Management Plan 2018-2019

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CHAIRPERSON'S WELCOME

I am pleased to introduce the 2018-2019 Riverina Regional Library (RRL) Management Plan. This important document aggregates the governance and management documents of the organisation to summarise its service intent.

Since my election to the position of Chairperson of the RRL Advisory Committee in October 2015, I have continued to see the benefits of the well planned and managed regional collaboration that is the hallmark of RRL. The ability of the organisation to optimise expansion and change, including the impact of local government amalgamations that have affected 6 of the previous 13 member Councils, is testament to the durability of this mutual association of Councils.

The historically low level of state government funding for the 368 public libraries across the state continues to manifest itself in the attrition of staffing, collections, services and programs in many NSW libraries. With an incremental reduction of state funding from 23.6% of total library costs in 1980 to just 7% in 2016-17, it is not surprising that NSW Councils are suffering funding fatigue. Ironically, the continual demise of state funding is occurring against a backdrop of demand for library services that is growing in both quantum and diversity as libraries further consolidate their role as community hubs.

For many years, NSW has endured the lowest percentage of state funding for its public library network in Australia. In my role as President of the NSW Public Libraries Association I am committed to working with our partner organisations, the State Library of NSW and Local Government NSW, to develop funding strategy that will maximise state government, local government and community benefit from the 370-strong NSW public library network.

Councillor Dallas Tout
Chairperson

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EXECUTIVE DIRECTOR'S INTRODUCTION

I am pleased to present the Riverina Regional Library (RRL) Management Plan 2018-2019. This document provides an overview of the service intent of the organisation by aggregating our organisational planning and financial mechanisms.

RRL is the largest regional library service, in terms of participating Councils, in NSW. The organisation includes 10 member Councils in a geographic area of 47,917 sq km, served by a network of 18 branch libraries, 3 deposit stations, and a mobile library that visits 28 communities. The further expansion of RRL on 1 January 2015 to include Bland Shire Council, closely following the admission of 4 additional Council areas on 1 July 2013, demonstrates two things. Firstly, that the focus of RRL in recent years on developing a flexible and scalable organisation has delivered the desired outcome, and secondly, that the success of local government collaboration for effective service delivery is clearly achievable when philosophical and financial agreement; robust planning and reporting; and a sustainable, flexible and scalable operating model are developed and implemented.

The state government's announcement of NSW council amalgamations on 12 May 2016 directly affected six RRL member Councils. Cootamundra and Gundagai Councils, Corowa and Urana Councils, and Tumbarumba and Tumut Councils respectively merged to form new entities. Since each of these council amalgamations are within the existing RRL boundary, there has been no strategic impact on the organisation, however a number of operational adjustments have been implemented to accommodate the revised council configurations. RRL Administration Centre staff have supported Councils and branch library staff as they progress through the amalgamation process.

A strategic approach to organisation-wide planning is key to the success of RRL. The RRL Administration Centre focuses on collaborative planning, transparent reporting, and quality service provision in specified areas - all supported by a strong commitment to innovation and continuous improvement. Of equal importance is an understanding of the fundamental factors affecting the sustainability of the organisation, a requirement which lead to the development of six sustainability principles that were introduced into the Management Plan in 2015-16.

The RRL Integrated Planning Strategy 2018-2022 (IPS) remains the centrepiece of the Management Plan. It articulates the vision, mission, values and strategic objectives of the organisation, and demonstrates how these aspirations will be achieved through specific actions with measurable outcomes. The updated IPS has been developed with a greater focus on the capacity and sustainability of the regional library service as a whole. The IPS strategic objectives of Build Capacity; Shape the Future; Create Connections, reflect this intent.

The RRL Administration Centre relocated to a newly refurbished premises in August 2016. The larger and more functional building has delivered on its intent of a more productive of an expanded organisation.

RRL will continue to play a leading role in the support and development of the NSW Public Library network during 2018-19 through staff representation on state committees, maintaining its awareness and activism regarding library sector issues, and sharing its experience and knowledge with colleagues.

The ongoing support of RRL member Councils, Advisory Committee and staff provide the organisation with a strong vision and a clear mandate to pursue excellence through inspired planning, embracing change, optimising innovation, and always seeking to improve. The RRL Administration Centre looks forward to working closely with its member Councils and branch libraries during 2018-19 to provide an inspiring range of library spaces, collections, programs and services for the constituents across our region.

Robert Knight
Executive Director – Riverina Regional Library

ABOUT THE RIVERINA REGIONAL LIBRARY

The Riverina Regional Library (RRL) is the largest regional library service in NSW in terms of participating member Councils, and the second largest in terms of population served. It provides library services to 137,845 constituents of 10 local government areas, those being the shires of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Lockhart, Snowy Valleys, Temora and the City of Wagga Wagga. The service consists of 18 stationary library branches, as well as a mobile library serving 28 communities.

RRL was established in 1978, and has grown from its initial membership through the admission of additional Councils throughout its history. Bland Shire Council is the most recent LGA to join RRL, commencing on 1 January 2015.

RRL has for some years been considered a leader amongst regional libraries. Staff from across the organisations participate in a number of statewide projects, provide representation on various State Library of New South Wales committees, contribute to the development of policy and other documentation at the State level, and demonstrate leadership in a range of service and technology innovations. RRL has also taken a lead role regionally, and has instigated a number of collaborative training initiatives with other libraries in the South-West Zone as well as acting as a "mentor" for smaller libraries in the Zone.

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RIVERINA REGIONAL LIBRARY GOVERNANCE

The Riverina Regional Library operates under two primary pieces of legislation – the Local Government Act 1993 and the Library Act 1939.

Riverina Regional Library operates under Section 12) 1) a) of the Library Act, which prescribes that:

"Two or more local authorities may enter into an agreement whereby the local authority of one area undertakes the function of providing, controlling and managing libraries, library services or information services within the area or areas of the other local authority or local authorities."

Wagga Wagga City Council undertakes the role of "Executive Council" under the current Riverina Regional Library Deed of Agreement, and the Riverina Regional Library operates under the policies of the Executive Council in order to comply with the requirements of the Local Government Act.

An advisory committee, known as the Riverina Regional Library Advisory Committee, provides advice and recommendations to the Executive Council on matters pertaining to Riverina Regional Library. The Advisory Committee includes 23 representatives from member Councils, as well as the Executive Director. The Advisory Committee has appointed an Executive Committee that meets on an as-required basis to consider complex issues for recommendation to the Advisory Committee.

The Riverina Regional Library Advisory Committee meets twice each year.

RIVERINA REGIONAL LIBRARY DEED OF AGREEMENT

The current Riverina Regional Library Deed of Agreement was adopted in 2018 for a period of 4 years.

A copy of the Agreement follows:

RIVERINA REGIONAL LIBRARY

**Deed of Agreement
Between
the Council of the City of Wagga Wagga
and the Councils of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume,
Junee, Lockhart, Snowy Valleys and Temora
for the Provision of Library & Information Services**

2018 - 2022

THIS AGREEMENT made the   day of   two thousand and thirteen BETWEEN THE COUNCIL OF THE CITY OF WAGGA WAGGA AND THE COUNCILS OF BLAND, COOLAMON, COOTAMUNDRA-GUNDAGAI, FEDERATION, GREATER HUME, JUNEE, LOCKHART, SNOWY VALLEYS AND TEMORA, (hereafter called "the Member Councils") WHEREAS the Councils have by individual resolutions resolved to adopt the Library Act 1939 (as amended) AND WHEREAS it is provided in Section 12(1) of the said Library Act that two (2) or more Councils may enter into an agreement whereby the Council of the one area undertakes the function of providing, controlling and managing libraries, library services or information services within the area or areas of the other Council or Councils upon the terms and subject to the conditions specified in the said agreement and WHEREAS the Member Councils have agreed to delegate to the Council of the City of Wagga Wagga (hereafter called WWCC) the power to provide, control and manage all libraries, library services or information services within the abovementioned Local Government Areas in accordance with the provisions of the said Library Act (as amended) and with the conditions hereinafter appearing AND WHEREAS the Member Councils have agreed that this agreement shall replace any other library agreements existing between the WWCC and Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Lockhart, Snowy Valleys and Temora (hereafter called the other Councils):

1.   **RIVERINA REGIONAL LIBRARY SERVICE**

   1.1   A joint library service to be known as the Riverina Regional Library (hereafter called RRL) shall operate throughout the entirety of the areas of the Councils.

   1.2   The Mission Statement of the RRL shall be:

   Creatively connecting people, information and knowledge

   1.3   The residents of the WWCC and the other Councils shall be entitled to the same privileges in regard to the services provided under this agreement.

