



Cessnock City Council

The Brief

Quotations are invited for the following:

Title **QUOTATION FOR CONSULTANCY SERVICES
FOR SUPPLY OF CESSNOCK CITY LIBRARY
STRATEGIC PLAN**

**Quotation
Number** **Q1213/07**

Enquiries regarding this brief should be directed to the Contact Officer.

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Quotations must be submitted by the closing time.

Closing Time: 2.00pm on Monday 25 February 2013

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1. INTRODUCTION

Cessnock City Council has undertaken to develop a Strategic Plan for Cessnock City Library, with funding assistance from the Local Priority Grant Program of the Library Council of NSW.

A comprehensive service delivery review of Cessnock City Library was undertaken in 2001, which resulted in a number of changes to the library service. That review also included a detailed user/non user survey. It is now timely to develop a Strategic Plan for Cessnock City Library to guide Council's future provision of library services in a rapidly changing environment.

In the regular four yearly community surveys conducted for Council, satisfaction with Cessnock City Library has consistently been high. In the most recent survey, conducted in 2012, library services received the highest rating (4.2 out of 5) of any Council service for satisfaction. This indicates that generally the communities across the Cessnock Local Government Area (LGA) are pleased with the services provided by Cessnock City Library.

The development of a Library Strategic Plan will assist Council to maintain its commitment to library services in a context of constantly changing technology, competing demands for funding, and expanding development leading to population growth in both existing and new population centres.

The principal outcome of the project will be adoption by Council of a plan which will guide and inform Council in its decision making in relation to library services.

2. BACKGROUND

2.1 ABOUT THE LOCAL GOVERNMENT AREA

The Cessnock Local Government Area covers approximately 1,950 square kilometres. Located in the Hunter Valley, about 120 kilometres north of Sydney, Cessnock is the commercial centre of the area now known as Hunter Valley Wine Country.

Whilst mining was the principal industrial base and source of employment in the Cessnock area for most of the twentieth century, changes to the mining industry, including automation and the introduction of sophisticated computerised equipment, have led to the closure of the vast majority of mines in the area.

The decline of mining has been paralleled by growth in the wine industry and associated tourism activity. The Hunter Valley wine growing area in Cessnock Local Government Area is Australia's oldest wine region and one of the most famous, with around 4,500 acres under vine.

Light and secondary industry have also been a feature of the area's recent economic development, with the processing of explosive equipment and mining support services now a significant source of employment in the area. The Kurri Kurri aluminium smelter was also a large employer, but it has recently ceased operation.

A significant proportion of the area is dedicated state forest and national park. Most of the rural area is used for grazing, farming and viticulture.

The original inhabitants of the Cessnock area were the Darkinjung Aboriginal people. European settlement dates from the 1820s when pastoralists arrived, using land mainly for farming, market gardening and timber getting. The Great North Road was constructed in the 1830s, linking the Hawkesbury and Hunter Valleys. Wollombi was the centre of the area till the late 1800s. The township of Branxton emerged from 1848 onwards, spurred by its accessibility to water, rich agricultural land and location as a road junction.

The township of Cessnock developed from 1850 as a service centre at the junction of the Great North Road. There was some growth in the 1850s and 1860s with wheat, tobacco and grapes being grown, especially around Cessnock, Nulkaba and Pokolbin.

Significant development in Cessnock occurred when coal was struck in 1892 and several coal mines were established. This generated extensive land settlement between 1903 and 1923, with townships established near the pit tops and rail heads of the coal seam. Townships included Aberdare, Abermain, Abernethy, Bellbird, Heddon Greta, Kearsley, Kitchener, Kurri Kurri, Neath, Pelaw Main, Stanford Merthyr and Weston. By 1926, Cessnock had a population of 12,000, increasing to 18,000 by the 1940s.

Other than coal mining, Cessnock's industries at this time included dairying, grazing, timber getting, saw-milling and manufacturing of earthenware pipes and textiles. Substantial development occurred following the end of World War II.

