

### Background

The Executives of the Public Libraries NSW – Country and the Public Libraries NSW – Metropolitan Association (hereafter referred to as the Associations) met on 29 November 2005 and resolved to set-up a Joint Secretariat, provided adequate funding could be secured.

A funding request was made to the State Library of New South Wales who has indicated that they are willing to provide partial funding. The balance of funds will need to be funded by the Associations. From the point of view of the Public Libraries NSW – Metropolitan Association the balance of funds will need to be funded by a substantial increase to membership fees.

The Joint Executives of the Associations met on 16 March 2007 to confirm the preferred model for the Joint Secretariat.

### Aims

The aims and objectives of the proposed Joint Secretariat are:

1. To manage the programs and activities of the Public Libraries NSW – Country and the Public Libraries NSW – Metropolitan Association as the peak association bodies representing country and metropolitan public library services in NSW.
2. To attract additional sustainable funding for public libraries in New South Wales.
3. To represent the Public Libraries NSW – Country and the Public Libraries NSW – Metropolitan Association at key forums, liaise with the public library sector and coordinate projects to meet strategic objectives of the Associations.
4. To foster closer collaboration between the Public Libraries NSW – Country and the Public Libraries NSW – Metropolitan Association.
5. To raise the profile of public libraries with key stakeholders, including the private sector, and the roles of both the Public Libraries NSW – Country and the Public Libraries NSW – Metropolitan Association.
6. To provide a state structure for linking to and supporting Public Libraries Australia.

### Proposed model

The proposed model will be based on the highly successful Local Government and Shires Associations (LGSA). The two Associations will continue to have their own elected Executives. The Executives of both Associations will meet on at least quarterly basis to consider collaborative and joint programs, as well as to consider issues which impact upon public libraries in New South Wales.

The Joint Secretariat will comprise of three staff members, as follows:

- One Executive Director, reporting to the Joint Executives of both Associations (job description attached);
- One Administrative Assistant/bookkeeper dedicated to the Public Libraries NSW - Country; and
- One Administrative Assistant/bookkeeper dedicated to the Public Libraries NSW – Metropolitan.

The Executive Director will be required to represent the Associations at sector forums and to actively liaise with the Executives and membership of the Associations. The Executive Director will be responsible for the development and implementation of the strategic business plans and for negotiating and maintaining formal links with other sector agencies including the State Library of NSW.

The Joint Executives at their meeting on 16 March 2007 resolved:

- That the ideal location for the Joint Secretariat Office is in Sydney
- That all three positions would be three day per week positions
- That the Administrative Assistant/bookkeepers would overlap their three days so as to ensure 5 day coverage across the week
- That accommodation would be sought from the Local Government and Shires Associations (LGSA)
- That ideally the accommodation should provide for three work-stations

Based upon the above model, the estimated costs are as follows:

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<b>Budget item</b>	<b>Cost</b>
Executive Director's salary including on-costs	\$65,000.00
Administrative Assistant/bookkeeper – 1	\$32,000.00
Administrative Assistant/bookkeeper – 2	\$32,000.00
<b>Total for salaries</b>	<b>\$129,000.00</b>
Less projected subsidy provided by the State Library	\$32,000.00
<b>Sub-total</b>	<b>\$97,000.00</b>
Lease of office space	\$10,000.00
Equipment, including work-stations and computers	\$10,000.00
<b>Total</b>	<b>\$117,000.00</b>

The annual estimated cost has been rounded up to \$120,000.00. Therefore, the cost on a per annum basis is estimated to be \$60,000.00 for each of the Associations.

### Benefits and outcomes

The anticipated benefits and outcomes include:

- More effective management framework
- Promotion of public library matters at key forums including LGSA, PLCC etc.
- Higher profile for the Associations
- Effective lobbying, including the acquisition of grants etc.
- More effective use of resources and less duplication
- Potentially will be the face of public libraries in NSW
- Foster closer cooperation
- State-wide link to Public Libraries Australia
- Reviewed and better-managed policies and procedures including a regular schedule of meetings and elections.
- Active liaison with the State Library of NSW on matters of mutual interest including the development of an Memorandum of Understanding with the State Library.

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- Partnerships formed that enhance the Associations and public libraries.
- Development, coordination and implementation of business plans for the Associations.
- Monitoring and advice to members on relevant Federal and State Government policy and programming initiatives which impact on the public library sector and recommendation of appropriate actions.

## Draft Job descriptions

### **JOB DESCRIPTION - DRAFT**

**Job Title:** Executive Director  
**Reports to:** Joint Executives, Public Libraries NSW – Country and Public Libraries NSW – Metropolitan  
**Last Revision Date:** January 2007  
**Supervises:** Administrative Assistants

#### **1. JOB PURPOSE**

- 1.1 The Executive Director will be required to represent the Associations at sector forums and to actively liaise with the Executives and membership of the Public Libraries NSW – Country and Public Libraries NSW – Metropolitan Associations (hereafter referred to as the Associations).
- 1.2 The Executive Director will be responsible for the development and implementation of the strategic business plans and for negotiating and maintaining formal links with other sector agencies including the State Library of NSW.