2.   **RIVERINA REGIONAL LIBRARY ADVISORY COMMITTEE**

   2.1   A Riverina Regional Library Advisory Committee (hereafter called the Committee) shall be appointed to advise the Councils on matters of library, information management networks and research, records management and archiving policy, including the preparation of policy statements and Management Plans and strategies for the overall development of library and information services for the RRL and within the Areas of the Councils for adoption by the Councils.

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3.   MEMBERSHIP OF THE COMMITTEE

3.1   WWCC shall appoint five persons, three of which must be elected members, and each of the other Councils shall appoint two persons, one of which must be an elected member, (hereinafter referred to as delegates) to be members of a committee to be known as the Riverina Regional Library Advisory Committee (hereinafter referred to as "the Committee").

3.2   Each Member Council shall appoint one alternate delegate (hereinafter referred to as the alternate delegates) to the Committee to attend in the absence of delegates.

3.3   The Member Councils shall appoint their delegates and alternate delegate at the first Council meeting held after the quadrennial Local Government Elections.

3.4   Any vacancy occurring in the Committee by death, resignation, disqualification or otherwise, shall be filled by the appointment of a new delegate by the appropriate Council at its next Ordinary Meeting for the remainder of the quadrennial term. A Member Council will notify the Committee in writing of the new member's details.

3.5   Each delegate and alternate delegate may be removed from office at any time by the resolution of the appointing Council.

3.6   Each Member Council shall indemnify the Executive Council in respect of any liability incurred in relation to each of its appointed members.

4.   PROCEEDINGS OF THE COMMITTEE

4.1   The Committee shall meet on not less than two occasions each year.

4.2   The meeting of the Committee immediately following the appointment of delegates by each of the Member Councils in Local Government election years shall be the meeting for the election of Office Bearers and the Executive Committee (see section 4.7) for the period unitl the next Local Government election and shall be known as the Annual General Meeting (AGM). The order of business to be conducted at the first AGM after a Local Government election shall be as follows:

i)   Election of Chairperson
ii)   Election of Deputy Chairperson
iii)   Election of Executive Committee

iv)   Any other business that is necessary for the due and proper conduct of the RRL, including receipt of Annual Reports for financial year preceding

v)   Meeting places for the forthcoming year shall be decided

The final meeting for the year will be the AGM in years between Local Government elections. The order of business to be conducted shall be as follows:

i)   Any business that is necessary for the due and proper conduct of the RRL, including receipt of Annual Reports for financial year preceding

ii)   Meeting places for the forthcoming year shall be decided

4.3   The election for the Chair, Deputy Chair and Executive Committee will be carried out in accordance with Schedule 7 of the Local Government General Regulation 2005. (See Appendix One for Election Procedure)

4.4   The Executive Director shall call an extraordinary meeting on the request of the Chairperson or any three members of the Committee.

4.5   The procedure for the conduct of Meetings and General Business of Councils as provided for in the Local Government Act, 1993, (as amended), and the Regulations made there under shall apply to the conduct of Meetings and General Business of the Committee.

4.5.1 The quorum for a meeting of the RRL Advisory Committee is a majority of delegates or alternate delegates appointed by Member Councils

4.5.2 If a quorum is not present at a meeting, the Executive Committee has the power to make recommendations on behalf of the Advisory Committee to the Executive Council on matters arising from that meeting

4.6   WWCC has five votes and each other Member Council has two votes. Delegates or alternate delegates must be present at meetings to cast their vote.

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4.7   The Executive Committee, comprising the Chairperson, Deputy Chairperson and four other delegates appointed by the Committee, two of which must be elected members, and two of which must be Council officers together with the Executive Director, shall form a Working Group within the Committee to act on urgent issues as required by the Committee and develop plans and policies for presentation to the Committee. Business shall not be transacted at any meeting of the Executive Committee unless a majority of members be present.

4.8   In the event of a vacancy occurring in the Executive Committee by reason of death, resignation, disqualification or otherwise, the Committee shall fill the vacancy by appointment of a member of the Committee to the Executive Committee.

4.9   Any notice of motion recommending amendment of this Agreement by the Committee shall be given in writing by the Member Councils at least one month before the meeting of the Committee at which the motion is to be discussed.

4.10   No alteration shall be made to this Agreement unless the proposal for alteration has the support of two thirds of the Member Councils.

5.   RESPONSIBILITIES OF THE MEMBER COUNCILS

5.1   Member Councils aim to conduct public library and public information services at a standard no less than that recommended from time to time by the Library Council of New South Wales.

5.2   The Member Councils shall provide suitable Branch Library facilities complete with the necessary fittings and furnishings, and any computer and RFID equipment required beyond that specified in the RRL Information Technology Plan. Maintenance, cleaning, lighting and security of the facilities will be provided by member Councils. The number of Branch Libraries to be serviced under this agreement shall be limited to those approved by the Committee from time to time.

5.3   Should any member Council require an additional Branch facility, that Member Council shall, at its own expense and after consultation with the Library Committee, provide suitable Branch Library buildings within their respective council area complete with the necessary fittings and furnishings, computer and RFID equipment and establishment collection at a standard agreed to by the Committee. (Establishment stock is defined as a core collection of library material that is of a comparable quantity and standard to the collections held by other branch libraries in the region of a similar size.) Such buildings, fittings and furnishings and establishment stock shall remain the property of the individual member Council.

5.4 In planning new buildings for branch libraries or the refurbishment of existing libraries, the Member Councils shall seek the advice of the RRL Executive Director. The RRL Executive Director is to be consulted on all library resourcing matters which relate to the Riverina Regional Library.

5.5 Staff required at Branch Libraries shall be employed by the Member Council concerned. Parties to the Agreement agree to confer with the RRL Executive Director on matters concerning employment, conduct, performance, discipline and promotion of staff.

5.6 The Member Councils shall determine the opening hours of the Branch Libraries in their areas in consultation with the RRL Executive Director.

5.7 RRL shall administer a Mobile Library Service for member Councils that request a Mobile Library Service. All costs for the mobile service shall be met by those Member Councils receiving service in proportion to the extent of service provided and agreed to for each Member Council as provided for in the funding formula. Mobile Library timetables will be established by negotiation.

5.8 Any member Council that utilises the Mobile Library Service must provide not less than two years notice of its intention to withdraw from, or reduce its level of, service provision. Requests for increased levels of mobile library service by member Councils currently utilising the service, or requests for the provision of Mobile Library service from member Councils currently not utilising the service, will be considered if service hours become available. Councils currently utilising the service will be given priority for additional service hours.

5.9 The Member Councils shall make payment in full of half-yearly membership contributions, as agreed in the annual RRL budget, during the months of July and January each year.

6.   **RESPONSIBILITIES OF THE COMMITTEE**

6.1 To conduct its meetings and business and to ensure its records and accounts are kept in accordance with the provisions of the Local Government Act and Regulations, 1993, the Library Act Section 11 and Regulations, 1939 (as amended), and of this agreement.

6.2 To provide annually to member Councils the estimates of expenditure and income for the ensuing year in accordance with the requirements of Section 9.5

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6.3 To provide member Councils with copies of the Minutes of each meeting of the Library Committee.

6.4 To submit to the Councils an annual report which shall include details of the activities of the Library Committee and the Regional Library service over the preceding twelve months.

6.5 To make recommendations on matters pertaining to the provision of library and information services.

6.6 To develop, maintain and monitor the implementation of a RRL Management Plan as required of Councils under the Local Government Act, 1993.

6.7 To prepare policy statements on relevant aspects of service for adoption by all Member Councils and periodically review policies as determined by the Committee when adopting the policy in order to improve the provision of library services for residents of the RRL area.

6.8 To use its best endeavours to obtain the full benefit of grants and maximum subsidies made available by the Commonwealth, the State and other respective instrumentalities and agencies for Libraries and Library Services.

6.9 To co-operate with libraries and library systems in the wider library network on such terms and conditions as may be agreed.

6.10 The Committee shall pay rental for the workspace, furniture, fittings, equipment used by Riverina Regional Library Administration Centre staff in accommodation provided by the Wagga Wagga City Council. The charge shall be based upon the rental charge contained in the 2018-2019 budget with rate pegging applied as prescribed in the adopted funding formula. This amount to be included as part of the annual budget for the Riverina Regional Library.

6.11 To pay to the Executive Council each year an administration fee to compensate for the accounting, financial, human resources, fleet management and any other agreed functions performed by the Executive Council. This amount to be included as part of the annual budget for the Riverina Regional Library.

6.12 The Committee shall be responsible for meeting the costs of insuring:
- collection of the Riverina Regional Library
- mobile library and collections
- library management system and RFID hardware and software at branches and regional headquarters
- motor vehicles used by regional headquarters staff
- regional headquarters public liability and professional indemnity

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Insurance for establishment stock is the individual responsibility of member Councils (see 5.3).

