievements are a source of strong community pride and inspiration. With NSW hosting the FIFA Women's Football World Cup in 2023, we hope the sporting infrastructure and programs delivered in Round Four will help to inspire the next generation of female athletes across regional NSW.

The Hon John Barilaro, MP
Deputy Premier
Minister for Regional NSW, Industry and Trade



MESSAGE FROM THE MINISTER FOR WOMEN

The Stronger Country Communities Fund is helping to build a safer, stronger and healthier regional NSW by supporting the delivery of a range of projects and programs identified by regional communities, for regional communities.

As the NSW Minister for Mental Health, Regional Youth and Women, I am particularly proud of the projects and programs made possible by the Stronger Country Communities Fund. In every town I travel to, locals have an immense sense of pride in the projects that have been funded. Together with regional communities, the NSW Government is providing opportunities, enhancing access, and delivering healthy outcomes to enrich regional lives and boost community wellbeing every day.

The focus on young people for Round Three addressed a wide range of issues impacting regional young people by delivering almost 300 projects that reflected the needs and wants of youth in the regions. These projects – splash parks, indoor sports programs, creative arts and culture projects, and mentoring and skills training services – go to the heart of the Regional Youth Framework by improving outcomes and guiding meaningful and relevant change for regional youth. These are not just one-time projects or programs – they have real influence on people's lives.

I am delighted that Round Four will focus on empowering and encouraging girls and women to participate in sports. Up to \$50 million of funding will be made available for a broad range of grassroots, community-led initiatives that actively address fundamental barriers and promote female participation by delivering and enhancing female sporting facilities, including change rooms.

Round Four of the fund will also help drive outcomes for the NSW Women's Strategy Three Year Action Plan. By delivering against the key priority areas of health and wellbeing, and participation and empowerment, we are working hard to improve the lives of women and girls who live in regional areas.

Regional girls and women deserve to enjoy the immeasurable social and health benefits of an active lifestyle, and through the Stronger Country Communities Fund the NSW Government is working to boost local opportunities and safeguard equitable access.

The Hon Bronnie Taylor, MLC
Minister for Mental Health, Regional Youth and Women

WE'RE HERE TO HELP

GET IN TOUCH WITH THE REGIONAL NSW TEAM

sccf.enquiries@regional.nsw.gov.au
1300 679 673

Fund overview

The Stronger Country Communities Fund was established in 2017 by the NSW Government to deliver local projects that enhance the lives and wellbeing of regional communities.

Round Four of the Stronger Country Communities Fund will see a further \$100 million made available for community projects that increase the liveability of regional NSW communities, including up to \$50 million for projects that enhance female sporting facilities and increase female participation in sport.

The Stronger Country Communities Fund is administered by the Department of Regional NSW (DRNSW).

Fund objectives

The objectives of the fund are:

1. to boost the liveability of communities in regional areas by providing new or upgraded social and sporting infrastructure or community programs that have strong local support
2. to deliver enhanced infrastructure and programs that remove barriers to female participation in sport across regional NSW.

Key dates

| | |
|--|--------------------------------------|
| Applications open | 1 May 2021 |
| Applications close | 12pm on Friday, 25 June 2021 |
| Assessment and approval process | 28 June 2021 - 20 August 2021 |
| Announcement of successful projects | From September 2021 |
| Funding deed contracted | From mid-September 2021 |
| Program evaluation | To commence in January 2022 |

In extenuating circumstances, late applications may be accepted at the sole discretion of DRNSW.

Program funding

There is a total of \$100 million available in Round Four, including up to \$50 million for projects that enhance female sporting facilities and increase female participation in sport in regional NSW. The remaining funding is available for other local community and sporting infrastructure, street beautification, and community programs and local events.

Each eligible council will be notified in writing of the funding available for their Local Government Area.

If a council submits applications seeking funding above the nominated funding allocation for their Local Government Area, council is asked to rank projects, including joint projects (if applicable), in their order of local priority.

Where a Local Government Area's funding allocation is not fully exhausted, the option to utilise these funds in future will be assessed on a case by case basis.

Grant amounts

| Project type | Minimum grant funding | Maximum funding |
|----------------|-----------------------|---|
| Infrastructure | \$50,000 | Local Government Area allocation. For requests over \$1 million, a financial co-contribution of 25 percent is required. |
| Program | \$50,000 | |

Applicants requesting over \$1 million in grant funding for a sports project must obtain a letter of support from the relevant NSW sporting organisation.

Each Local Government Area is strongly encouraged to dedicate up to 50 percent of their funding allocation to projects relating to female sport either through enhanced infrastructure or relevant programs. The focus on female sports applies to both adult and youth sporting activities.

Co-contributions

Applicants requesting \$1 million or more in grant funding for an individual project are required to make at least a 25 percent financial co-contribution to their project. This is a mandatory eligibility requirement. Co-contributions can include leveraging applicant funds as well as funding from other sources including other NSW or Commonwealth Government programs.

The financial co-contribution source may be from the applicant or other funding sources but must be confirmed as part of the application process through the provision of supporting evidence.

Project delivery or viability should not be dependent on co-contributions that have not been secured.



ELIGIBILITY CRITERIA

All applications submitted under Round Four of the Stronger Country Communities Fund will need to meet the program eligibility criteria and will be assessed against the assessment criteria.

Eligible applicants

Applicants must be an incorporated entity and hold an Australian Business Number (ABN), Australian Company Number (ACN) or be registered with NSW Fair Trading under the Associations Incorporation Act 2009 or another Act. Unincorporated organisations are ineligible to apply.

Eligible applicants include:

- regional councils and Joint Organisations
- non-government organisations
- community organisations registered as incorporated associations
- Local Aboriginal Land Councils.

Councils are encouraged to work with community groups to identify priority projects and should consider project partnerships where council is the landowner. The public entity will be solely responsible for the project's delivery and reporting through a funding deed. Applicants are encouraged to work with their local Members of Parliament to identify priority projects in their electorate to ensure projects with high community support are submitted.

Project location

Projects must be located in one of the 93 regional NSW Local Government Areas, Lord Howe Island or the Unincorporated Far West. Projects in Greater Sydney, Newcastle and Wollongong are not eligible.

Projects located across Local Government Areas are not eligible. If an applicant wishes to apply for a project across more than one Local Government Area, the project should be split into multiple projects. These applications will be assessed independent from applications in other Local Government Areas.

What types of projects are eligible?

Each Local Government Area is strongly encouraged to dedicate up to 50 percent of their allocated funding to projects relating to female sport either through enhanced infrastructure or relevant programs. The focus on female sports applies to both adult and youth sporting activities.

Female participation in sport

Projects under this stream must directly improve and support participation and performance opportunities in female sports at all levels through enhanced infrastructure and programs.

Female sporting related projects must meet one of the areas below:

- **encouraging engagement:** The removal of barriers to female participation in sport through the delivery of new or enhanced sporting infrastructure and programs
- **fostering a sense of safety:** Improving safety at sporting facilities by ensuring that female change rooms, amenities and recreational programs are appropriately designed
- **improving accessibility:** Upgrading sporting facilities to ensure accessibility and inclusion as well as equitable access for female participants
- **boosting capability:** Development of programs and facilities which encourage regular female participation in sport and fosters inclusive environments.

Community amenity

General community amenity projects must be for either:

- **construction of new, or upgrades to existing, local community infrastructure**
- **capital works related to street beautification and other public places that promote the health, happiness and wellbeing of the community**
- **delivering programs that benefit the local community and provide public benefit**
- **infrastructure to assist the delivery of general community programs**
- **infrastructure or community projects or programs which improve and promote accessibility and inclusion.**

Projects must deliver benefits and outcomes that contribute to the program objectives. Applicants will be expected to establish monitoring procedures to demonstrate the delivery of the expected benefits.

Projects can demonstrate public benefit by showing how the project will benefit the public generally, or a sufficient section of the public. Similarly, while projects can be located on private land they must not be solely for private benefit. The applicant will need to show how the facility will be open to the community.

Inclusion and accessibility

The NSW Government is seeking to help regional communities future-proof infrastructure and programs by funding universally designed amenities that move beyond compliance and provide dignified inclusion in social and community programs.

Applicants must demonstrate consideration of inclusion and accessibility measures in their application. Projects which demonstrate the provision of fit-for-purpose, accessible and safe facilities, and participation opportunities with the aim of increasing access and inclusion are encouraged.

This applies to both infrastructure projects and community or social programs aiming to improve existing accessibility and inclusion to encourage greater participation.



ELIGIBILITY CRITERIA

What are eligible project costs?

Project costs may include those associated with:

- building new or upgrading existing local infrastructure
- delivering programs.

Applicants may include up to 20 percent of the total project cost for combined contingency, project management and administration costs.