Until the 1960s, mining was the principal industrial base and source of employment in the Cessnock area. Changes to the mining industry since then have led to the closure of the vast majority of mines, resulting in a decline in population in some localities. Many areas have undergone a change in character, with rural residential housing developments now popular.

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Since the 1980s there has been a rise in the wine and tourism industry, with many vineyards established at Allandale, Mount View, Pokolbin, and Rothbury as well as small cottages and farms used mainly as weekend retreats.

Growth in the Local Government Area's population has been steadily increasing during the past 20 years. From the early 1990s to 2006 the population grew from almost 44,000 in 1991 to over 46,000 in 2006. However, in recent times growth has been more pronounced, reaching 52,610 in 2011. Between the 2006 and 2011 Census years, the LGA's population grew by 2.04% per annum, which is higher than the average annual growth for NSW and Australia. Most of this growth was mainly in the rural settlements and villages, including Blackhill, Buchanan, Ellalong, Greta, Heddon Greta, Laguna, Millfield, North Rothbury, Pokolbin, Quorrobolong and Richmond Vale.

Major features of the Local Government Area include Watagan National Park, Werakata National Park, Yengo National Park, TAFE NSW Hunter Institute (Cessnock and Kurri Kurri campuses), Cessnock District Hospital, Calvary Retirement Community Cessnock, Cessnock City Centre, Cessnock Corrective Centre, Cessnock Racecourse, Koolang Astronomical Observatory, Richmond Vale Railway Museum, the Hunter Expressway and around the Pokolbin area over 100 vineyards and wineries, extensive and diverse accommodation options and major open air concert venues.

For further information relating to Demographics of Cessnock City Local Government Area see *Appendix 1 Cessnock City Demographic Information*.

2.2 CESSNOCK LOCAL GOVERNMENT AREA'S CONTEXT IN THE LOWER HUNTER REGION

As indicated above, after decades of minor population growth, the rate of that growth has recently started to increase. This is likely to escalate, given the status of Cessnock Local Government Area in the Lower Hunter Regional Strategy.

The strategy is available at the following website:-

<http://www.planning.nsw.gov.au/hunter-region>

The strategy is a land use planning document which outlines the supply of new housing and employment lands to meet the demands of the region's predicted population growth of 160,000 by 2031. The strategy seeks to provide for up to 115,000 new dwellings over this period.

Cessnock is a designated major regional centre, and as such is expected to accommodate a significant proportion of that growth. This strategy projects that the Cessnock Local Government Area will see 21,700 new dwellings, which could see a doubling of the population by 2031. Major new settlements are proposed in locations such as Huntlee and Bellbird North, as well as Cliftleigh and smaller scale "urban infill" projects within existing towns and suburbs.

The construction of the Hunter Expressway, between Blackhill in the east and Branxton in the west, by the end of 2013, will also increase ease of access to the area from elsewhere in the Hunter Region, facilitating population growth and changing the traffic and visitation patterns to the key centres of residence, business and tourism within the Local Government Area.

2.3 CESSNOCK CENTRAL BUSINESS DISTRICT MASTERPLAN

Cessnock City Council has recently adopted a Cessnock Central Business District Masterplan. This long-term strategy aims to position the CBD as “a place that is safe, connected and inclusive, celebrates its history, has a strong community heart and promotes a healthy lifestyle.”

The opening of the new Hunter Expressway will mean that Cessnock is no longer the only “gateway” to the Hunter Valley. This presents an opportunity to rebrand the CBD as a destination in its own right. To do this Council, property owners, businesses and the community have defined an overarching plan to revitalise the CBD over time.

There are a number of references to Cessnock Library within the Masterplan documentation, in particular Action UF3 to “develop a detailed brief/study for the redevelopment of the Council Administration Building into a 2-3 level Council Hub. Investigate the inclusion of a larger Cessnock City Library (2,000 – 2,500sqm) with “active” frontages to Vincent and Cooper Streets and access to quality open space.”