7.   RESPONSIBILITIES OF THE EXECUTIVE COUNCIL

The appointment of the Executive Council shall be for a period of four years, to be determined by the Committee at its AGM in the preceding year.

WWCC shall be the Executive Council in the period of this agreement and will be responsible for the provision of full administrative services to the Committee. The service shall be provided in accordance with the policies established by WWCC at the time of signing this agreement and thereafter decided upon by it with the advice of the Committee in accordance with the provisions of the Library Act 1939 (as amended), including Sections 10 and 10a as specified, and this agreement.

It should be noted that this Agreement provides a mechanism for dispute resolution and mediation as detailed in Section 12.

Administrative services provided by the Executive Council to the Committee shall include:

7.1   Appointment of Regional Headquarters staff within an approved organisational structure and determination of the desirable qualifications and grading of such staff in consultation with the Committee.

For the purpose of continuity of service, cessation of service, superannuation contributions, taxation deductions, Workers Compensation Insurance, Holidays, Sick Leave and Long Service Leave, all RRL Staff shall be deemed to be employees of the Executive Council. The Committee shall indemnify and reimburse the Executive Council for all expenditure and any liabilities incurred by the Executive Council under this Section.

7.2   The keeping and auditing of all records and accounts in accordance with the provision of all Acts, regulations and by-laws.

7.3   The preparation of agendas and business papers for Committee meetings, the keeping of minutes of the meetings and the implementation of all decisions of the Committee.

7.4   The lodgement of all accountability documents and the signing of all contracts relating to the library service as required by law on decision of the Committee.

7.5   The employment conditions of RRL Administration Centre staff.

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7.6   The maintenance of all vehicles owned on behalf of the Committee.

7.7   The powers and duties of a local authority relating to the provision, control and management of the RRL as prescribed in Section 12 (1) (c) Library Act 1939.

8.   RIVERINA REGIONAL LIBRARY MANAGEMENT AND ADMINISTRATION

8.2   A RRL Executive Director shall be appointed by the Executive Council in consultation with the Committee.

   8.2.1   The RRL Executive Director shall be a qualified Librarian or will hold a degree level qualification in a related field .

   8.2.2   The RRL Executive Director shall be responsible to the General Manager for the administration of the services provided by the library service and to supervise and control RRL staff employed by the Executive Council.

   8.2.3   The RRL Executive Director shall provide administrative services and support to the Committee and the Executive Committee.

   8.2.4   The RRL Executive Director shall attend meetings of the Committee and of the Executive Committee, but is not entitled to vote.

9.   MANAGEMENT PLAN

9.1   The Committee shall adopt an annual RRL Management Plan by 30 June in each year.

9.2   The Committee shall, by February each year, provide each Member Council with a copy of the Riverina Regional Library's draft annual Management Plan, incorporating any requirements under the Local Government Act 1993 and the Library Act.

9.3   The proposed annual Riverina Regional Library Management Plan shall also include the following financial information

   i)   The amount of funds currently held by the Riverina Regional Library.
   ii)   The amount of each Member Council's proposed financial contribution to the RRL for the financial year commencing 1 July.
   iii)   The amount of funds to be received from any other source by the RRL in the financial year commencing 1 July.

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9.4   The amount to be contributed to the RRL by each Member Council during each financial year shall be the amount specified in the Riverina Regional Library's adopted annual Management Plan as the contribution of that Member Council.

9.5   An agreed formula shall be used to determine the budget contribution for each Member Council which shall be predicated on a per capita contribution by member Councils according to the most recent ABS census data available. The formula (attached as Appendix Two) shall be reviewed and adopted annually by the Committee.

9.6   Should the Committee determine that the budget contribution for Member Councils involves an increase above the the amount resulting from the application of the agreed funding formula (see section 9.5 and Appendix One) in any year, adoption will require the unanimous approval of Member Councils.

9.7   In addition to the contributions payable under this Section, a Member Council shall be responsible for the Riverina Regional Library's costs in providing any additional service or resource requested by that Member Council. These costs are to be paid within thirty days of the Member Council receiving an invoice from the RRL for the provision of such service or resources.

9.8   In the event that the proposed annual RRL Management Plan does not obtain the unanimous approval of the Member Councils the matter shall be referred back to the Committee for review and subsequently may be adopted in its original or amended form by a majority of members of the Committee. In this event contributions by member councils shall be the amounts specified as per Section 9.5 and Appendix One. In the event of the proposed annual RRL Management Plan not obtaining a majority approval the matter will be referred to the Executive Council for resolution and the resolution will be no more than the amounts specified as per Section 9.5 and Appendix One. The adoption of the annual RRL Management Plan is binding on all Member Councils.

9.9   Each Member Council's financial contribution to the RRL shall be paid in half-yearly instalments during the months of July and January of each year.

9.10 Any Member Council may make a contribution to the RRL above the adopted contribution in any one year.

10. ASSETS

10.1 All Library materials, equipment and other assets held by the Committee on behalf of the Member Councils prior to the execution and following the execution of this agreement shall be held by the Executive Council on behalf of Member Councils until termination of this agreement.

10.2 The Executive Director shall maintain a current register of the assets owned by the Executive Council on behalf of RRL. The Assets Register will be tabled at the Committee's Annual General Meeting.

10.3 Member Councils, unless otherwise agreed to, are to give a minimum of two years notice in writing of its intention to withdraw assets from the use of the RRL.

10.4 The Executive Council shall be responsible for the maintenance, repair, replacement and operating costs of assets owned by the Executive Council on behalf of the RRL. The costs will be budgeted for and borne by the RRL.

10.5 Member Councils shall, unless otherwise agreed to by all Member Councils, be responsible for the maintenance, repair, replacement and operating costs of assets owned by the respective Councils and provided for the use of the RRL.

11. ENTRY AND EXIT OF PARTIES

11.1 A Council which is not a party to this Agreement may, by supplementary agreement with the Member Councils, be admitted as a party to this Agreement and subject to the provisions of the supplementary agreement, shall have the same rights, duties and obligations of the Councils under this Agreement. The amount payable by the new Council for admission to membership in the RRL shall be as recommended by the Committee and resolved by the Executive Council.

11.2 A Member Council may withdraw from this Agreement having given not less than two years' notice in writing to the Executive Director of its intention. The final date for providing notice of withdrawal from this Agreement is two years prior to the expiry of the Agreement.

11.3 A Member Council which has given notice under Section 11.2 must, unless otherwise agreed to by all Member Councils, withdraw from this Agreement on 30 June in any year.

11.4   A Member Council which withdraws from this Agreement shall be entitled to:

i)   the physical library collection currently allocated to libraries in the Council's area
ii)   the computer hardware and RFID hardware currently allocated to libraries in the Council's area in accordance with the RRL Information Technology Plan
iii)   a portion of the unrestricted funds held by the RRL (those being funds not held in reserves for a specific purpose) as at the date of its withdrawal from the Agreement, less an agreed amount which represents the administration costs to RRL of the withdrawal

11.5   The portion of unrestricted funds to which a Member Council is entitled:

i)   Shall be calculated according to the value of the unrestricted funds as disclosed by the relevant audited financial statements
ii)   Shall be in the same proportion as its financial contribution to the RRL over the five-year period prior to exit date, or since joining the RRL if the period is less than five years
iii)   Will be taken as a cash payment

11.6   A Member Council which withdraws from this Agreement shall be liable for a portion of the liabilities, including contingent liabilities, of the RRL as at the date of its withdrawal from the Agreement.

11.7   The portion of the liabilities and contingent liabilities to which a Member Council is liable:

i)   Shall be calculated according to the liabilities and contingent liabilities as disclosed by the relevant audited financial statements and reports, and any notes attached to them
ii)   Shall be in the same proportion as its financial contribution to the RRL over the previous five-year period or since joining the RRL if less than five years.

11.8   It is agreed by all Member Councils that the decision of the group comprising the Chairperson of the Committee the RRL Executive Director and a delegate from the withdrawing Council, shall be final and binding in respect of calculating the unrestricted funds and liabilities of the Committee at any time and of the books, computer and RFID hardware, and cash to be apportioned or paid to a Member Council upon termination, withdrawal or expulsion pursuant to this Agreement.

11.9   All Member Councils agree that there shall be a right of appeal in respect of any such decision with the Library Council of New South Wales to act as arbitrator in any dispute regarding the allocation of assets to Regional Libraries on the exit of a Member Council.

12. DISPUTE RESOLUTION

In the event of any dispute or difference arising between the Member Councils concerning matters related to the Library Service, and where they are unable to agree on any such matter, then such a dispute, difference or inability to agree shall be submitted by the Committee to the Library Council of NSW for mediation and advice as prescribed under section 12(5) of the Library Act 1939 as amended.