TABLE ONE:

Examples of eligible female sporting infrastructure projects and programs

| Area of focus | Programs/Events | Infrastructure |
|------------------------------------|---|--|
| ENCOURAGING ENGAGEMENT | <ul style="list-style-type: none"> • New or redesigned programs aimed at increasing female participation and engagement with sport, recreational or adventure activities • Sporting club “come & try” days and demonstrations to encourage new membership | <ul style="list-style-type: none"> • Development of facilities, such as change rooms and bathrooms which can accommodate female athletes, athletes and participants of all abilities • Development of childcare facilities to support female inclusion |
| FOSTERING A SENSE OF SAFETY | <ul style="list-style-type: none"> • Improving safety by scheduling programs at appropriate times at sporting and recreation facilities to encourage female participation | <ul style="list-style-type: none"> • Improved lighting at sporting facilities and static infrastructure such as playing fields, walking/ cycling paths and change rooms • Improved “line of sight” inside change rooms and toilet facilities |
| IMPROVING ACCESSIBILITY | <ul style="list-style-type: none"> • Accommodating female participants of all abilities and ages through new or redesigned programs incorporating Accessibility and Inclusion principles | <ul style="list-style-type: none"> • Construction of new or refurbishment of existing sporting facilities which are fully accessible and inclusive |
| BOOSTING CAPABILITY | <ul style="list-style-type: none"> • Sporting and recreational clubs/ organisations providing training and mentoring for female coaches, umpires and leaders | <ul style="list-style-type: none"> • Upgrades to meeting rooms to accommodate multiple uses, such as AGMs, training and education programs |

TABLE TWO:

Examples of eligible community amenity projects and programs

| Community Programs and Events | Community Amenity and Community Service Infrastructure |
|---|--|
| <ul style="list-style-type: none"> • Community events • Aboriginal and Torres Strait Islander community cultural education programs for Indigenous and non-Indigenous participants • Multicultural festivals • Intergenerational activities – sharing knowledge through activity-based experience • Environmental education and working bees • Short-term disability and/or carer support programs • Workshops to identify accessibility and inclusion needs in the community • Cultural and/or disability awareness training sessions • Community programs which seek to remove barriers to participation through promoting accessibility and inclusion • Community wellbeing programs | <ul style="list-style-type: none"> • Community centres and halls • Libraries • Community amenities and barbecue/picnic areas • Recreation facilities • Club houses, change rooms, canteens • Murals or community art instalments • Memorials or statues • Emergency services infrastructure (e.g. aerodrome water refilling) • Surf Life Saving Club infrastructure • Aquatic facilities and pools • Amenities for participants and spectators • Playgrounds, parks, shared paths and fixed fitness stations • Seating, planting boxes, landscaping and paving • Street lighting to improve safety • Street/footpath reconfigurations • Shade cloth, awnings and pergolas • Public toilets • Infrastructure for health and community services facilities (e.g. domestic violence centres for women) • Homeless shelters • Men’s sheds • Children’s special needs premises • Community aged care facilities • Infrastructure upgrade to local community radio station facilities • Infrastructure to support and improve accessibility to community facilities • Town and tourism signage • Main street beautification projects |

ELIGIBILITY CRITERIA

Ineligible projects

Projects are not eligible for funding if they are:

- located outside an eligible regional Local Government Area
- not submitted by an eligible entity
- located across multiple Local Government Areas boundaries
- exclusively for planning activities (e.g. master planning or heritage studies)
- for the maintenance or construction of local roads or other ongoing core service infrastructure works that are the ordinary responsibility of council or other levels of government
- for the delivery of essential or core government services that should be funded from another source such as local government, the NSW Government or the Commonwealth Government
- seeking retrospective funding to cover any project component that is already complete before applicants are informed of the outcome or funding is announced
- seeking grant funding for ongoing staff or operational costs beyond two years from execution of funding deed for programs, or any ongoing staff or operational costs for infrastructure projects
- for a general works package without specific scope, costs and location (e.g. 'upgrading lighting at sports ovals' without identifying the work required, number of sites or the locations)
- exclusively for marketing, branding, advertising or product promotion, including tourism marketing
- providing direct commercial and/or exclusive private benefit to an individual or business
- not clearly providing benefits that will significantly contribute to the objectives of the Stronger Country Communities Fund.

What are ineligible project costs?

Ineligible project costs may include:

- costs related to buying or upgrading non-fixed equipment or supplies, unless considered essential to program delivery and are incidental costs to the overall project budget
- financing, including debt financing or rental costs
- costs relating to depreciation of plant and equipment beyond the life of the project
- non-project related staff training and development costs
- ongoing/recurrent funding that is required beyond the stated timeframe of the project
- for infrastructure projects, funding for any ongoing staff or operational costs
- for community programs, funding for ongoing staff or operational costs beyond the scope and timeframe of the funded project
- projects that seek to solely subsidise memberships for existing services.



ASSESSMENT CRITERIA

All applications that meet the eligibility criteria must also meet the relevant assessment criteria to receive funding. Eligible applications will be assessed against:

1. **viability**
2. **community support**
3. **alignment with the Stronger Country Communities Fund objectives.**

Viability

A project will be considered viable if it:

- has a realistic budget based on quotes or detailed estimates, reasonable assumptions or previous experience with similar projects
- is cost-effective and represents value for money
- can be delivered within two years from the execution of the funding deed
- has estimated costs for combined project management, administration and contingencies that do not exceed a maximum of 20 percent of the total project cost
- demonstrates access to the necessary expertise and support to deliver the project
- does not require ongoing funding from the NSW Government
- demonstrates how it will be operated and/or maintained when the project is completed (where applicable).

DRNSW may seek information from relevant NSW Government departments to verify the viability of a project. DRNSW retains the discretion to disclose information to these agencies where relevant.

Community support

The project must have demonstrated community support.

Consultation is an important part of the process to ensure that projects are supported by the community and help to make regional communities even better places to live. Consultation will be different depending on whether the application is for general community or female participation in sport.

Applicants will be required to provide evidence of consultation and support for the projects they submit, such as:

- **community infrastructure and programs** – engagement through council's Community Strategic Plan, online surveys, letters of support, or other documents demonstrating community support for the projects
- **enhancement of female sporting facilities or programs** – engagement with local, regional, state or national sporting organisations, local female sports teams or evidence of consultation in a council's Community Strategic Plan or relevant strategy.

Alignment with the Stronger Country Communities Fund objectives

- The project clearly demonstrates that anticipated community benefits will directly contribute to the objectives of the fund.
- For female sporting facilities and programs, the project clearly aligns with at least one of the areas of focus for female sports: Encouraging engagement, Fostering a sense of safety, Improving accessibility, and Boosting capability.

DRNSW may request additional information or clarification from applicants to assist in the assessment.

What is the assessment process?

Following receipt of applications, DRNSW staff will review projects against the program eligibility requirements and then facilitate the assessment of projects against the assessment criteria.

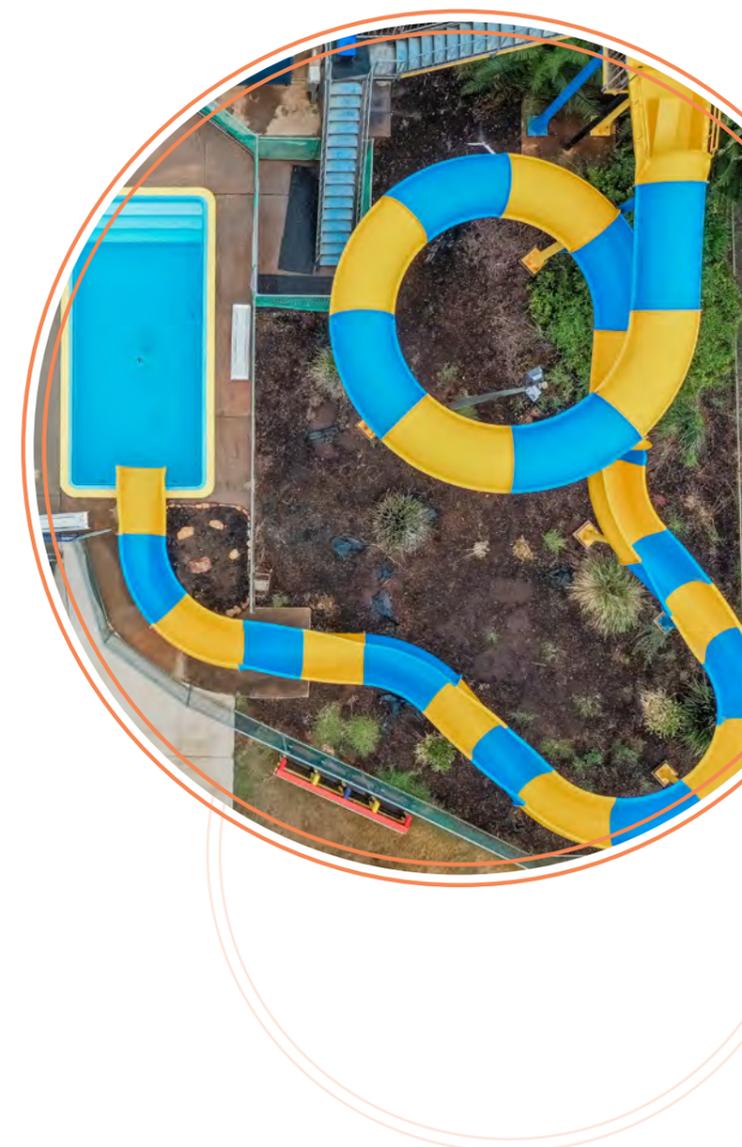
Through the assessment process, DRNSW may request additional information from the applicant/s. DRNSW may also seek advice from other NSW Government agencies or other third-party providers (such as probity advisors) to assist with the assessment of projects. The Stronger Country Communities Fund Assessment Panel will review project eligibility and assessment outcomes and form a list of projects that are deemed suitable/not suitable for government consideration.