#### **2. JOB OUTCOMES/RESPONSIBILITIES**

- 2.1 Manage the programs and activities of the Associations as the peak association bodies representing country and metropolitan public library services in NSW.
- 2.2 Represent the Associations at key forums, liaison with the public library sector and coordination of projects to meet the strategic objectives of the Associations.
- 2.3 To respond to key inquiries that impact upon or influence the role of public libraries, in particular prepare issues papers in response to key inquiries.
- 2.4 Promote and maximise the Associations and public library matters at key forums including LGSA, PLCC etc.
- 2.5 Review and manage policies and procedures of the Associations including a regular schedule of meetings and elections.
- 2.6 Actively liaise with the State Library of NSW on matters of mutual interest including the development of an MOU with the State Library.
- 2.7 Play a leadership role in forming partnerships in the development of opportunities to enhance the associations and public libraries.
- 2.8 Support the Joint Executives of the Associations in developing business plans and coordinate their implementation. Coordinate within timeframes and available resources.
- 2.9 Research, develop and maintain in consultation with the Treasurers of the Associations budgets, which reflect the objectives of the business plans.
- 2.10 Monitor and advise the Joint Executives of the Associations on relevant Federal and State Government policy and programming initiatives which

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- impact on the public library sector and recommend appropriate actions including the development of funding applications.
- 2.11 Foster and develop the Associations by encouraging partnerships, joint projects and opportunities for networking.
  - 2.12 Support working parties and support their program of activities.
  - 2.13 Supervise the work of the Administration Officers.
  - 2.14 Implement EEO, cultural diversity principles and ethical practices into all activities is required. Apply the principles of equity so that staff and clients are treated fairly and have equal access to information and services.

<b>3.</b>	<b>KEY ISSUES/CHALLENGES</b>
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This position operates with a high degree of independence and requires a person with specialised knowledge and skills in the area of public library policy and a broad range of knowledge of the issues relevant to public libraries and public policy. The position will be required to actively and effectively communicate and liaise with the Executives of the Associations, their members and other related sector government and non-government bodies in relation to:

- 3.1 Securing funding and other resources for public libraries.
- 3.2 Developing public library related policies and projects including skills development programs.
- 3.3 Developing opportunities for partnerships.
- 3.4 Delivering collaborative public library projects and services.
- 3.5 Fostering formal relationships with key sector agencies.
- 3.6 Providing timely and strategic advice to the Executives of the Associations.
- 3.7 Ensuring compliance with the communication protocols of the Associations.
- 3.8 Ensuring decisions of the Associations are supported by appropriate and relevant policy frameworks and contribute to policy review.
- 3.9 Monitoring and reviewing relevant budget programs.
- 3.10 Participating and contributing to forums as a representative of the Associations.

<b>PERSON SPECIFICATION</b> <b>Executive Director</b>
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## **PART A ESSENTIAL**

<b>1.</b>	<b>EXPERIENCE</b>
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- 1.1 Demonstrated ability to advocate and talk passionately about public libraries.

<b>2.</b>	<b>QUALIFICATIONS</b>
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- 2.1 Tertiary qualifications or extensive relevant experience.
- 2.2 Continuing professional development as appropriate.
- 2.3 NSW Driver Licence Class C (Car).

<b>3.</b>	<b>KNOWLEDGE</b>
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- 3.1 Demonstrated knowledge and understanding of philosophies, trends and best practice approaches to public library services.
- 3.2 Current trends and issues in library and information services, including an up-to-date knowledge of the Library Information Management industry and an understanding of public library philosophies and issues.
- 3.3 Business management practice of Local Government (structure and political environment) and public libraries
- 3.4 Policies, practices and procedures in a range of libraries.
- 3.5 Supervisory principles and practices.
- 3.6 Strategic planning and management.

## **PART B      DESIRABLE**

<b>4.</b>	<b>SPECIAL SKILLS</b>
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- 5.1 Extensive experience in Libraries or similar based community organisations, and management experience, including development of strategic and business plans.
- 5.2 In administration e.g. financial management, budget development, records management.
- 5.3 Policy development and human resource management:
- 5.4 Highly developed skills and experience in project planning and management including ability to prioritise work, take initiative, and manage budgets and to meet deadlines.
- 5.5 High-level communication skills, both oral and written, including negotiation, liaison and public speaking; including demonstrated skills in report writing as well as highly developed verbal skills including skills in community consultation.
- 5.6 Demonstrated interpersonal skills in fostering liaison and collaboration as well as in managing and resolving conflict.
- 5.7 Ability to negotiate and form effective relationships with diverse groups of people.
- 5.8 Demonstrated capacity to work independently and as part of a team.
- 5.9 Computer literacy skills including word processing, spreadsheets, Powerpoint.
- 5.10 Project management and planning skills, including the ability to plan, coordinate and deliver business plan and team objectives (work programmes).
- 5.11 Management, leadership and supervisory skills
- 5.8 High level analysis, problem solving and decision making skills.
- 5.9 Demonstrated skills and experience in public library management and service delivery.
- 5.10 Experience in the cultural sector.
- 5.11 Demonstrated ability in securing funding from State, Federal and other sources.