12 (5) It shall be a term of every agreement made under this section, whether the agreement is made before or after the day appointed and notified under section 2 (2) of the Library (Amendment) Act 1977, that any dispute arising under the agreement shall, on the application to the Council of a party to that agreement, be settled by arbitration by an arbitrator appointed by the Council.

13. DISSOLUTION

13.1   The RRL may be dissolved by agreement of at least two thirds of the parties to this Agreement including those admitted as a party by supplementary agreement on the 30th June in the following calendar year.

13.2   If the RRL is dissolved under this Section:

i)   Each Member Council shall be entitled to a portion of the Riverina Regional Library's assets calculated according to its proportion of financial contribution and the assets held at its branch libraries. Distribution of assets shall be determined as follows:

    a)   Each Member Council shall be entitled to retain the computer and RFID hardware at the library premises within their local authority area.

    b)   Each Member Council shall be entitled to retain the current collection of books and other library resource materials at the library premises within their local authority area. Items on loan to other libraries should be returned to the home branch.

    c)   The software licences used by the libraries within a Member Council's area should be retained by that Member Council, or assigned to that Member Council for the remainder of the period for which software licences are paid

    d)   The Mobile Library is to be sold at public auction and the proceeds of the sale be distributed between the Member Councils who use the mobile library on the same basis that they contributed to it.

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e) The remaining tangible property (not dealt with above) which is held at the RRL Administration Centre by the Executive Council on behalf of the member Councils of the RRL shall be sold at public auction and the proceeds of the sale be distributed between the Member Councils in the same proportion as its financial contribution to the RRL over the previous five-year period or since joining the RRL if less than five years.

f) If there are any funds left over after all liabilities have been met by the Executive Council in relation to the RRL, then these funds should be distributed to the Member Councils in the same proportion as their financial contribution to the RRL, over the previous five-year period or since joining the RRL if less than five years.

ii) Each Member Council shall be liable for a portion of the liabilities and contingent liabilities of the RRL in the same proportion as its financial contribution to the RRL over the duration of this agreement.

14. EXPULSION OF A MEMBER COUNCIL

14.1 Upon the passing of a recommendation having the support of the delegates of a majority of the Committee for the expulsion from the Agreement of a Member Council, and after opportunity accorded to the delegates of that Member Council to be heard and or make written submissions to the Committee prior to such a resolution being made, then such Council shall be expelled from the Committee and from the benefits of this Agreement to take effect on 30 June in the following calendar year after notification by the Executive Council.

14.2 In such case the expelled Council shall be entitled to:

i) the physical library collection currently allocated to libraries in the Council's area
ii) the computer hardware and RFID hardware currently allocated to libraries in the Council's area under the RRL Information Technology Plan
iii) a portion of the unrestricted funds held by the RRL (those being funds not held in reserves for a specific purpose) in the same proportion as its financial contribution to the RRL over the previous five-year period or since joining the RRL if less than five years, at the date of expulsion and after provision for payment thereof of all the liabilities of the Committee as prescribed in Section 11 of this Agreement.

15. STANDARDS OF SERVICE

15.1 The standard of library service to be provided shall be reviewed annually, particularly with regard to expenditures on library resources and staff, with a view to raising the standard by stages towards a target level determined in the approved Management Plan.

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15.2 Specific Service Level Agreements will be maintained with each Member Council to ensure services are being provisioned to the agreed standards and targets. These Agreements will include collection development, collection management, provision of information services, technical services and systems development, training programs and the provision of library programs.

16. CURRENCY OF AGREEMENT

16.1 This agreement shall continue in force for a period of four (4) years from the 1 July 2018 unless dissolved in accordance with Clause 13.

16.2 This Agreement supersedes in all respects all preceding agreements relating to the provision of library services between the City of Wagga Wagga and the Councils of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Lockhart, Snowy Valleys and Temora.

16.3 In the event of any amalgamations the Executive Council, in consultation with the Committee, will review the Agreement and provide a report recommending necessary actions for the continuance of the Riverina Regional Library.

17. ELIGIBILITY FOR STATE SUBSIDY PAYMENTS

17.1 Member Councils of RRL will comply with the provisions of Section 13 of the Library Act 1939 in order to be eligible for library subsidy payments from the state.

18. REVIEW OF AGREEMENT

Following the granting of Royal Assent to a revised Library Act, all member councils of RRL agree to have this Library Agreement reviewed in accordance with the provisions of the new Act in order to achieve compliance.

19. OTHER

Any provision of the Agreement or part thereof which in any way contravenes any applicable law of the Commonwealth of Australia or of the State of New South Wales thereof or which is declared by any court of the Commonwealth or the State of New South Wales to be void or unenforceable shall to the extent of such contravention of law, invalidity or unenforceability be deemed to be separate and shall not affect any other provision or part thereof of this Agreement.

APPENDIX ONE

(Reference: Item 4.2 of the Riverina Regional Library Agreement)

In accordance with Schedule 7 Part 1 of the Local Government Regulation 2005, a Returning Officer is to be appointed to record the election for the period of the election process.

Nominations will be accepted from the floor, requiring a mover and seconder as well as the consent of the nominee.

If only one member is nominated for a position and accepts the nomination, that member shall be elected.

If two members are nominated, voting shall be by a show of hands. The member who receives the highest number of votes shall be elected.

If the votes are tied, the member elected will be drawn by lot.

If three or more members are nominated, voting shall be by a show of hands. After the first count, the member with the lowest number of votes (or the members in excess of the number required for the Executive Committee with the lowest number of votes) is/are excluded. If the votes are tied, the member excluded will be drawn by lot.

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APPENDIX TWO

(Reference: Item 9.5 of the Riverina Regional Library Agreement)

i)   The base contribution for this agreement will be the adopted 2018-2019 RRL budget.

ii)   The WWCC will pay the first $100,000 of RRL operational costs each year in recognition of its status and benefits received as the Executive Council, and will continue such while ever it holds the position of Executive Council. The amount of $100,000 will be indexed to rate pegging each financial year commencing 2008-2009.

iii)   Adequate provision shall be made for replacement of IT equipment and Mobile Library vehicles through annual contribution to reserves.

iv)   The funding provided for Riverina Regional Library Administration Centre staffing in year one of the Agreement shall not be less than the amount allocated in the adopted 2018-2019 budget. Annual adjustments to actual employment costs of RRL Headquarters staff shall be applied as prescribed in the funding formula. Any proposed variations to the adopted RRL organisational structure shall be endorsed by the RRL Advisory Committee and administered by the Executive Council.

v)   100% provision for employee entitlements (excluding sick leave) of RRL Headquarters staff for the period of this agreement will be held in reserve.

vii)   Increases in contributions for operational, reserves and resourcing costs shall be based on annual rate pegging increases, unless varied in accordance with Section 9 .6

viii)   Increases in contributions for employee costs will be based on actual costs.

ix)   Total expenditure on collection resources in the adopted 2018-2019 budget will be the base amount for future rate pegging adjustments for collection resources expenditure.

x)   Any increase will apply to the per capita contribution in order to reflect population variances between Member Councils.

xi)   Mobile Library costs will be shared amongst Councils receiving mobile library services based on an hours of service calculation, which includes travel time and opening hours.

xii)   Member Councils shall pay the required contribution to the RRL in accordance with the agreed funding formula and retain all state government payments and grant funding other than grant funding for specific projects administered by the RRL Administration Centre.

OUR VALUES

The Riverina Regional Library has adopted the following values as part of its 2018-2022 Integrated Planning Strategy:

Respect for people, ideas and knowledge

Commitment to fostering learning communities

Integrity, equity and quality of service

OUR PEOPLE

The RRL Administration Centre is staffed by 15 staff members for a combined total of 14.2 full-time equivalent (FTE) staff. Of these, 2.4 FTE staff undertake their work outside the RRL Administration Centre on the Mobile Library and Internal Delivery Service.