The Assessment Panel may recommend part-funding of projects where there is insufficient funding available for the whole project or where only a component of the project is considered suitable for funding.

Broader factors that may be considered when assessing the overall package of projects suitable for funding include:

- **amount of funding available**
- **suitability of projects for other government funding opportunities**
- **other factors deemed relevant and important in a local or whole of NSW context.**

A package of suitable projects for each Local Government Area will be submitted to the Deputy Premier for consideration with an overall target of up to 50 percent of all funding to be for female sporting projects or programs. The Deputy Premier will consider the package of suitable projects in consultation with the Minister for Women. Project funding recommendations will then be submitted to the NSW Cabinet Committee on Expenditure Review for a final funding decision.



THE APPLICATION PROCESS

Round Four of the Stronger Country Communities Fund will be a single stage application process. To facilitate assessment of applications, applicants are required to submit the application documents via the program's online portal.

How to apply

Visit regionaldevelopment.smartygrants.com.au/SCCF4 to submit an application to the Stronger Country Communities Fund Round Four.

What needs to be included in an application?

All applications need to include:

- a clear project scope
- a project plan using the departmental template
- a project budget using the departmental template
- quotes or detailed estimates, reasonable assumptions or previous experience with similar projects
- landowner consent (if applicable)
- evidence of \$20 million Public Liability Insurance
- evidence of project co-contribution for projects requesting \$1 million or more in funding
- a letter of support from the relevant NSW sporting organisation if a sports-related project is seeking over \$1 million in grant funding
- evidence of community consultation and strong community support for the project.

Templates can be found at nsw.gov.au/SCCF

Can ineligible projects be referred to a more appropriate funding program?

Yes. Projects that are more suitable for other NSW Government programs may be referred to those programs. Applications that are referred will be subject to the full assessment criteria of the other NSW Government program to which they are referred. Applicants may need to update their application to meet the criteria of the referred program.



What happens if the project is successful?

- All projects must demonstrate they can commence within six months of the announcement of funding and be completed within two years as outlined in the project plan.
- Successful applicants must not make financial commitments for funded activities until funding deeds have been executed.
- Requests for variations or changes to the project will only be considered in limited circumstances.
- Grants will be paid via milestone payments set out in the funding deed. A sample funding deed is available at nsw.gov.au/SCCF.
- Successful applicants will be required to pay back unspent funds or those funds which have not been spent in accordance with the funding deed.
- Successful applicants will be required to submit project progress reports to the NSW Government as outlined in the funding deed.
- Successful applicants will be required to participate in a program evaluation to determine the extent to which their projects have contributed to the objectives of the fund. The evaluation will require applicants to provide evidence of how projects have resulted in a measurable change to the lives of local residents/ female sporting facilities that is consistent with the objectives of the fund.

- Applicants must hold all relevant insurances, including a minimum \$20 million Public Liability Insurance or other insurance depending on the project.
- Any information submitted by an applicant may be used for promotional material prepared by the NSW Government.
- All recipients of NSW Government funding should acknowledge this financial support as per the Funding Acknowledgement Guidelines for Recipients of NSW Government Grants available at www.nsw.gov.au/nsw-government-communications/branding.

Unsuccessful projects

Applicants will be notified in writing of the outcome of each application and unsuccessful applicants will be provided with the opportunity to arrange a feedback information session.



Available support

For help preparing applications, information and resources including relevant application templates are available from nsw.gov.au/SCCF

A webinar will be held during the application open period.

The DRNSW can assist applicants to develop strong applications.

Please contact sccf.enquiries@regional.nsw.gov.au or call 1300 679 673 for a referral.

Important Terms and Conditions

Applicants should note:

- the NSW Government may choose to publicly announce funding for individual applications. It may also use information provided in the grant to develop case studies
- all awarded grants will be GST exclusive. If you are registered for GST, this will be applied on top of the agreed grant value when payment is made to you. Grants are assessable income for taxation purposes, unless exempted by taxation law. It is recommended applicants seek independent professional advice about taxation obligations or seek assistance from the Australian Taxation Office. The NSW Government does not provide advice on individual taxation circumstances
- DRNSW reserves the right to undertake an audit of grant funding within seven years.

Complaints

Any concerns about the program or individual applications should be submitted in writing to sccf.enquiries@regional.nsw.gov.au

If applicants do not agree with the way the DRNSW handled the issue, they may wish to contact the NSW Ombudsman via ombo.nsw.gov.au.

Government Information (Public Access) Act

Applicants should be aware that information submitted in applications and all related correspondence, attachments and other documents, may be made publicly available under the Government Information (Public Access) Act 2009 (NSW). Information that is deemed to be commercially sensitive will be withheld.

The Government Information (Public Access) Act 2009 (NSW) makes government information accessible to the public by:

- requiring government agencies to make certain sorts of information freely available
- encouraging government agencies to release as much other information as possible
- giving the public an enforceable right to make access applications for government information
- restricting access to information only when there is an overriding public interest against disclosure.



FIND OUT MORE

Contact us

sccf.enquiries@regional.nsw.gov.au

1300 679 673

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6.3 Central Northern Regional Library (CNRL) Agreement



Department: Corporate Services - Library
Prepared by: *Interim Executive Manager Corporate Services*
TRIM Reference: UINT/21/6975
Attachments: 1. UINT/21/6959 Central Northern Regional Libraries Meeting (CNRL) – Minutes – 21-04-2021
2. UINT/21/6963 Central Northern Regional Library Agreement 2021
3. UINT/21/6970 Central Northern Regional Library Strategic Plan 2021-2026

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal: 1.3 A diverse and creative culture
Strategy: 1.3.1 Provide enhanced and innovative library services that support and encourage lifelong learning
Activity: 1.3.1.1 Provide library services and programs
Action: 1.3.1.1.1 Manage the service level agreement with Central Northern Regional Library

SUMMARY:

1. This report presents the Minutes from the Central Northern Regional Library (CNRL) Ordinary Meeting held 21 April 2021 (attachment 1).
2. The report summarises the key issues from the minutes, including the proposal to extend the CNRL Regional Library Agreement for a further five years (attachment 2).

RECOMMENDATION:

That in relation to the report “Central Northern Regional Library”, Council:

- I. receive and note the minutes from the CNRL Ordinary Meeting held 21 April 2021;
- II. approve the extension of the current CNRL Library Agreement for a further five-year period from 1 July 2021 to 30 June 2026; and
- III. authorise the Mayor and General Manager to sign and seal the Central Northern Regional Library Agreement 2021.

REPORT:

3. The Central Northern Regional Library Committee met in Tamworth on 21 April 2021. Reports included an update on the library staff re-structure, a Library Co-ordinator’s report and quarterly reports for December 2020 and March 2021.
4. A new draft five-year strategic plan was presented to the Committee. The plan is divided into the following six themes:
 - Community Building
 - Collaboration
 - Resources

- Innovation
 - Learning
 - Leadership.
5. The Draft CNRL Strategic Plan 2021-2026 was reviewed and approved by the Committee (attachment 3).
 6. The Central Northern Regional Library Agreement is due for renewal as at 30 June 2021. Tamworth Regional Council is the Executive Council for CNRL, and the delegating Councils consist of:
 - Gwydir Shire Council,
 - Liverpool Plains Shire Council,
 - Narrabri Shire Council,
 - Uralla Shire Council
 - Walcha Council.
 7. The agreement allows for the sharing of library resources, a shared library management system and professional staff to manage the technology and to develop/ implement policies, procedures and programs. The arrangement:
 - takes advantage of economies of scale (larger library stock for less cost),
 - supports systems and opportunities for capacity building (community literacy and wellbeing programs),
 - enhances service delivery (provides access to library stock from the shared collection), and
 - reliability (continuity of quality library service is greater than a stand-alone service could deliver).

CONCLUSION:

8. The Central Northern Regional Library Committee recommended the renewal of the Central Northern Regional Library Agreement for a period of five years with the continued provision that Gwydir Shire Council should not be entitled to share in reserves which existed before it became a Delegating Council.
9. A five year agreement with Central Northern Regional Library Committee provides for continuity of an excellent shared service, which is an efficient and effective arrangement for Uralla Shire Council.

COUNCIL IMPLICATIONS:

10. Community Engagement/ Communication

Member Council library staff were consulted in the preparation of the five-year Strategic Plan

11. Policy and Regulation

The Library Act 1939 (NSW)

12. Financial /Long Term Financial Plan

The funding for the provision of the Central Northern Regional Library Agreement and operation is included in the Annual Operational Plan and Delivery Program. The CNRL Agreement sets out the process for determining the CNRL annual budget. The process remains the same as in previous agreements.

13. Asset Management / Asset Management Strategy

Nil.

14. Workforce / Workforce Management Strategy

This Agreement does not change the current staffing arrangements.

15. Legal and Risk Management

The Central Northern Regional Library Agreement will require the affixing of the Seal of Council. The Local Government (General) Regulation 2005, Section 400(4), requires that the Seal of Council must not be affixed to a document unless the document relates to the business of the council and the council has resolved (by resolution specifically referring to the document) that the seal be so affixed.

16. Performance Measures

Compliance with Service Level Agreement.