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## **JOB DESCRIPTION - DRAFT**

**Job Title:** Administration Assistants/Bookkeepers  
**Reports to:** Executive Director  
**Last Revision Date:** January 2007  
**Supervises:** Nil

### **1. JOB PURPOSE**

- 1.1 To provide general office administration support including general correspondence, meeting coordination, bookkeeping and reconciliation of accounts for the Public Libraries NSW – Country and Public Libraries NSW – Metropolitan Associations (hereafter referred to as the Associations).
- 1.2 Provide effective and efficient liaison support to members of the Associations and to the sector.
- 1.3 Ensure compliance with the communication protocol of the Associations.

### **2. JOB OUTCOMES/RESPONSIBILITIES**

*Under supervision provide general administration assistance including:*

- 2.1 Coordination of all correspondence including electronic communication – filing, distribution, circulation etc.
- 2.2 Support of Joint Executive Committee including drafting and distribution of meeting material (minutes/ agendas/ venue hire etc).
- 2.3 Preparation of accounts receivable and payable.
- 2.4 Preparation of monthly/ quarterly BAS and PAYG.
- 2.5 Preparation of banking,
- 2.6 Assisting with requirements under Department of Fair Trading including liaison with accountant/ auditor.
- 2.7 Liaison with treasurers of both Associations.
- 2.8 Liaison with working parties and sub-committees.
- 2.9 Administration support of the websites of the Associations.

### **3. KEY ISSUES/CHALLENGES**

This position operates under supervision but requires the ability to take the initiative and to work as a member of a team. The position requires the ability to be flexible and to respond well to change. It requires experience in organisational skills, familiarity with accounting software and the Australian Taxation System.

- 3.1 Securing resources for public libraries.
- 3.2 Developing public library related policies and projects including skills development programs.
- 3.3 Developing opportunities for partnerships.

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- 3.4 Delivering collaborative public library projects and services.
- 3.5 Fostering formal relationships with key sector agencies.
- 3.6 Providing timely and strategic advice to the Joint Executives of the Associations.
- 3.7 Ensuring compliance with the communication protocols of the Associations.
- 3.8 Ensuring decisions of the Associations are supported by appropriate and relevant policy frameworks and contribute to policy review.
- 3.9 Monitoring and reviewing relevant budget programs.
- 3.10 Participating and contributing to forums as a representative of the Associations.

## PERSON SPECIFICATION Administration Assistants/Bookkeepers

### PART A ESSENTIAL

<b>1.</b>	<b>EXPERIENCE</b>
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- 1.1 Demonstrated experience in an office environment
- 1.2 Demonstrated skills in data entry and computer competency
- 1.3 Demonstrated excellent oral and written communication skills
- 1.4 Demonstrated interpersonal skills including working as a member of a team and in general liaison
- 1.5 Ability to prioritise work, take initiative and to meet deadlines
- 1.6 In administration e.g. financial management, budget development, records management.
- 1.7 Policy development and human resource management:
- 1.8 Highly developed skills and experience in project planning and management including ability to prioritise work, take initiative, and manage budgets and to meet deadlines.

<b>2.</b>	<b>QUALIFICATIONS</b>
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- 2.1 Relevant TAFE qualifications in bookkeeping and office administration
- 2.2 NSW Driver Licence Class C (Car).

<b>3.</b>	<b>KNOWLEDGE</b>
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- 3.1 Demonstrated knowledge and understanding of philosophies, trends and best practice approaches to public library services.
- 3.2 Current trends and issues in library and information services, including an up-to-date knowledge of the Library Information Management industry and an understanding of public library philosophies and issues.
- 3.3 Business management practice of Local Government (structure and political environment) and public libraries
- 3.4 Policies, practices and procedures in a range of libraries.
- 3.5 Supervisory principles and practices.
- 3.6 Strategic planning and management.

## **PART B      DESIRABLE**

<b>4.</b>	<b>TRAINING</b>
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- 4.1 Continuing professional development as appropriate.
- 4.2 Qualifications in management

<b>5.</b>	<b>SPECIAL SKILLS</b>
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- 5.1 Demonstrated experience in local government
- 5.2 Experience in libraries
- 5.3 Experience in working in a membership organisation
- 5.4 High-level communication skills, both oral and written.
- 5.5 Demonstrated capacity to work independently and as part of a team.
- 5.6 Computer literacy skills including word processing, spreadsheets, Powerpoint.