The remaining 11.8 FTE staff members provide a broad range of centralised library services to the 18 libraries across the RRL network in the areas of:
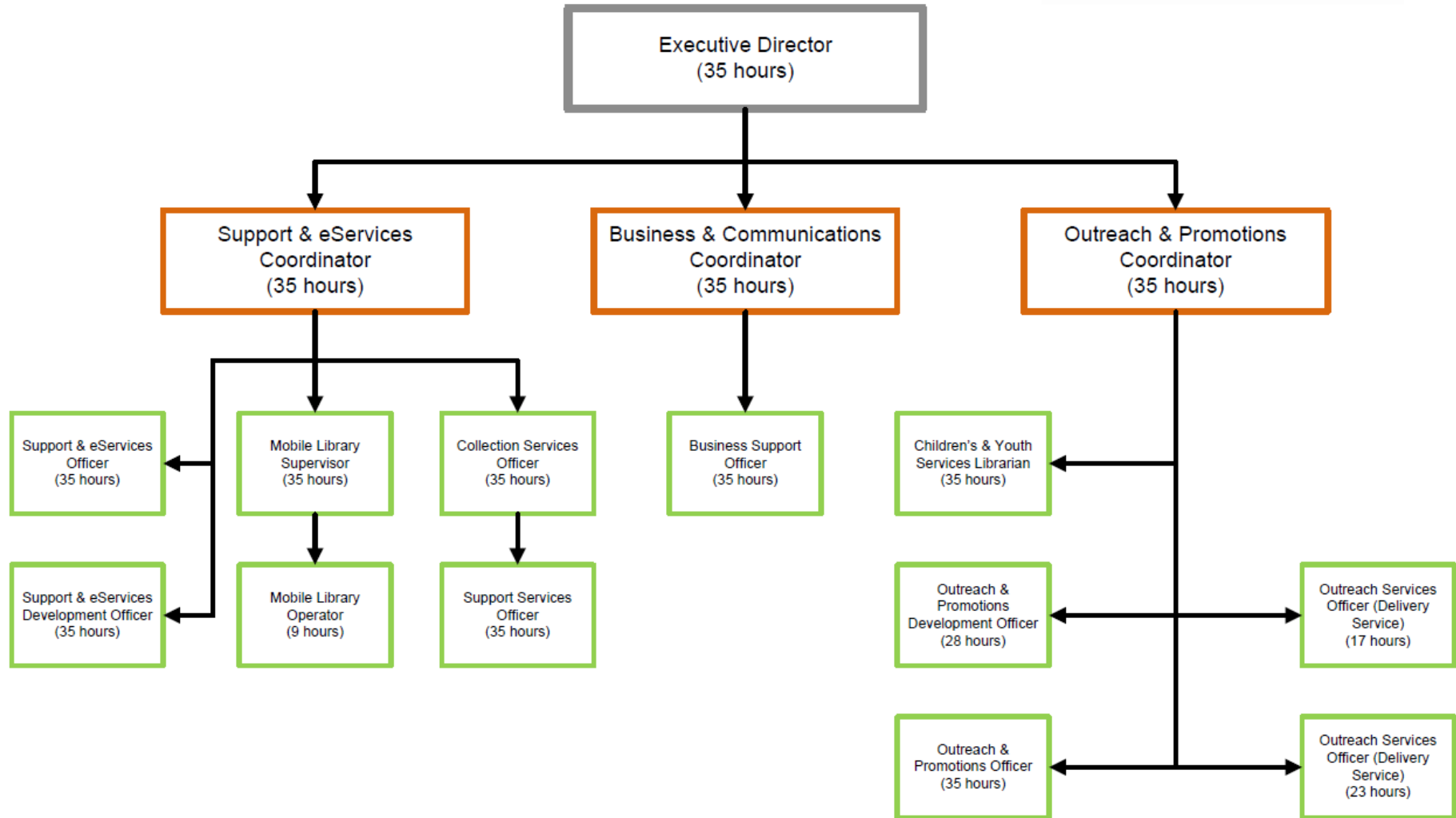
- Administration and Governance
- Collection Services
- Information Services
- eLibrary and IT Services
- Outreach programs and promotions
- Mobile library services

Service provision is split across three divisions:

Business & Communications Division, which undertakes:	**Outreach & Promotions Division**, which undertakes:	**Support & eService Division**, which undertakes:
- Support for the office of the RRL Executive Director - Support of the RRL Advisory Committee - General administrative support - Development and maintenance of policy and strategy - Development and monitoring of budgets - Internal Delivery Service	- Information Services - Community Learning - Programs and Promotions	- IT Services - eLibrary Services - Collection Services - Mobile Library Services

The RRL organisational structure is reviewed annually to ensure that it includes the range of positions that are required to meet the changing demands of a dynamic organisation.

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RIVERINA REGIONAL LIBRARY
ORGANISATIONAL CHART
June 2016

Executive Director
(35 hours)

Support & eServices Coordinator (35 hours)

Business & Communications Coordinator (35 hours)

Outreach & Promotions Coordinator (35 hours)

Support & eServices Officer (35 hours)

Mobile Library Supervisor (35 hours)

Collection Services Officer (35 hours)

Business Support Officer (35 hours)

Children's & Youth Services Librarian (35 hours)

Support & eServices Development Officer (35 hours)

Mobile Library Operator (9 hours)

Support Services Officer (35 hours)

Outreach & Promotions Development Officer (28 hours)

Outreach Services Officer (Delivery Service) (17 hours)

Outreach & Promotions Officer (35 hours)

Outreach Services Officer (Delivery Service) (23 hours)

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OUR STRATEGIC DIRECTION

The development of the Riverina Regional Library Integrated Planning Strategy 2018-2022 concentrated on the capacity and sustainability of the regional library service as a whole. Whilst the document continues to respond to the RRL Collections to Clients strategy, which changes the focus of library operations from the traditional collections orientation to customer service outcomes, the 2018-2022 is more outward focussed. It pays close attention to strengthening the capacity and sustainability of our branch libraries and their communities. In addition, the strategy addresses, insofar as possible, the changing environment for public library spaces, collections, services and programs.

The document is underpinned by robust planning mechanisms and incremental process improvements that have been achieved over the past 10 years, enabling the 2018-2022 strategy to contemplate how RRL can best support community connectedness across the region's 10 member Council areas.

The Integrated Planning Strategy 2018-2022 is based around an organisation-wide strategy map featuring 3 focus areas, which devolves into an organisation wide action plan.

The RRL strategy map focus areas, demonstrating the outward focus of the organisation, are:

- ***Build Capacity***
- ***Shape The Future***
- ***Create Connections***

The Strategic Plan articulates the following Vision Statement and Mission Statement:

VISION: ***Inspiring people, engaging communities, enriching lives***

MISSION: ***Creatively connecting people, information and knowledge***

The Riverina Regional Library Integrated Planning Strategy 2018-2022 is included on the pages following.

RIVERINA REGIONAL LIBRARY INTEGRATED PLANNING STRATEGY 2018-2022

Our Vision
Inspiring people, engaging communities, enriching lives

Our Mission
Creatively connecting people, information and knowledge

Our Values
Respect for people, ideas and knowledge
Commitment to fostering learning communities
Integrity, equity and quality of service

Riverina Regional Library Strategy Map

Our Strategic Priorities:

Build Capacity	Shape the Future	Create Connections
Maximise our physical and virtual spaces	Optimise existing and emerging technologies	Establish and maintain strategic partnerships and alliances
Establish an enabled workforce through the development of skills, leadership and advocacy	Maintain a flexible, scalable and sustainable service model	Develop programs, collections and services that strengthen communities
Expand the service capability of our branch library network	Foster a culture of innovative thinking	Engage our communities

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Strategic Priority: Build Capacity

OBJECTIVES	ACTIVITIES	TIMEFRAME	PERFORMANCE INDICATOR
Maximise our physical and virtual spaces	Support branch staff in creating and maintaining welcoming and functional spaces that encourage the use of the library	Ongoing – reported biannually	Advice provided for the creation and maintenance of welcoming and functional spaces
	Build skills in smart, safe and responsible use of technology for library staff and customers	Ongoing – reported biannually	Training for staff and programs for library customers developed and delivered
	Review the website to ensure it is engaging, up-to-date, and rich in content	Ongoing – reported biannually	Website is maintained and up-to-date
	Provide and maintain an accessible mobile library service to participating Councils	Ongoing – reported biannually	Undertake internal review and report on the mobile library service annually
Establish an enabled workforce through the development of skills, leadership and advocacy	Review organisational structure annually to ensure alignment with changing needs	Ongoing – reported biannually	Organisational structure review undertaken annually in February
	Build succession planning into overall organisational planning	Ongoing – reported biannually	Succession planning workshop held annually
	RRL staff contribute to the NSW library network and other industry forums through advocacy and participation	Ongoing – reported biannually	RRL staff attend and participate in NSW library network and other industry forums as appropriate
Expand the service capability of our branch library network	Promote the strategic use of volunteers to increase capacity across RRL branch libraries	Ongoing – reported biannually	Volunteer training is incorporated with onsite program delivery
	Convene an annual branch library meeting	Ongoing – reported biannually	Branch library meeting held annually in April
	Convene annual branch library staff training days	Ongoing – reported biannually	Branch library staff training days held annually in September
	Support and encourage branch library staff attendance at external professional development forums	Ongoing – reported biannually	External professional development forum opportunities offered to branch library staff

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Strategic Priority: Shape the Future