17. Project Management

Interim Executive Manager Corporate Services

MINUTES

Central Northern Regional Library (CNRL)

Ordinary Meeting

Wednesday, 21 April 2021 at 1:30pm

Tamworth Regional Council, Ray Walsh House

Level 4 Function Room, 437 Peel Street, Tamworth

| | |
|--------------------------------|--------------------------|
| Gwydir Shire Council | Cr Catherine Egan |
| Gwydir Shire Council | Carmen Southwell |
| Liverpool Plains Shire Council | Cr Paul Moules |
| Liverpool Plains Shire Council | Cian Middleton |
| Narrabri Shire Council | Cr Cathy Redding |
| Narrabri Shire Council | Naomi Radford |
| Tamworth Regional Council | Cr Juanita Wilson |
| Tamworth Regional Council | Kay Delahunt |
| Tamworth Regional Council | Shiralee Franks |
| Tamworth Regional Council | Megan Pitt |
| Tamworth Regional Council | Narelle Lightfoot |
| Tamworth Regional Council | Johnathan Stilts |
| Tamworth Regional Council | Jacqueline O'Neill |
| Uralla Shire Council | Cr Isabel Strutt |
| Uralla Shire Council | Christine Valencius |
| Uralla Shire Council | Donna Garrad |
| Walcha Council | Cr Bill Heazlett (Chair) |

1. Administration / Action**1.1. Welcome and Acknowledgment of Country**

Meeting Opened: 14:00pm

Cr Bill Heazlett, as chair opened the meeting with an Acknowledgement to Country and welcomed all those in attendance.

2. Introductions and Apologies

Cr Bill Heazlett, called for an introduction of all members present.

Apologies were received from; Scott Pollock, Narrabri Shire Council and Gail Phillipott, Gwydir Shire Council

Motion: That the apologies be accepted

Moved: Cr Paul Moules **Seconded:** Cr Isabel Strutt **CARRIED**

3. Confirmation of Minutes of Previous Ordinary Meeting

11 November 2020 – Minutes accepted as read.

Motion: That the minutes from the previous Ordinary Meeting of the Central Northern Regional Library, dated 11 November 2020, be accepted as a true and accurate record.

Moved: Cr Paul Moules **Seconded:** Cr Isabel Strutt **CARRIED**

4. Business Arising from Previous Minutes

Cr Wilson asked to be provided with an update on where we are at with Child Safety Checks?

Narelle Lightfoot provided an update outlining that this is continuing with all Volunteers' and staff are up to date.

5. Staff Restructure Report

Kay explained the re-structure of Tamworth Regional Council's Cultural and Community Services Division was implemented in February 2021. The library staff structure was changed as part of this process. No library staff members were negatively impacted by the implementation of the new structure.

The new structure introduces a Library Co-ordinator role with a two- team structure;

A Library Resources Team – this includes collection development, local studies, stock rotation, the service roster and performance reporting

A Customer Experience Team – this includes information services, home library services and management of Tamworth branches

In addition, a new work unit has been formed that reports to the Manager Cultural and Community Services. This work unit is called the STEAM and Childhood Literacy Unit. It is responsible for the innovation studio and literacy programs across CNRL. It is intended that this unit will work beyond the traditional library reach with greater emphasis on partnerships and outreach.

Motion: That the staff re-structure report be received and noted

Moved: Cr Isabel Strutt **Seconded:** Cr Juanita Wilson **CARRIED**

6. Library Services Co-ordinators' Report

Shiralee Franks spoke to the report .

6.1. Library Staff development opportunities

ALIA APLA – Public Libraries supporting people living with disability

The Australian Library and Information Association (ALIA) and the ALIA Australian Public Library Alliance (APLA) are providing a training opportunity about Public Libraries and people living with disability. The free information session is an opportunity for staff leading and working in Australian public libraries to share ideas about how libraries can better serve users living with disability.

Zoom meeting: April 30, 2021 2:00pm.

Register:

<https://us02web.zoom.us/meeting/register/tZUqcu2qrzggEtf7fuiXlvtarca8CooWnsLK>

NSW Public Libraries Association – Members: engaging, retaining and growing

NSWPLA invites you to a series of highly interactive online workshops where you will be asked to look realistically at your current members and how you engage with them before moving onto establishing achievable steps to guarantee that you will keep and build this base.

CNRL Staff Training Day May 6, 2021 9:00am – 3:00pm The Youthie

Agenda includes discussion of the new CNRL Strategic Plan, feedback from the CNRL staff survey, the new CNRL staff wiki, stocktake wand training, 3D printer training. Brainstorming session on how to attract new members / promote our libraries. General business session – branch information, updates, information sharing.

6.2. Update from Closed Committee meeting on 11 November 2020

Council delegates will be aware that there was a closed committee session at our last meeting where discussion took place regarding an approach by another council to join CNRL. The content of that meeting is still closed however the approach is currently on hold. The Manager Cultural and Community Services and the Library Services Co-ordinator supplied information and recommendations to the council but they have not yet reached any decision.

6.3. NSW Reads

In January CNRL participated in a new reading program in collaboration with NSW public libraries: NSW Reads. This was a state-wide book group which encouraged library members to read a book and then discuss with other readers in NSW, either face-to-face or via social media. Events included a virtual book group over four weeks via Instagram, a panel discussion and an author talk via Zoom.

The first book chosen for this program was Lucky's by Andrew Pippas and 59 NSW Public Libraries joined, including Central Northern Regional Library.

113 books were purchased to go on the catalogue, 10 of which have gone into a book group kit. There are 6 e-audio copies and 6 e-book copies.

Physical book loans = 250

e-audio loans = 45

e-book loans = 34

Total loans = 329

Tamworth staff filmed a promotional video which reached more than 7000 people and had 385 engagements. CNRL branches were encouraged to share the video and it was shared 25 times. CNRL staff made several posts on Facebook and Instagram. The program was also promoted on the CNRL website. The author talk event was online via zoom and a total of 189 people across the state attended.

6.4. Sydney Writers Festival Live Stream

The Sydney Writers Festival has once again offered streaming session to CNRL. The sessions will be streamed at Tamworth, Uralla, Narrabri, Nundle and Bingara Libraries. The festival runs from Friday April 30 to Sunday May 2. Tamworth Library will be showing all the sessions. Uralla, Narrabri, Nundle and Bingara Libraries will show the sessions that are on when they are open on those dates.

6.5. CNRL Innovation Studio

Innovation Studio staff have travelled around the CNRL branches during the January and April school holidays running exciting programs including Robot Soccer, Secret Agent workshops and Sphero Bridge Building.

A number of FAST (Food, Art, Science, Technology) videos have been posted online which include workshops on: French toast, 3D scanning, pendulum art, soda bread, sugar crystals, microwave lemon slice, rainbow oven pancakes, mini hologram, rainbow wizards brew, chewy ANZAC biscuits, make a solar cooker, using a remote camera and fluffy slime.

6.6. Technology upgrades

All CNRL staff computers have now been upgraded.

The Spydus Library Management System has been upgraded from version 10.1 to version 10.6.

The CNRL SOLUS app has been upgraded from version 10.3 to version 10.6.

SMS integration is being investigated.

6.7. RBDigital content now on the Libby App

One of CNRL's e-content supplier, RBDigital, has been acquired by a large US digital supplier, Overdrive. Overdrive provide their resources via an app called Libby, by Overdrive.

Initially there were some teething problems with the app not recognising borrower numbers but this has now been rectified and borrowers are able to borrow e-content as normal

6.8. NSWPLA North East Full Zone Meeting

The next NSWPLA NE full zone meeting will be held in Walcha on Thursday afternoon 13 May 2021. The meeting will be held upstairs in the Walcha Community Consultative rooms behind the hospital Veterinary Supplies with lunch from 12pm. On Friday morning artist James Rogers will give a walking tour of Walcha to show and talk about the art sculptures installed around the town.

Motion: That the Library Services Co-ordinators Report be received and noted

Moved: Cr Paul Moules **Seconded:** Cr Juanita Wilson **CARRIED**

7. Quarterly Report for December 2020

Cr Isabel Strutt noted that its really good seeing these reports and online services are popular within the community

Motion: That the CNRL Quarterly Report for December 2020 be received and noted
Moved: Cr Isabel Strutt **Seconded:** Cr Cathy Redding **CARRIED**

8. Quarterly Report for March 2021

Motion: That the CNRL Quarterly Report for March 2021 be received and noted
Moved: Cr Isabel Strutt **Seconded:** Cr Cathy Redding **CARRIED**

9. CNRL Strategic Plan

Shiralee took the committee through the new Strategic Plan 2021- 2026, adding that the current Strategic Plan ends in June 2021. The quarterly reports that staff submit will align with the new Strategic Plan.

Cr Cathy Redding refers to Collaboration;

CNRL Will – 1 Expand and develop partnership and collaboration opportunities

Please clarify what partnership are you looking at developing? Shiralee advises it could be local, depends what agencies you have. But certainly, local is recommended.

UNE partnership Collaboration.

Cr Paul Moules – this forms part of the annual plan to show if we are on track? Shiralee advises yes, it informs the quarterly reports which inform the annual report

Cr Isabel Strutt noted that the Strategic Plan clearly states the objectives and gives good criteria. Cr Strutt intends to attach this copy of the Strategic Plan 2021 – 2026 to her next Councillors report for Uralla Council.