The Cessnock CBD Masterplan can be accessed via Council’s website:-

<http://www.cessnock.nsw.gov.au/council/civic>

2.4 SITE INFORMATION

2.4.1 Cessnock City Library – Current status

Cessnock City Library has been serving the communities of the Cessnock LGA since 1952. It currently comprises two branch libraries at Cessnock and Kurri Kurri (the Cessnock branch also accommodates the management and technical services functions), a Home Library Service and online services accessible via the Library website:-

<http://www.cessnock.nsw.gov.au/comcul/libraries/services>

A review of the Library’s services was conducted in 2001, with a number of changes being made as a result of the recommendations adopted.

2.4.2 Branch libraries

Cessnock Library occupies a building at 65 – 67 Vincent Street, Cessnock. This is a prominent location in the main street of the town. The building was constructed in the 1960s as a supermarket, and was subsequently adapted in 1983 for use as a public library.

Kurri Kurri Library is located in part of the building that was previously the home of the Kurri Kurri Co-operative Store. It has been at this location also since 1983.

For a comprehensive overview of Cessnock City Library’s Services, Collections and Programs refer to:-

<http://www.cessnock.nsw.gov.au/comcul/libraries>

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For further information regarding Cessnock City Library please refer to:-

Appendix 2 Key Cessnock City Library Statistics

Appendix 3 Cessnock City Library Staffing

Appendix 4 Cessnock City Library Structure

Appendix 5 Cessnock City Library Budget

2.5 COUNCIL'S STRATEGIC DIRECTION

2.5.1 Vision

Cessnock City Council has adopted long term planning measures and a blueprint for our future in its primary strategic document - *Cessnock 2020 - Our People, Our Place focus on our future*. This can be viewed at:-

<http://www.cessnock.nsw.gov.au/council/cessnock2020>

This document articulates the community's vision that guides Council's planning framework:-

Cessnock will be a cohesive and welcoming community living in an attractive and sustainable rural environment with a diversity of business and employment opportunities supported by accessible infrastructure and services which effectively meet community needs.

In summary, the community vision is:-

Cessnock – attractive, thriving and welcoming

2.5.2 Corporate Goals

Cessnock City Council has five corporate goals guiding its activities:-

- To promote and provide quality services and facilities which address the needs of the community;
- To protect, enhance and promote our natural, developed and cultural environment;
- To actively foster the creation of employment and sustainable development opportunities acceptable to community and environmental standards;
- To be a professionally managed and customer focused organisation which provides leadership through partnerships with the community; and
- To identify needs, share information and provide opportunities for active participation and community consultation.

Sourced from *Cessnock City Council Management Plan 2010 – 2013*:-

http://www.cessnock.nsw.gov.au/resources/file/Publications/2010-2013%20Management%20Plan_Adopted%20Copy_23%20June%202010.pdf

2.5.3 Cessnock City Library in Council's strategic context

Cessnock City Council adopted *Cessnock 2020 - Our People, Our Place focus on our future*, its Community Strategic Plan, in October 2010. Previously, in November 2009, it adopted *Places, Spaces and Faces: Social and Cultural Plan 2009 – 2014, Cessnock Local Government Area*.

These two plans are guiding Council's policy development and service delivery in the short to medium term, and Cessnock City Library is integral to the achievement of several outcomes, both specifically and in general terms, through its role in the community and the services it provides.

Both documents can be accessed on Council's website at:-

Cessnock 2020 –

<http://www.cessnock.nsw.gov.au/council/cessnock2020>

Places, Spaces and Faces: Social and Cultural Plan 2009 – 2014, Cessnock Local Government Area -

<http://www.cessnock.nsw.gov.au/comcul/community/plan>

3. OBJECTIVES

This consultancy will develop a Strategic Plan for Cessnock City Library for the 10 year period 2013 – 2023 which will provide clear direction for Cessnock City Council, Cessnock Library staff and the community on the strategic priorities of the library and the strategies and actions required to achieve the stated objectives. The plan must also be aligned with Council's integrated planning and reporting framework and relevant strategies. Also see sections 2.5.1, 2.5.2 and 2.5.3 of this document.