OBJECTIVES	ACTIVITIES	TIMEFRAME	PERFORMANCE INDICATOR
Optimise existing and emerging technologies	Investigate hosting services for the Libero library management system (LMS)	Ongoing – reported biannually	Report provided on investigation outcomes
	Apply technology to support and enhance program delivery at branch libraries	Ongoing – reported biannually	Report on technology related program delivery provided annually
	Contribute to the development and capability of critical technology platforms including LMS and RFID	Ongoing – reported biannually	Report on contributions to critical technology platforms provided annually
Maintain a flexible, scalable and sustainable service model	Review Service Level Agreements and Integrated Planning Strategy annually	Ongoing – reported biannually	Service Level Agreements and Integrated Planning Strategy reviewed annually in February
	Compile and distribute a financial year Annual Report	Ongoing – reported biannually	Annual Report prepared and distributed annually in October
	Participate in a biennial external customer perceptions survey	Ongoing – reported biannually	External customer perceptions survey conducted and results distributed in March
	Conduct an annual review RRL policies	Ongoing – reported biannually	Review of RRL policies undertaken annually in December
	Provide a statistical analysis of RRL branch library visitation, per capita expenditure on collections and library membership in relation to the Australian Public Libraries baseline library targets	Ongoing – reported biannually	Provide a statistical analysis of RRL performance in relation Australian Public Libraries baseline library targets annually
Foster a culture of innovative thinking	Document and report on continuous improvement outcomes and opportunities	Ongoing – reported biannually	Continuous improvement outcomes and opportunities reported
	Identify target areas for innovation and conduct workshops with relevant stakeholders as required	Ongoing – reported biannually	Innovation outcomes reported

Strategic Priority: Create Connections

OBJECTIVES	ACTIVITIES	TIMEFRAME	PERFORMANCE INDICATOR
Establish and maintain strategic partnerships and alliances	Maximise partnerships with peak state and national library organisations	Ongoing – reported biannually	Report on involvement with peak state and national library organisations
	Activate strategies and program opportunities offered by strategic partners to branch libraries	Ongoing – reported biannually	Report on strategic partner involvement within branch libraries
	Support branch libraries to identify local strategic partners with a view to increasing the service capacity of the RRL network	Ongoing – reported biannually	Local strategic partners identified and active in utilising the library
Develop programs, collections and services that strengthen communities	Ensure that the RRL Collection Development Policy and associated processes facilitate a relevant, inclusive and accessible collection	Ongoing – reported biannually	Review the Collection Development Policy annually
	Coordinate visiting authors, presenters and exhibitions to tour branch libraries	Ongoing – reported biannually	Visiting authors, presenters and exhibitions coordinated
	Develop flexible programs with a learning, literacy and\or leisure focus	Ongoing – reported biannually	Flexible programs with a learning, literacy and/or leisure focus developed
	Compile annual statistics of collection profile and usage at RRL branches	Ongoing – reported biannually	Statistics compiled and reported annually
	Investigate and evaluate the implementation of livestreamed and/or video recorded programs for use at branch libraries	Project – report due December 2018	Report provided on investigation outcomes
Engage our communities	Provide and maintain the RRL Book Club program	Ongoing – reported biannually	RRL Book Club activities and statistics reported annually
	Investigate electronic mechanisms for information sharing and promotion	Ongoing – reported biannually	Report provided on investigation outcomes
	Encourage locally relevant programing at RRL branch libraries	Ongoing – reported biannually	Promotion of programs run at RRL branches reported

OUR SUSTAINABILITY PRINCIPLES

Riverina Regional Library recognises the importance of organisational sustainability to ensure the future prosperity of this large, regionally focussed organisation.

In an environment of local government reform and increasing financial pressure, it is incumbent on each component of the sector to understand the critical success factors affecting its ongoing sustainability.

Equally important to the capability to achieve goals and objectives is the clear definition of the scope of goods and services provided.

This is how RRL defines its service provision and the associated sustainability factors.

What We Do

The RRL Administration Centre provides centralised library services in 6 areas:
- Administration and Governance
- Collection Services
- Information Services
- eLibrary and IT Services
- Outreach programs and promotions
- Mobile library services

The RRL service model provides only services that directly enhance the delivery of collections, services and programs to customers through its large network of libraries.

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Sustainability Focus

We know our business	• *Clarity of purpose* • *Understanding the critical success factors of our business* • *6 areas of service provision* • *Deed of Agreement & Service Level Agreements*
We focus on the end game	• *Collections to Clients strategy (refocuses energy on client outcomes)* • *Enabled organisational structure* • *Measure customer satisfaction and activate improvements (71%-100% in 5 years)*
We plan, do, review and improve	• *Integrated Planning Strategy (includes links to staff performance plans)* • *Reporting on KPIs* • *Continuous improvement focus* • *Acknowledge and celebrate success*
We optimise technology	• *Maximise technology capability (LMS, RFID, eResources)* • *Embrace new technology opportunities*
We are innovative and brave	• *Anticipate and embrace change* • *Focus on continuous improvement and make improvement our priority* • *Solution focussed* • *Change managers, not change followers* • *Flexible and scalable service model*
We build trust, confidence and reputation	• *Inbuilt financial certainty for member Councils* • *We gain confidence by delivering what we say we will* • *We work hard to establish and maintain political trust* • *We are inclusive and transparent* • *Our staff are our ambassadors* • *We contribute to improvement of the library sector* • *We have strong brand and we use it*

SERVICE LEVEL AGREEMENTS

The concept of Service Level Agreements (SLAs) between the Riverina Regional Library and member Councils was introduced as a recommendation of the organisational review undertaken by Libraries Alive! consultants in 2004. SLAs were recommended as a strategy to ensure consistency, equity and transparency of library service provision to member Councils, and as a mechanism to measure outputs against inputs.

Since their introduction in 2006-07, SLAs have proven to be a valuable tool to quantify and measure those services that can be quantified and measured. Progress is reported to member Councils in a quarterly report using Performance Planning software. A sample Service Level Agreement for *Provision of Library Services by Riverina Regional Library to a Riverina Regional Library Member Council* during 2017-18 appears on the pages following.

SERVICE LEVEL AGREEMENT 2018-2019

for

PROVISION OF LIBRARY SERVICES

by

RIVERINA REGIONAL LIBRARY

to

MEMBER COUNCIL

(Revised January 2018)

Riverina Regional Library Service Level Agreements

Policy Framework

1.   Legislative Framework

The Riverina Regional Library operates under two primary pieces of legislation – the NSW Library Act 1939 and the NSW Local Government Act 1993. The Library Act prescribes service and operational requirements under Sections 10, 11 and 12 and the Local Government Act prescribes the powers that may be delegated to Library Committees under Sections 355, 357 and 377.

2.   Riverina Regional Library Governance

The Riverina Regional Library is administered under a Deed of Agreement (2018-2022) between the Wagga Wagga City Council and the Councils of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Lockhart, Snowy Valleys and Temora. The Agreement prescribes governance and management processes, responsibilities of members and financial arrangements.

3.   Service Level Agreement Objectives

The objective of Service Level Agreements (SLAs) between the Riverina Regional Library and member Councils is to ensure consistency, equity and transparency of library service provision to member Councils, and to provide a mechanism for measurement of outputs against inputs.

The SLAs detail the minimum level of service that will be provided, and each party may choose to exceed the minimum level of service at any time.

SLAs are not intended to quantify every service provided, but to detail the range of services provided, the responsibilities of all parties to the agreement, and prescribe key performance indicators to measurable outputs.

4.   Service Level Agreement Reporting

Riverina Regional Library will report quarterly (in February, May, September and November) on SLA outcomes using the Performance Planning automated reporting system. Quarterly SLA reports will be emailed to the General Manager of each member Council as well as to members of the Riverina Regional Library Advisory Committee Council as well as to members of the Riverina Regional Library Advisory Committee.

5. **Service Level Agreement Agreed Principles**

The following set of core principles provide a framework for the development, implementation, monitoring and reporting of SLAs:

- Minimum core service provision levels have been established. Core service levels may not be reduced.
- Minimum standards have been developed for RRL products and services (e.g. children's storytime packs; procurement of shelf-ready collection resources; provision of IT hardware). Standards are articulated through a layer of policy documentation.
- The total level of products and services provided by RRL at 1 July 2007 formed the basis of service provision for the development of SLAs. It should be noted that, because a number of services were previously supplied on a "by demand" system, variations in service provision levels may occur between member Councils.
- In areas of service provision where it is either impractical or impossible to establish meaningful unit costing (e.g. administrative services; motor vehicle operation), costings will be allocated to member Councils on a per capita basis.
- Member Councils may purchase additional products and services in specified areas beyond their level of contribution as provided in the annual Fees & Charges schedule, or by negotiation (e.g. some Councils fund additional collection resources from time to time).
- Capacity for process review and service improvement has been built into the SLA model.
- Member Councils will agree to appropriate levels of staff release for continuing professional development.
- Any "unspent" products or services at the conclusion of each financial year will not roll over to the next year, unless in exceptional circumstances and by agreement.
- SLAs will specify the level and content of service provision in each category.
- Performance indicators have been developed for provision of products and services that can be measured. Indicators may include timeliness, quality and/or quantity, depending on the service in question.
- Adherence to agreed SLAs is dependent upon payment of annual financial contributions by member Councils in accordance with the adopted RRL funding formula (as specified in the RRL Deed of Agreement).
- Services will be delivered on a pro-rata basis according to time where appropriate (e.g. an agreed allocation of each member Council's resources entitlement will be provided each quarter) unless an alternative arrangement has been negotiated.