Motion: That the CNRL Strategic Plan 2021 - 2026 be adopted.
Moved: Cr Catherine Egan **Seconded:** Cr Juanita Wilson **CARRIED**

10. Selection of a “One Book One Region” title

The Thursday Murder Club by Richard Osman

Consensus All Agreed

Motion: That the majority of Community members agreed on The Thursday Murder Club by Richard Osman

Moved: Cr Juanita Wilson **Seconded:** Cr Paul Moules **CARRIED**

11. Guest Speaker – Blanca Pizzani, University Librarian, University of New England

Blanca and Shiralee presented opportunities for collaboration between CNRL and UNE Libraries. These opportunities included, inter library loans, professional development, children's literacy, literacy programs, staff sharing, exhibitions, student volunteers. General discussion took place.

Cr Bill Heazlett, thanked Blanca for coming as our guest and presenting to the Committee.

12. CNRL Agreement

Kay Delahunt explained, that The Central Northern Regional Library Agreement is due for renewal as at 30 June 2021. Minor updates will take place. A copy of the 2021-2026 Central Northern Regional Library Agreement is attached for delegates to present to their Council for a resolution.

Kay spoke to updates in the agreement as follows;

- Section 3.5, page 4
- Clause 6.5, page 7
- Clause 10.2.d, 10.2.f, 10.2.g, page 9
- Schedule 2, updated addresses of Libraries, page 18

Updated copy will be sent to each Council.

Motion: That the current Central Northern Regional Library Agreement be renewed for a period of five years with the continued provision that Gwydir Shire Council shall not be entitled to share in reserves which existed before it became a delegating Council

Moved: Cr Cathy Redding **Seconded:** Cr Isabel Strutt **CARRIED**

13. General Business

Walcha Council update – Cr Bill Heazlett

Cr Bill Heazlett, reported on the location options for a new Library in Walcha. Having considered a few venues including the Local RSL, they are still looking. They are looking at operational hours that would meet the Community's needs, and will seek Community feedback on this.

Liverpool Plains Shire Council update – Cr Paul Moules

Since the last CNRL meeting our council has had an organisational restructure and during this time long time employee Ms Donna Ausling moved on. I am very grateful for her assistance, co-operation, and support that I received whilst the CNRL delegate for Parry and LPSC (councils) and I wish her well for the future.

Quirindi Library is on track for completion in May 2021. In the previous meeting I advised completion was for March, however, the builders have had some delays due to COVID-19 requirements and the two major rain events, January and March 2021.

The outside pergola will stay as our sister city (Blacktown) architect originally designed. We believe when completed we will be able to provide the "state of the art" facility that our ratepayers expect.

Council is actively looking at improving the Wi-Fi, providing youth gaming accessibility, and they would like to target/attract a broader mix of community members using these facilities.

Bingara and Warialda update – Cr Catherine Egan

Gwydir libraries are proving they are the hub of their respective communities by providing not only day to day library services, but additional programs to keep young and older members of our community engaged.

Some examples of additional community events and programs.

- Local historian Rodney King hosts Bingara historical talks in the Bingara Library every month for the general public and members of U3A.
- Volunteers from the community op shop meet in the Bingara Library on the Third Monday of each month.
- Both libraries host Golden Oldie craft sessions, storytime for young and old (older residents attend storytime participating with the children), knitting groups.
- Reading Writing Hotline, assistance to complete forms and paperwork is always available at the library. (paperwork such as hospital admission, RMS dine and event voucher applications and much more)

Bingara Library successfully gained \$7,500 funding from Good Foundations for the *Be Connected* program. \$5,000.00 for iPads to lend to seniors enrolled in tutorials and \$2,500 to assist with costs associated with hosting sessions in the outer villages.

Gwydir Shire Council successfully gained funding for \$10,000 to purchase devices for youth to use services across the shire. The devices will be held at both libraries monitored by council. The devices will be available to youth and library services across the shire.

Following the COVID closure one project we are happy to launch is Librarian's choice.

A review and survey with members regarding click and collect services during Covid closure proved to be very positive with many members requesting assistance with their reading preferences to this day. Both libraries offer Librarian's choice, staff select items according to the borrowers preferred authors and genre. Like authors are selected, wrapped and ready for collection. The program will be monitored monthly by a short questionnaire.

Bingara Library very proudly hosted the film *Looby* a celebration to mark 100 years of the Archibald Looby. 33 people attended followed by supper and discussion.

Book exchanges/street libraries in outer villages, local tourist spots and tourist

Uralla Update – Cr Isabel Strutt

Very supportive and proud of our Uralla library and staff and the range of programs across the board is really good.

We have a new display cabinet for the community to display their promotions. Display area for the local communities, Lions, Rotary, Men's Shed.

Facilities for students to come in after school into a safe environment to do school homework.

Might be time to do another survey of what times may benefit the community for the library.

Tamworth Update – Cr Wilson

Tamworth is great at what they do and how they work. The Heritage Festival is starting tomorrow and our library is contributing to this.

Kootingal hall has a dual use, it's a memorial hall use and library. I would like to commend our library for their consultations with the community. Council and Kay have been methodical and ethical on this information within the community.

General

Cr Bill Heazlett, congratulated Kay on the restructure of the Tamworth Library team and congratulated Shiralee on her newly appointed position.

Kay passed on her thanks to Cr Bill Heazlett for his contribution to the Committee as chair and made mention that it has been an absolute delight working with him.

14. Next Ordinary Meeting

To be advised.

Meeting Closed: 15:40pm

**CENTRAL NORTHERN REGIONAL
LIBRARY**

AGREEMENT

2021

CENTRAL NORTHERN REGIONAL LIBRARY AGREEMENT

2021

THIS AGREEMENT is made the first day of July 2021

BETWEEN:

TAMWORTH REGIONAL COUNCIL of 437 Peel Street, Tamworth in the State of New South Wales;

LIVERPOOL PLAINS SHIRE COUNCIL of 60 Station Street, Quirindi in the State of New South Wales;

NARRABRI SHIRE COUNCIL of 46-48 Maitland Street, Narrabri in the State of New South Wales;

URALLA SHIRE COUNCIL of 32 Salisbury Street Uralla in the State of New South Wales;

WALCHA COUNCIL of 2 Hamilton Street, Walcha in the State of New South Wales;

AND

GWYDIR SHIRE COUNCIL of 33 Maitland Street, Bingara in the State of New South Wales and 52 Hope Street, Warialda in the State of New South Wales

WHEREAS

- A. On the 1st of July 2010 the Councils identified above (with the exception of Gwydir Shire Council) entered the Central Northern Regional Library Agreement dated 1 July 2010 ("the Regional Library Agreement").
- B. The Councils of Liverpool Plains Shire, Narrabri Shire, Uralla Shire and Walcha agreed to delegate their powers and duties relating to the provision, control and management of libraries, library services, library services and information services to Tamworth Regional Council and Tamworth Regional Council accepted this delegation.
- C. The Regional Library Agreement recorded the terms upon which the Tamworth Regional Council would provide library services to the Delegating Councils of Liverpool Plains Shire, Narrabri Shire, Uralla Shire and Walcha.
- D. By clause 9.2 of the Regional Library Agreement, the Gwydir Shire Council sought to join the Central Northern Regional Library ("CNRL") as one of the Delegating Councils and the CNRL Committee approved the request by Gwydir Shire Council to join the CNRL as one of the Delegating Councils by which all parties executed a Variation of the Regional Library Agreement on 1 July 2012.

- E. The Councils who are parties to this Agreement have adopted the *Library Act 1939* (“the Act”) pursuant to Section 8 of the Act.
- F. Councils which have adopted the *Library Act 1939* must comply with and observe the requirements of part 3, Division 2 of the Act. In general terms, these requirements relate to the provision, control and management of library services to the community.
- G. The Councils of Liverpool Plains Shire, Narrabri Shire, Uralla Shire, Walcha and Gwydir Shire (hereafter referred to as “the Delegating Councils”) seek to delegate their powers and duties relating to the provision, control and management of libraries, library services and information services to Tamworth Regional Council. This delegation is made pursuant to section 12(1) of the Act.
- H. Tamworth Regional Council has agreed to accept the delegation and provide library services to the Delegating Councils to the standard required by the Act.
- I. The Parties have recorded the terms upon which the Tamworth Regional Council will provide library services to the Delegating Councils in this Agreement.
- J. All parties to this Agreement expressly agree to the Distribution of Assets outlined in schedule 4 of this Agreement to reflect the introduction of the Gwydir Shire Council to the CNRL on 1 July 2012.

The parties hereby agrees as follows:

1. Name of the Library Services

- 1.1. The library service provided by the Tamworth Regional Council to the Delegating Councils shall be referred to as Central Northern Regional Library (“CNRL”).

2. Delegation of Powers and Duties

- 2.1. For the purposes of section 12(1) of the Act, the Delegating Councils hereby delegate all their powers and duties relating to the provision, control and management of libraries, library services and information services to Tamworth Regional Council. Draft Library Policy documents will be submitted to the CNRL Committee for consultation before being presented to Tamworth Regional Council for adoption.
- 2.2. In consideration of the delegation and the terms of this Agreement, Tamworth Regional Council hereby agrees to provide, control and manage the library services described in Schedule 1 as varied from time-to-time in consultation with the Central Northern Regional Library Committee constituted pursuant to this Agreement.

3. Central Northern Regional Library Committee to be constituted

3.1. In accordance with section 11 of the Act, Tamworth Regional Council shall constitute a library committee which shall be known as the Central Northern Regional Library Committee (CNRL Committee).