4. SCOPE AND KEY DELIVERABLES

4.1 Tasks for the consultant

Stage 1 – Background research

- **Meet and discuss the project with members of the Council Project Team** to determine their view of:-
 - the Library's strengths, weaknesses, opportunities, challenges and gaps in current services
 - the impact within the Cessnock Local Government Area of social, educational, economic and technological trends on public library services
- **Undertake Community Profile Analysis**
 - Review Community Profile data available at:-
<http://profile.id.com.au/cessnock/home>
 - Identify trends and needs within the Cessnock LGA relating to the delivery of library services
 - Identify existing and potential stakeholders
- **Conduct Library Performance Analysis** which will:-
 - Evaluate current services
 - Identify possible gaps in service and opportunities for service development with particular reference to:-
 - early childhood services
 - youth services
 - adult services
 - local history services
 - digital and electronic services
 - records management
 - community lectures/discussion programs
 - community meeting room/spaces
 - community service provision
 - "one-stop shop" services
 - Assess effective methods of service delivery to rural and remote parts of the Local Government Area
- **Inspect current accommodation at Cessnock and Kurri Kurri Libraries**
- **Review current levels of staffing**

- **Analyse and review current Library membership by key demographics such as age and gender, and also residence location by reference to Council's planning/catchment areas**
- **Undertake comparison and benchmarking including:-**
 - Benchmarking against People Places – a guide for public library buildings in New South Wales (3rd edition) 2012
http://www.sl.nsw.gov.au/services/public_libraries/our_services/publiclibrarybuildings.html
 - Benchmarking against Bibliostat collect NSW Public Library Statistics
http://www.sl.nsw.gov.au/services/public_libraries/statistics/index.html
 - Benchmarking against Living Learning Libraries standards and guidelines for NSW Public Libraries
http://www.sl.nsw.gov.au/services/public_libraries/living_learning_libraries/index.html
 - Benchmarking against any other relevant publications
- **Review key documents and Cessnock City Library Review 2001**
- **Examine existing infrastructure shortfalls within Cessnock City Library**
- **Examine technology shortfalls within Cessnock City Library**
- **Undertake Industry innovation scan**
- **Identify trends in public library services and examine potential impact of social, educational, economic, technological and communications trends on public library services and gauge that impact within the Cessnock Local Government Area**
- **Examine predictions of demographic growth and proposed urban release areas for the Local Government Area and consider possible locations for library facilities to service future population distribution, taking into consideration factors and possible opportunities such as:-**
 - Co-location of library facilities with other service providers
 - Joint service provision with other service providers/library services
 - Costing and financial planning implications

Deliverables

Present progress report in digital and printed format to the Council Project Team at a meeting and receive feedback. The printed report is to be A4 size and in MS Word format and summarises the findings of background research, in particular:

- Identify where standards etc are being met
- Identify where there are shortfalls
- Identify where there population sectors that are not being adequately serviced
- Identify impact of future population growth and urban release areas on the provision of library service across the Local Government Area
- Identify trends in public libraries that will impact on future service delivery
- Identify innovative service delivery models
- Identify possible future locations for library facilities including co-location/joint service opportunities
- Develop strategies to address areas of shortfall and future service development requirements including funding implications
- Prioritise those strategies
- Detail project communication plan for Library staff, Library users and non users (including lapsed users)
- Provide methodology to survey users and non users (including lapsed users)
- List stakeholders and potential stakeholders
- Produce surveys for users and non users (including lapsed users)

Stage 2 – Staff and Community Consultation

Staff Consultation:-

- **Meet with the Leadership Group and Councillors** to determine their views and vision for library services
- **Meet with key Council staff** to determine their views of:-
 - the Library's strengths, weaknesses, opportunities, challenges and gaps in current services
 - the impact within the Cessnock Local Government Area of social, educational, economic, technological and communications trends on public library services
- **Conduct workshops with Library Staff** in order to determine their views of:-
 - the Library's strengths, weaknesses, opportunities , challenges and gaps in current services
 - the impact within the Cessnock Local Government Area of social, educational, economic, technological and communications trends on public library services