6. **Responsibilities of Riverina Regional Library (RRL)**

- RRL will develop and maintain a SLA system in accordance with item 3 above.
- RRL will adhere to terms of the RRL Deed of Agreement.
- RRL will provide half-yearly reports to member Councils on the status of   SLAs.
- RRL will negotiate annually in February with member Councils regarding SLA variations for the following financial year.

7.   Responsibilities of Riverina Regional Library Member Councils

- Member Councils will adhere to terms of the RRL Deed of Agreement.
- Member Councils will make prompt payment of half-yearly contribution instalments.
- Member Councils agree to release library staff for appropriate periods of continuing professional development including attendance at meetings, conferences and training.
- Member Councils will provide and maintain suitable library buildings to meet agreed service provision standards.

8.   Agreement

The undersigned representatives of Greater Hume Shire Council and Riverina Regional Library agree with the terms, conditions and content of the Riverina Regional Library Service Level Agreement for the period 1 July 2018 – 30 June 2019.

Signed: _____   Date: _____
                   General Manager
                   Member Council

Signed: _____   Date: _____
                   Robert Knight
                   Executive Director
                   Riverina Regional Library

Riverina Regional Library Service Level Agreements

Service Levels

1. Business and Communications Division

The Business and Communications Division oversees the general administration of Riverina Regional Library. Service provision is divided into the areas of:

- Administration and Governance
- Internal Delivery Service

The Business and Communications Division undertakes to provide the goods and services listed in this section of the SLA in accordance with the associated performance indicators. Adherence to the following Reciprocal Responsibilities by member Councils and libraries will support and enhance the overall quality and capacity of region wide service provision. An Operational Agreement between the RRL Administration Centre and RRL Branch Libraries articulates the broader details of each point below.

- Timely reporting of changes to staffing, changes to hours of operation, communication outages and library closures
- Prompt monthly processing and forwarding of RRL fees and charges
- Attendance at branch meetings and training opportunities coordinated by Riverina Regional Library
- Timely response to requests for information from the Business and Communications Division

1.1 Administration and Governance

Administration and Governance services are provided as follows:

- Support of the RRL Advisory Committee
- Reporting to the Executive Council
- General secretarial and administrative services
- Development, application and maintenance of policy and strategy
- Development and monitoring of budgets
- Development, implementation and reporting of SLAs
- Continuing professional development of staff

Service	*Performance Indicator*
Provide a written report to the 2 meetings of the RRL Advisory Committee each year	▪ Timely, quality, advice with no significant oversights
Present an annual budget and member Council contribution advice to the first RRL Advisory Committee meeting each year	▪ Annual budget and contribution advice presented at first RRL Advisory Committee meeting each year
Progress on RRL Integrated Planning Strategy reported on a half-yearly basis to member Councils	▪ Progress on RRL Integrated Planning Strategy reported to member Councils in February and August
Progress on RRL Service Level Agreements reported on a half-yearly basis to member Councils	▪ Progress on RRL Service Level Agreements reported to member Councils in February and August

1.2   Internal Delivery Service

The RRL Internal Delivery Service (IDS) provides a weekly delivery service to all member Council areas that have static libraries. The Mobile Library service also receives deliveries.

The delivery schedule is as follows:

- Monday: Wagga Wagga, Mobile Library, Gundagai, Tumut, Batlow, Tumbarumba
- Tuesday: Wagga Wagga, Mobile Library, Junee, Cootamundra, Temora, Coolamon
- Wednesday: Wagga Wagga, Mobile Library, Holbrook, Corowa, Howlong, Culcairn, Henty
- Thursday: Wagga Wagga, Mobile Library, Gundagai, Tumut, Batlow, Tumbarumba
- Friday: Wagga Wagga, Mobile Library, Junee, Cootamundra, Temora, Bland, Coolamon

Service	*Performance Indicator*
Provide and maintain RRL internal delivery service vehicle	▪ Internal delivery service vehicle is serviced at prescribed intervals
RRL internal delivery service is provided in accordance with prescribed delivery schedule	▪ Internal delivery service adheres to prescribed schedule, with no more than 5% downtime

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2.   Outreach and Promotions Division

The Outreach and Promotions Division is responsible for developing, implementing and promoting programs and services to RRL branch libraries. Service provision is divided into the areas of:

- Information and Digital Engagement Services
- Community Learning, Programs and Promotions

The Outreach and Promotions Division undertakes to provide the goods and services listed in this section of the SLA in accordance with the associated performance indicators. Adherence to the following Reciprocal Responsibilities by member Councils and libraries will support and enhance the overall quality and capacity of region wide service provision. An Operational Agreement between the RRL Administration Centre and RRL branch libraries articulates the broader details of each point below.

- Each outreach program presented by RRL staff will include a training component for branch library staff and/or volunteers
- Branch library staff and/or volunteers will present any future versions of programs for which training has been provided

2.1   Information and Digital Engagement Services

Information and Digital Engagement Services are provided as follows:

- Facilitating access to information services
- Building and maintaining information collections
- Developing information services skills of staff across the RRL network appropriate to the needs of their clients
- Developing digital engagement skills of staff across the RRL network appropriate to the needs of their clients

Service	*Performance Indicator*
Inter library loans (ILL)	▪ Requests from external libraries are responded to by RRL Central Staff within four working days of receipt as outlined in Australian Library & Information Association's (ALIA) ILL National Code
Branch information requests	▪ 90% of enquiries responded to within 48 hours
Information and Digital Engagement Services staff training	▪ Not less than one Information and Digital Engagement Services staff training course offered to branch staff per annum

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2.2 Community Learning, Programs and Promotions

Community Learning, Programs and Promotions services are provided as follows:

- Development of programs and services for the RRL constituency
- Build capacity for program presentation by branch library staff through training programs
- Build program capacity through the establishment of volunteer training programs at branch libraries
- Media liaison / media releases
- Co-ordination of internal and public training programs
- Development of internal exhibitions and displays
- Co-ordination of external exhibitions and displays
- Co-ordination of book launches and other events

Service	*Performance Indicator*
Children's storytime packs as required	▪ Requested children's storytime packs delivered ▪ Evaluation forms indicate suitability of packs
5 programs per year, including two training-based programs presented or sourced by RRL Headquarters staff	▪ 5 programs provided ▪ Evaluation forms indicate suitability of programs

3.   Support & eServices Division

The Support and eServices Division provides services in the areas of:

- Information Communications and Technology Services (ICT)
- eLibrary Services
- Collection Services
- Mobile Library Services (in participating Council areas)

The Support and eServices Division undertakes to provide the goods and services listed in this section of the SLA in accordance with the associated performance indicators. Adherence to the following Reciprocal Responsibilities by member Councils and libraries will support and enhance the overall quality and capacity of region wide service provision. An Operational Agreement between the RRL Administration Centre and RRL branch libraries articulates the broader details of each point below.

- Timely reporting of ICT related matters affecting the performance of the RRL library management system (LMS)
- Prompt notification of issues affecting the quality and accuracy of the RRL website and/or RRL content on member Council websites
- Prompt attention to collection maintenance and collection management matters, including eCollection issues
- Timely responses to requests for information from the Support & eServices Division

3.1   Information Communications and Technology Services

ICT staff support library service provision across the region through the supply and maintenance of ICT hardware and software to operate the Libero library management system (LMS), and by coordinating support issues relating to RFID hardware and software. It should be noted that RRL provides ICT services and equipment to support the LMS only. Provision and maintenance of additional public access and/or library staff computers and associated support, including virus protection on local and onsite RRL computers, is the responsibility of each member Council.