3.2. The Central Northern Regional Library Committee shall be constituted as follows:-

- Each delegating Council shall have the right to nominate one person for appointment to the CNRL Committee subject to clause 3.3
- Tamworth Regional Council shall appoint one person to the CNRL Committee in addition to the appointments which may be made in the nominations of the Delegating Councils.

3.3. A Delegating Council which nominates a person for appointment to the Central Northern Regional Library Committee pursuant to clause 3.2, must indemnify Tamworth Regional Council in relation to all claims and liabilities of any description whatsoever, which may be made at any time by the nominated person in connection with the performance of his/her role on the Central Northern Regional Library Committee.

This indemnity shall include (but still not be limited to):-

- Provision of transport or reimbursement for transport costs;
- Claims arising from personal injuries or death of the nominated person or caused by the nominated person when performing the CNRL Committee role.

3.4. The CNRL Committee will meet at least twice per year in November and February, or more frequently if required, to discuss matters of policy and operational issues.

3.5. The Central Northern Regional Library Committee ("the CNRL Committee") will be subject to the Code of Conduct of Practice and other procedure guidelines and requirements which apply to all Tamworth Regional Council Committees which are established to exercise Council functions under section 355 of the Local Government Act 1993. It is clearly acknowledged and understood by all the parties to this agreement that no bodies created by or under this Agreement are committees established under s 355 of the Local Government Act 1993.

3.6. Each member of the CNRL Committee shall have one vote.

- 3.7. Tamworth Regional Council shall from time to time determine the number of members of the CNRL Committee which shall constitute a quorum at meetings of the Committee.

4. Responsibilities of Tamworth Regional Council

Tamworth Regional Council has the following responsibilities pursuant to this Agreement:

- 4.1. Tamworth Regional Council, as the administering council, will provide control and manage the CNRL Regional Library Service in accordance with the Library Act 1939 (NSW)
- 4.2. Provision of public library services described in schedule 1 at the location as identified in Schedule 2 (as amended from time-to-time with the consent of the Delegating Councils) at a standard recommended by the Library Council of New South Wales.
- 4.3. The development and maintenance of a concise statement of the vision and aims of Central Northern Regional Library.
- 4.4. The preparation, implementation and monitoring of a five year Strategic Plan for the overall direction of the Library Service supported by an annual Management Plan.
- 4.5. The preparation and review of policy statements on relevant aspects of providing the library service (after consultation with the Central Northern Regional Library Committee)
- 4.6. The pursuant of co-operative and collaborative projects with libraries and library systems in the wider library network.
- 4.7. Preparation and adoption of a budget for the operation of the Central Northern Regional Library Service including the determination of the contributions payable by Delegating Councils for the provision of library services each financial year.

5. Budget for Central Northern Regional Library Service

- 5.1. The Central Northern Regional Library budget for each financial year must address the issues identified in Schedule 3.
- 5.2. Tamworth Regional Council is responsible for preparing the budget for the Central Northern Regional Library.

5.3. Tamworth Regional Council will use the following process when preparing a budget for the following financial year:

- Tamworth Regional Council must submit a draft budget to the CNRL Committee by 30th November;
- The CNRL Committee must review the draft budget and provide written comments to Tamworth Regional Council by 15 January;
- Tamworth Regional Council must review any comments received from the CNRL Committee, and following the incorporation of any amendments which may be required, must forward a copy of the draft budget to each of the Delegating Councils by 28th February;
- The Delegating Councils must submit any comments they wish to make on the draft budget to Tamworth Regional Council in writing prior to 31st March;
- Tamworth Regional Council must review the comments submitted by any Delegating Council and make any amendments to the draft budget which Tamworth Regional Council considers appropriate; and
- The final Central Northern Regional Library budget must be issued to all Delegating Councils by 30th April.

6. Payments by Delegating Councils

- 6.1. The Delegating Councils must make a payment to Tamworth Regional Council in consideration of the Central Northern Regional Library service provided by Tamworth Regional Council pursuant to this Agreement.
- 6.2. The amount payable by each Delegating Council to Tamworth Regional Council shall be determined in each annual budget for the operation of Central Northern Regional Library.
- 6.3. Tamworth Regional Council will issue a tax invoice to each Delegating Council for the annual payment to be made by the Delegating Council.
- 6.4. The Delegating Councils must make the payment within 28 days of receiving a tax invoice issued by Tamworth Regional Council.
- 6.5. In the event of a Delegating Council not making payment as set out in clause 6.4 hereof, then interest will become due and payable at the rate of 3% per annum calculated daily on the outstanding balance.

7. Assets

- 7.1. Tamworth Regional Council shall own the assets acquired from the Central Northern Regional Library's budget subject to the "reimbursement rights" held by each of the Delegating Councils as provided in this Clause.
- 7.2. Tamworth Regional Council must maintain an asset register which records the assets acquired using the Central Northern Regional Library budget.
- 7.3. Upon the termination of this Agreement, proportion of the assets identified in the asset register shall be distributed to the Delegating Councils. The method for determining the asset distribution to each Delegating Council is specified in Schedule 4 to this Agreement.

8. Facilities and Resources provided by Delegating Councils

- 8.1. Each Delegating Council must provide the facilities and resources described in this clause in addition to any other payment or obligation described in this Agreement.
- 8.2. Each Delegating Council must provide the library building(s) identified in Part 2 of Schedule 2 ("the Buildings") which are located within the local government area of that Council. The Delegating Council shall be responsible for all costs associated with the proper and prudent management of the Buildings located in their local government area, including, but not limited to:
 - all maintenance costs associated with the building;
 - all service costs (such as waste, water, power and gas, fire control, security); and
 - all insurance premiums (including premiums for building insurance, public liability insurance, contents insurance).
- 8.3. Each Delegating Council must provide library staff as required to operate the library at the Buildings in their own local government area including all costs of every description associated with their employment, including (but not limited to) salaries, workers compensation, taxes, leave entitlements and superannuation, membership of professional associations, expenses for attendance at relevant conferences and training.
- 8.4. Each Delegating Council shall be responsible for any additional costs associated with the provision of any local library services provided in their local government area by CNRL which are services which are additional to the services provided pursuant to the terms of this Agreement.

8.5. Delegating Councils can provide additional library resources in their branches to those budgeted for in the CNRL annual resources budget. Additional resources must meet the Regional Resources Policy and will be catalogued and processed at no additional cost to that Council.

9. Terms of Agreement – Councils joining CNRL

9.1. Joining CNRL as a result of Council amalgamation:

Newly amalgamated Councils made up from at least one existing CNRL member Council can be absorbed into CNRL and with contributions remaining at the same rate per capita as for existing councils.

9.2. Councils joining CNRL other than as a result of Council amalgamation:

Councils wishing to join CNRL will be considered in the first instance by the CNRL Executive who will conduct a cost benefit analysis and make a recommendation to the CNRL Committee. Where Councils are located outside a 200km radius of Tamworth the contribution per capita for that Council will be calculated to reflect any additional costs incurred in servicing this Council.

10. Terms of Agreement, Withdrawal and Termination

The term of this Agreement shall be 5 years commencing on 1 July 2021 and termination on 30 June 2026.

10.1. Voluntary Withdrawal

Any party to this Agreement wishing to end this Agreement before the expiry of the Term must raise concerns leading to this action with the Committee in the first instance. CNRL retains the right to invite a mediator or representative of the State Library of New South Wales to attend discussions. Should discussion fail to resolve issues discussed then written notice must be given to each member Council within CNRL. This notice must specify a period, prior to the date upon which the Agreement will end pursuant to the notice and this period must be determined as follows:

10.1.a. If the notice is given between 1st July and 31 October of any financial year, the notice must specify that the Agreement shall end on 30 June in that financial year.

10.1.b. If the notice is given between 1st November and 30 June in any financial year, the notice must specify that the Agreement will end no sooner than 30 June in the following financial year or at any agreed later date.

10.1.c. Costs incurred by CNRL as a result of a voluntary withdrawal will be the responsibility of the withdrawing Council. These costs will include but not be limited to, staff redundancy costs, database cleanup, printing and stationery changes and website update.

10.2. Forced Withdrawal

Forced withdrawal as a result of amalgamation with a Council outside of CNRL must be raised with the CNRL Committee for consideration before giving written notice to each other party within CNRL.

10.2.a. If the notice is given between 1st July and 31 October of any financial year, the notice must specify that the Agreement shall end on 30 June in that financial year.

10.2.b. If the notice is given between 1st November and 30 June in any financial year, the notice must specify that the Agreement will end no sooner than 30 June in the following financial year or an agreed later date.

10.2.c. Costs incurred by CNRL as a result of forced withdrawal in this manner will be shared proportionally by all CNRL Councils including the withdrawing Council. Tamworth Regional Council on behalf of CNRL will formally seek financial assistance to cover the cost from the Library Council of NSW.

10.2.d. Forced withdrawal may also occur as a result of misconduct, insolvency or other matters that are brought to the attention of the CNRL Committee. In that event:

10.2.e. Notice will be given to the Delegating Council of the misconduct, insolvency or any other matter considered by the CNRL Committee, and if the notice is given between 1st July and 31 October of any financial year, the notice must specify that the Agreement shall end on 30th June in that financial year.

10.2.f. If the notice referred to in 10.2.e is given between 1st November and 30th June in any financial year, the notice must specify that the Agreement will end no sooner than 30th June in the following financial year or an agreed later date.