Community Consultation:-

- **Survey (printed/telephone) users and non users (including lapsed users)** to determine their views of:-
 - the Library's strengths, weaknesses, opportunities, challenges and gaps in current services
 - the impact within the Cessnock Local Government Area of social, educational, economic, technological and communications trends on public library services
- **Conduct workshops with stakeholders** in order to determine their views of:-
 - the Library's strengths, weaknesses, opportunities , challenges and gaps in current services
 - the impact within the Cessnock Local Government Area of social, educational, economic, technological and communications trends on public library services

Deliverables

Meet with the Council Project Team to provide a progress report in digital and printed format and receive feedback. The printed report is to be A4 size and in MS Word format and summarises the findings of Council staff, Councillors and community consultation, in particular:

- Report back on outcomes:-
 - from communication with key Council staff
 - from workshops with Library Staff
 - from stakeholders
- Collate results of surveys and report findings
- Identify areas of service provision, current and potential, and present a matrix detailing:- current provision of service meeting current need; over servicing; current service falling short of demand; identified need/unmet demand; no requirement for service
- Examine implications for staffing, infrastructure, technology and communications
- Identify strategies to convert non users and lapsed users to being users of the Library
- Identify associated funding and resource implications
- Prioritise services for ongoing and future provision

Stage 3 – Delivery of final strategic plan for the 10 year period 2013 - 2023

Prepare the plan and include:

- **Vision** – there is a need to articulate a vision for the Library and then relate services, programs and collections back to it
- **Statement of purpose**
- **Goals**
- **Objectives**
- **Options for service delivery models**
- **Strategies for future service provision**
- **Outline of Actions and activities**

Consider strategies to promote the plan to stakeholders

Deliverables

Meet with the Council Project Team to review and finalise the Plan. Then present the Plan in digital and printed format. The printed Plan is to be A4 size and in MS Word format and incorporates all of the points above and summarises the following:-

- Stage 1 Background research findings
- Stage 2 Consultation findings and outcomes
- The assessment of current services and recommendations for future service delivery models
- The strategies to implement recommendations, including funding and resourcing implications
- The prioritisation of those strategies
- Recommend strategies to promote the plan to stakeholders
- Brief Library staff and other Council stakeholders on the final Plan
- Brief Leadership Group and Councillors on the final Plan

5. LIAISON AND CONSULTATION

The project will be co-ordinated by a Council Project Team comprising the Community and Cultural Engagement Manager, the Library Services Co-ordinator and the Community Planning Co-ordinator.

During the project there will be liaison and consultation with key Council staff, all Library staff and members of the community. As a minimum the Consultant will be required to facilitate the following meetings/workshops:-

- | | |
|----------------|--|
| Stage 1 | 2 meetings with Council Project Team |
| Stage 2 | 1 meeting with Leadership Group
1 meeting with Councillors
1 meeting with key Council staff
2 Library Staff Workshops (2 separate days)
4 meetings with stakeholders (2 day & 2 evening meetings)
1 meeting with Council Project Team |
| Stage 3 | 1 meeting with Council Project Team
1 meeting to brief Leadership Group
1 meeting to brief Councillors
2 meetings to brief Library staff/other Council stakeholders |

6. REPORTING RELATIONSHIP

All consultancy between the Council Project Team and the Consultant/Consultancy Team will be managed by the Community and Cultural Engagement Manager unless otherwise advised.

7. AGREEMENT TIMEFRAME

The review will be undertaken in 3 stages:-

- Stage 1** To be completed within 4 weeks after the award of the consultancy contract
- Stage 2** To be completed within 8 weeks after completion of Stage 1
- Stage 3** To be completed within 4 weeks after completion of Stage 2

8. APPENDICES

- Appendix 1** Cessnock City Demographic Information
- Appendix 2** Key Cessnock City Library Statistics
- Appendix 3** Cessnock City Library Staffing
- Appendix 4** Cessnock City Library Structure
- Appendix 5** Cessnock City Library Budget