10.2.g. Costs incurred by CNRL as a result of forced withdrawal in this manner will be the responsibility of the withdrawing Council. Tamworth

Regional Council on behalf of CNRL may formally seek financial assistance to cover the cost from the Library Council of NSW.

10.3. Non-renewal of CNRL Agreement

10.3.a. All members Councils agree not to continue with agreement:

Where the member councils of CNRL agree not to continue with a CNRL agreement the costs of dissolving CNRL, after distribution of assets, will be met proportionally by CNRL member Councils.

10.3.b. One or more but not all member councils decide not to renew the CNRL agreement:

After distribution of assets has been calculated non renewing Councils must pay for a proportion of the costs attributed to the non-renewal including but not limited to any staff redundancy costs, database clean-up, printing and stationery changes and website update.

11. Dispute Resolution

11.1. If a dispute arises out of or relates to this Agreement, or the breach, termination, validity or subject matter thereof, the parties to this Agreement and the dispute expressly agree to endeavour to settle the dispute co-operatively and in good faith.

11.2. In the event that the parties are unsuccessful in resolving the dispute the parties agree to submit the dispute to arbitration. Any party to the dispute may ask for the dispute to be settled by arbitration. The arbitrator is to be appointed by the Library Council of New South Wales. The Library Council of New South Wales may also determine the dispute to arbitration without receiving an application from any other party.

11.3. The decision of the arbitrator will be final and binding on all the parties to this Agreement.

11.4. All the parties to a dispute must contribute equally to the costs associated with the appointment of an arbitrator and the arbitrator itself. It is anticipated that costs such as the arbitrator's fees, venue hire, arbitrator's transport costs and arbitrator's accommodation costs will be shared equally between the disputing parties. Any individual costs incurred by each party (such as transport, accommodation costs and legal fees) shall be the sole responsibility of the party incurring the cost.

IN WITNESS the parties to this Agreement have hereunto affixed its hand and seal on the day first hereinbefore written.

THE COMMON SEAL OF **TAMWORTH REGIONAL COUNCIL** was hereunto affixed in pursuance of a Resolution duly passed by the said Council

Dated

Signature of authorised officer:

Signature of authorised officer:

Name of authorised officer:

Name of authorised officer:

Position of authorised officer: General Manager

Position of authorised officer: Mayor

THE COMMON SEAL OF **LIVERPOOL PLAINS
SHRE COUNCIL** was hereunto affixed in
pursuance of a Resolution duly passed by the said
Council

Dated

Signature of authorised officer:

Signature of authorised officer:

Name of authorised officer:

Name of authorised officer:

Position of authorised officer: General Manager

Position of authorised officer: Mayor

THE COMMON SEAL OF **NARRABRI SHIRE**
COUNCIL was hereunto affixed in pursuance of a
Resolution duly passed by the said Council

Dated

Signature of authorised officer:

Signature of authorised officer:

Name of authorised officer:

Name of authorised officer:

Position of authorised officer: General Manager

Position of authorised officer: Mayor

THE COMMON SEAL OF **URALLA SHIRE**
COUNCIL was hereunto affixed in pursuance of a
Resolution duly passed by the said Council

Dated

Signature of authorised officer:

Signature of authorised officer:

Name of authorised officer:

Name of authorised officer:

Position of authorised officer: General Manager

Position of authorised officer: Mayor

THE COMMON SEAL OF **WALCHA COUNCIL**
was hereunto affixed in pursuance of a Resolution
duly passed by the said Council

Dated

Signature of authorised officer:

Signature of authorised officer:

Name of authorised officer:

Name of authorised officer:

Position of authorised officer: General Manager

Position of authorised officer: Mayor

THE COMMON SEAL OF **GWYDIR SHIRE COUNCIL** was hereunto affixed in pursuance of a Resolution duly passed by the said Council

Dated

Signature of authorised officer:

Signature of authorised officer:

Name of authorised officer:

Name of authorised officer:

Position of authorised officer: General Manager

Position of authorised officer: Mayor

SCHEDULE 1

SERVICES PROVIDED BY TAMWORTH REGIONAL COUNCIL

Tamworth Regional Council will engage professional librarians and support staff to undertake the following duties:-

1. Consult with Delegating Councils regarding their library service, through the CNRL Committee as detailed in Section 3 of this Agreement headed "Central Northern Regional Library Committee to be constituted".
2. Plan for and manage all aspects of the regional library service.
3. Provide relevant accounts to each of the Delegating Councils for the provision of library services.
4. Select, purchase, catalogue, process and distribute new library materials within the guidelines of the agreed CNRL Library Resources Policy.
5. Withdraw used library materials in accordance with the CNRL Library Resources Policy.
6. Manage and develop the CNRL Computer Library Management System.
7. Provide a database of all regional library materials held by the Delegating Councils.
8. Provide professional advice on library development, local staffing, buildings, grant applications, library trends, etc.
9. Train staff performing regional services and staff from branch libraries in relevant aspects of library services.
10. Provide resources exchange and delivery services of library materials to and between existing libraries with Delegating Councils.
11. Provide information services, support and research to branch libraries.
12. provide a range of library services to children and young adults.
13. Process reservations and intra library loans.
14. Process inter library loans from libraries outside the CNRL region for branch libraries.
15. Initiate and encourage regional and local library promotion in conjunction with Delegating Councils.
16. Meet as required with Delegating Councils to define and progress library service requirements.
17. Provide minutes of all meetings of the CNRL Committee, audited financial reports and an annual report of the Regional Library Service including a specific report outlining the quality of service within each Delegating Council.
18. Report to Delegating Councils quarterly on the progress of library services.

SCHEDULE 2

LOCATION OF CENTRAL NORTHERN REGIONAL LIBRARY SERVICE POINTS AND DELEGATING COUNCIL RESPONSIBILITIES

Part 1 - Tamworth Regional Council Libraries

- Tamworth City Library, 466 Peel Street, Tamworth NSW 2340
- South Tamworth Library, Robert Street, Tamworth NSW 2340
- Barraba Library, Queen Street, Barraba, NSW 2347
- Kootingal Library, Denman Avenue, Kootingal, NSW 2352
- Manilla Library, Manilla Street, Manilla, NSW 2346
- Nundle Library, Innes Street Nundle, NSW 2340

Part 2 – Delegating Council Libraries

- Quirindi Shire Library, George Street, Quirindi NSW 2343
- Werris Creek Branch Library, 59A Single Street, Werris Creek NSW 2341
- Narrabri Shire Library, 8 Doyle Street, Narrabri NSW 2390
- Boggabri Branch Library, 82 Wee Waa Street, Boggabri NSW 2382
- Wee Waa Branch Library, Rose Street, Wee Waa NSW 2388
- Uralla Shire Library, New England Highway, Uralla NSW 2358
- Bundarra Branch Library (Deposit Station), Court Street, Bundarra NSW 2359
- Walcha Library, Derby Street, Walcha NSW 2354
- Bingara Library, Maitland Street, Bingara NSW 2404
- Warialda Library, 38 Hope Street, Warialda NSW 2402

Part 3 – Delegating Council Responsibilities

Delegating Councils must provide grant acquittals to the Library Council of New South Wales on or before the reporting deadline in order not to prejudice the success of grant applications made on behalf of the regional library service.

SCHEDULE 3

CENTRAL NORTERN REGIONAL LIBRARY BUDGET

Tamworth Regional Council and the Delegating Councils, within the Central Northern Regional Library budget, will cover the cost of:-

Employment costs and overheads for Tamworth Regional Council staff performing work for Central Northern Regional Library, including:-

- Salaries
- Annual Leave
- Training
- Fringe Benefits Tax
- Long Service Leave
- Public Holidays
- Sick Leave
- Superannuation
- Workers Compensation

Operational Overheads, including:-

- Insurances
- Office equipment maintenance and repair
- General expenses
- Postage
- Printing and Stationery
- Rent and share of outgoings (Administration Centre)
- Telephone
- Professional association membership
- Vehicle expenses
- Internal plant hire
- Contribution to Tamworth Regional Council's Corporate Overheads

Exchanges and Deliveries

- Delivery costs

Library Resources

- Library resources – in all formats
- Cataloguing expenses
- Processing of library materials

Promotions and Programs

- General promotion and publicity
- Children and Young Adult Programs

Computer Services

- Computer maintenance and repair
- Software licences and support
- Systems enhancements and upgrades
- Hardware replacement and upgrades
- Systems training
- Communications expenses

Income will be derived from:-

- Contributions from Tamworth Regional Council and Delegating Councils
- State Library subsidies as determined by the Library Council of New South Wales
- Grants (when available)
- Donations
- Contributions from Delegating Councils for Book Week Prizes
- Fees and charges, as recommended by the Committee and published in Tamworth Regional Council and Delegating Councils Annual Management Plans.

SCHEDULE 4

CENTRAL NORTHERN REGIONAL LIBRARY ASSETS

All Library materials, equipment and other assets held by Central Northern Regional Library prior to the execution of this Agreement shall be so held until the termination of this Agreement.

As per Section 7.2 of this Agreement Tamworth Regional Council will maintain an Asset Register which records the assets acquired using the Central Northern Regional Library Budget.

Assets will comprise, but not be limited to:-

- Central Northern Regional Library's furniture and fittings housed in the Administration Building at 466 Peel Street, Tamworth
- Central Northern Regional Library's computerised Library Management System
- Office equipment
- Cash reserves and working funds
- Unexpended Grants held in reserve

Distribution of Assets

1. Subject to clause 2 of this section, upon termination of this Agreement, the net assets, after payment of all liabilities, shall be apportioned between Tamworth Regional Council and the Delegating Councils in the ratio of the respective contributions made by them over the Adjustment Period.
2. Gwydir Shire Council shall not be entitled to share in Reserves which existed before it became a Delegating Council on 1 July 2012.
3. "Adjustment Period" means the period of three years immediately preceding termination or the period between the date of commencement of this Agreement and termination whichever is the lesser.

central northern regional library

Strategic Plan 2021 – 2026

Community Building • Collaboration • Resources • Innovation • Learning • Leadership



Community Building • Collaboration • Resources • Innovation • Learning • Leadership



“Central Northern Regional Library acknowledges the Gamilaroi/Kamilaroi people, the Dhunghutti people and the Anaiwan people who are the Traditional Custodians of this land. We would like to pay respect to Elders past and present and extend that respect to other Aboriginal and Torres Strait Islander peoples living in and visiting our Region.”



Kamilaroi man Len Waters, Opening of Artstate Tamworth 2019, Photography: Supplied by Regional Arts NSW

Vision

‘Investing in the future of our communities by creating an environment for learning, innovation, and social connection.’



Community Building

Community Building

‘CNRL will build community through physical and digital engagement and spaces’

CNRL will

| | |
|---|--|
| 1 | Provide physical and digital spaces where people can come together for social connection. |
| 2 | Discover the library needs of the community. Reach the community by implementing annual marketing plans. |
| 3 | Provide an updated and accessible library website and catalogue. |

How will we know if CNRL is successful?

| | |
|---|--|
| 1 | Increased number of visitors. |
| 2 | Increased engagement with social media posts. |
| 3 | Increased visitation and clicks on the CNRL website. |
| 4 | Marketing plans implemented and measured. |
| 5 | Number of new members. |



Collaboration

Collaboration

'CNRL will extend its reach with collaboration and partnership'

| CNRL will | |
|-----------|---|
| 1 | Expand and develop partnership and collaboration opportunities. |
| 2 | Collaborate internally across Council. |
| 3 | Be socially inclusive and actively engage with all sections of the community. |

| How will we know if CNRL is successful? | |
|---|---|
| 1 | Number of successful partnerships or collaborations. |
| 2 | Number of successful internal collaborations. |
| 3 | Number of events that involve collaboration and social inclusion. |
| 4 | Number of volunteers working in the library. |



Resources

Resources

‘CNRL will provide resources that inspire its communities and keep them engaged with learning, creating and culture’

| CNRL will | |
|-----------|--|
| 1 | Provide physical and online resources which are inspiring, current and meet community needs. |
| 2 | Preserve and promote local history through local studies collections and events. |
| 3 | Provide a current and dynamic collection where de-accessioning takes place regularly. |

| How will we know if CNRL is successful? | |
|---|---|
| 1 | Number of physical loans is maintained. |
| 2 | E-loans are increased. |
| 3 | Use of local studies resources is increased. |
| 4 | Proportion of the collection published in the last five years is increased. |



Innovation

Innovation

*'CNRL will use technology to solve problems
and promote equity'*

CNRL will

- | | |
|---|---|
| 1 | Seek smart solutions to problems |
| 2 | Trial new collections and services |
| 3 | Build digital equity within the community through access to technology and online services. |
| 4 | Seek grant funding to increase learning opportunities for the community |

How will we know if CNRL is successful?

- | | |
|---|--|
| 1 | Number of innovative ideas implemented and the outcomes. |
| 2 | Internet and equipment use |
| 3 | Number of successful grant applications. |



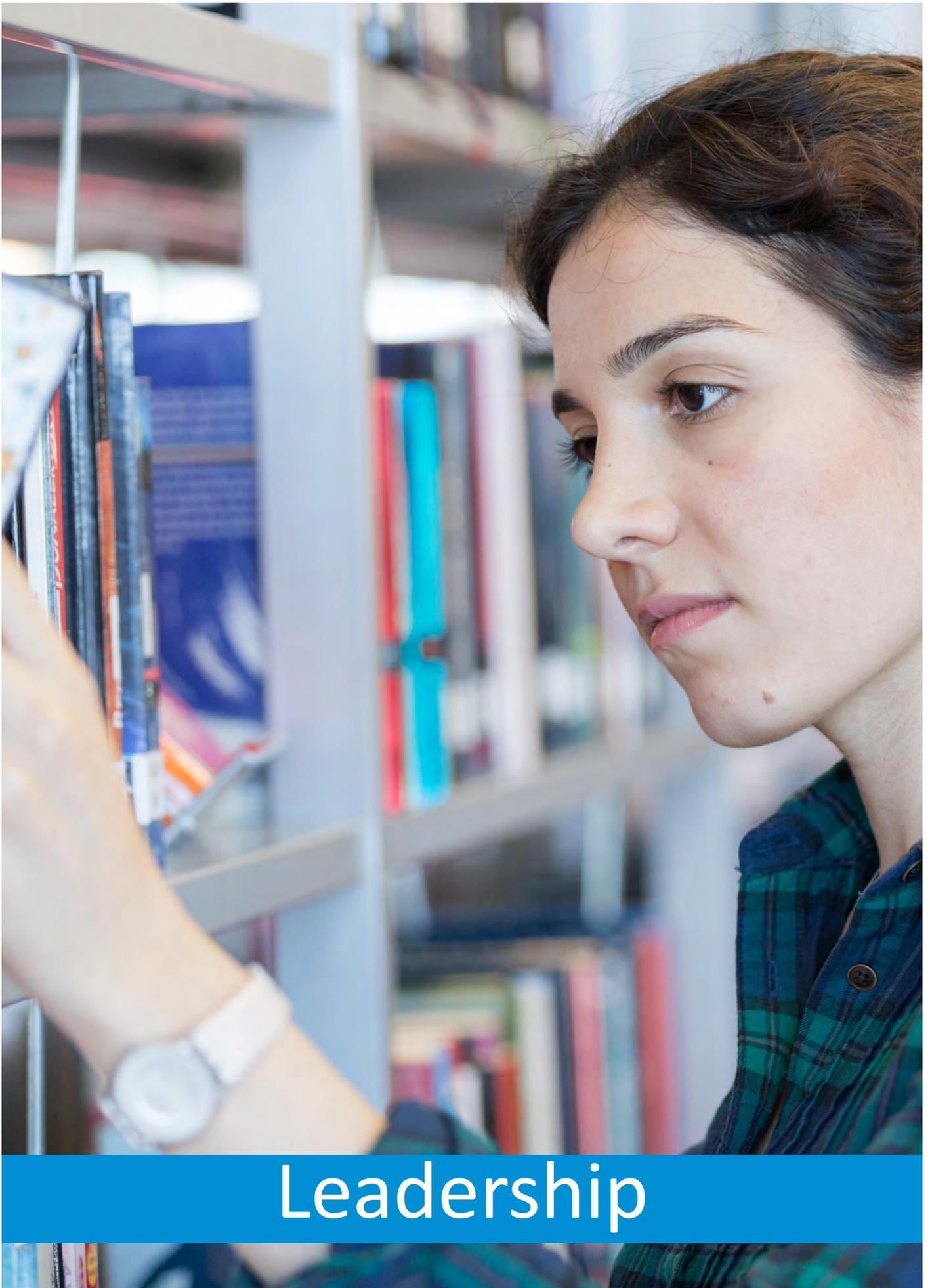
Learning

Learning

'CNRL will deliver learning outcomes'

| CNRL will | |
|-----------|--|
| 1 | Deliver inspiring and engaging library programs. |
| 2 | Provide outreach services with specific targets and outcomes. |
| 3 | Provide literacy programs for children and adults. |
| 4 | Provide digital literacy programs. |
| 5 | Encourage staff to achieve their personal best by providing staff development and support. |

| How will we know if CNRL is successful? | |
|---|--|
| 1 | Client surveyed to establish programs have; <ul style="list-style-type: none"> • Stimulated creativity. • Been aesthetically enriching. • Provided knowledge ideas and insight. • Created appreciation of cultural diversity. • Increased sense of belonging. |
| 2 | Engagement with CNRL online programs. |
| 3 | Number of outreach opportunities. |
| 4 | Number of people who complete digital literacy training. |
| 5 | Attendance at programs. |
| 6 | Staff participation in professional development. |



Leadership

Leadership

‘CNRL will make bold decisions and demonstrate leadership in provision of library services’

The CNRL Committee, Member Councils and staff will:

| | |
|---|---|
| 1 | Provide strategic direction for the library service |
| 2 | Advocate for appropriate funding |
| 3 | Practice good governance |

How will we know if CNRL is successful?

| | |
|---|--|
| 1 | A strategic plan is in place |
| 2 | New initiatives in library models and services |
| 3 | Two CNRL meetings held per annum |
| 4 | CNRL is represented at all NSWPLA meetings |
| 5 | Library Statements of Financial Operations are submitted to the Library Council of NSW |
| 6 | CNRL quarterly reports are completed |
| 7 | Grant opportunities are acted upon |

7. Close of Extraordinary Meeting

END OF BUSINESS PAPER