Service	*Performance Indicator*
Library Management System (LMS) hardware provided for Member Council Libraries (allocated according to ICT Services Plan)	▪ LMS hardware provided and maintained in accordance with ICT Services Plan
Library Management System (LMS) licensing provided as required (allocated according to ICT Services Plan)	▪ LMS licences provided in accordance with ICT Services Plan

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Library Management System (LMS) hardware and software support enquiries response time	▪ LMS support enquiries will be responded to within 60 minutes of receiving a phone call and ▪ 90% of issues will be addressed within 2 working days
RFID hardware and software support enquiries	▪ RFID support enquiries will be responded to within 60 minutes of receiving a phone call and 90% of issues will be addressed within 2 working days
I.T. training and onsite support	▪ Support and instruction provided across library management system applications ▪ Onsite support as required
Procedural guides	▪ Procedural guides will be provided and maintained in an electronic format
LMS Upgrades	▪ LMS upgrades applied within 5 working days of release from LMS provider
LMS Reports	▪ Requests for LMS reports will be addressed within 5 working days providing raw data & table mapping exists

3.2   Collection Services

Collection Services are provided as follows:

- Development, maintenance and application of the RRL Collection Development Policy
- Allocation of collection resources funding to member Council libraries on a per-capita basis
- Administration of the RRL outsourced shelf-ready collections process
- Maintenance of collections at all RRL branch libraries
- Maintenance of the RRL online catalogue
- Development and application of internal and external KPIs for collection supply and performance

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Service	Performance Indicator
Shelf-ready provision of collection items funded from the RRL collection resources budget: • Provided through the RRL outsourced shelf-ready collections process	▪ Supplier KPIs are achieved
Shelf-ready processing of collection items not funded from the RRL collection resources budget: • No charge for processing of donations equaling up to 20% of total number of new items allocated in the previous year • The following schedule of shelf-ready processing fees is applied to donations beyond the SLA threshold *(see Note 1 below)* and to any other externally funded collection items that are processed by RRL *(see Note 2 below)*: Book item: $7.50 (inc GST) Non book item (includes One-Time CD/DVD/MP3 cases): $11.00 (inc GST) Non book item (includes multi-CD sound recording cases): $16.50 (inc GST)	▪ 80% of donations processed within 8 weeks of being received ▪ Externally funded collection items processed within 8 weeks being received ▪ Processing of donations adheres to the agreed formula for calculating the quantity of donations that may be processed at no charge ▪ Processing of externally funded collection purchases, as well as donations above the "free" quota adhere to the item processing costs as published in the annual RRL Fees & Charges schedule (Internal Charges)

Note 1 – there is a cost attached to processing donated items, and all member libraries must be judicious about which donated items are added to the library collection. In order to control this area of cost, the amount of donated material that will be processed at no charge is limited to 20% of the new items acquired (on average) by each library in the previous year. For example, if 15,000 items were acquired by RRL in the previous year and Member Shire Council was allocated 10% of the items (1,500) it would be entitled to have 300 donated items processed in the current year.

Note 2 – Individual member Councils occasionally purchase additional library resources using external funding sources (i.e. funding that falls outside the RRL annual budget). As this expenditure falls outside the terms of the RRL Agreement and the Strategic Procurement model, branch libraries will source their own externally funded collection items, send them to the RRL shelf-ready provider for processing, and make financial arrangements through their individual Councils directly with suppliers. In the event that externally funded collection items are sent to RRL for processing, the shelf-ready processing schedule in the above table will be applied.

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3.3 eLibrary Services

The term eLibrary encompasses the many aspects of technological development that influence the way libraries provide services to their customers. Riverina Regional Library has established a dedicated eServices team in recognition of the increasing importance of eLibrary services in future service provision. These include:

- Interactive websites
- Content creation opportunities for staff and customers
- eResources such as eBooks and databases
- Use of social networking tools
- Discovery tools to aggregate searches of library materials across all formats

Service	Performance Indicator
Commitment to the ongoing provision of eResources across the RRL region	▪ 20% of the RRL resources budget to be spent on eResources in 2018-2019
eResources training	▪ Not less than one eResources training session provided per annum

3.4 Mobile Library Service

The Mobile Library service is provided to 7 member Councils areas (Coolamon, Federation, Greater Hume, Lockhart, Snowy Valleys, Temora and Wagga Wagga). Financial contributions of Councils that utilise the Mobile Library service are calculated on an hours of use basis to meet the overall costs of staffing, vehicle operations, collections and contribution to the vehicle replacement reserve. Member Councils are responsible for funding LGA specific staffing (i.e. where a Council requires additional staffing to improve the level of customer service at nominated service points) and LGA specific infrastructure (e.g. modifications and improvements to mobile library service points).

Service	Performance Indicator
Provide and maintain Mobile Library vehicle	▪ Mobile Library provides for a mechanical service day once every 4 weeks
Mobile Library service provided according to RRL Agreement and Mobile Library schedule	▪ Mobile Library adheres to prescribed schedule, with no more than 5% downtime

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4.   Value Added Fee-For-Service Items

Service	Additional Cost
Additional storytime pack	$44.00 per additional pack (inc GST)
Additional holiday program	$242.00 per additional holiday program (inc GST)
Cataloguing and processing fee for additional donations	Book item: $7.50 (inc GST) Non book item (includes One-Time CD/DVD/MP3 cases): $11.00 (inc GST) Non book item (includes multi-CD sound recording cases): $16.50 (inc GST)
Additional computer terminal	$3,025.00 per additional terminal and associated peripherals (inc GST)
Additional Libero licences	$1,001.00 per additional licence (inc GST)

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FINANCIAL MANAGEMENT

The Riverina Regional Library operates on financial contributions by member Councils. Contributions are based on a funding formula that uses different indexes to calculate annual service costs. Contributions are determined on a per capita basis.

The Riverina Regional Library Deed of Agreement provides that:

> 9.5 *An agreed formula shall be used to determine the budget contribution for each Member Council which shall be predicated on a per capita contribution by member Councils according to the most recent ABS census data available. The formula (attached as Appendix One) shall be reviewed and adopted annually by the Committee.*

> *Appendix One*

> vii) *Increases in contributions for operational, reserves and resourcing costs shall be based on annual rate pegging increases (taking into account the qualification provided in 9.5 ii), unless varied by Section 9 .6*

> viii) *Increases in contributions for employee costs will be based on actual costs*

The Riverina Regional Library 2018-2019 Member Council Contributions table and 2018-2019 Budget appear on the pages following.

RIVERINA REGIONAL LIBRARY MEMBER COUNCIL CONTRIBUTIONS 2018-2019

	BLAND 2018/2019	COOLAMON 2018/2019	COOTA-GUND 2018/2019	FEDERATION 2018/2019	GREATER HUME 2018/2019	JUNEE 2018/2019	LOCKHART 2018/2019	SNOWY VALLEYS 2018/2019	TEMORA 2018/2019	WAGGA WAGGA 2018/2019	TOTAL 2018/2019
% Population of RRL	4.24%	3.17%	8.17%	9.01%	7.46%	4.54%	2.22%	10.76%	4.36%	46.07%	
Mobile Library Running & Capital Costs		$11,297		$23,584	$33,989		$26,681	$16,262	$5,676	$21,980	$139,470
Mobile Library Labour Costs		$12,224		$25,519	$36,777		$28,870	$17,596	$6,142	$23,784	$150,913
Mobile Library Collections		$1,657		$3,460	$4,986		$3,914	$2,386	$833	$3,224	$20,460
Base Contribution										$133,634	$133,634
Distribute Balance of HQ Costs	$41,175	$30,751	$79,275	$87,465	$72,413	$44,042	$21,593	$104,473	$42,365	$447,256	$970,809
Additional Bland Collections Funding	$10,000										$10,000
Administration Centre Labour Costs	$58,632	$43,788	$112,884	$124,547	$103,114	$62,715	$30,748	$148,765	$60,326	$636,876	$1,382,396
SUB-TOTAL	$109,807	$99,717	$192,159	$264,576	$251,280	$106,757	$111,805	$289,482	$115,343	$1,266,756	$2,807,682
GST	$10,981	$9,972	$19,216	$26,458	$25,128	$10,676	$11,181	$28,948	$11,534	$126,676	$280,768
TOTAL AMOUNT PAYABLE	$120,788	$109,689	$211,375	$291,034	$276,408	$117,433	$122,986	$318,430	$126,877	$1,393,431	$3,088,450

council	population	% of region
Bland	5,917	4.24%
Coolamon	4,419	3.17%
Cootamundra-Gundagai	11,392	8.17%
Federation	12,569	9.01%
Greater Hume	10,406	7.46%
Junee	6,329	4.54%
Lockhart	3,103	2.22%
Snowy Valleys	15,013	10.76%
Temora	6,088	4.36%
Wagga Wagga	64,272	46.07%
	139,508	100%

council	sq.km	% of region
Bland	8,558	17.86%
Coolamon	2,431	5.07%
Coota-Gundagai	3981	8.31%
Federation	5685	11.86%
Greater Hume	5,749	12.00%
Junee	2,030	4.24%
Lockhart	2,896	6.04%
Snowy Valleys	8,959	18.70%
Temora	2,802	5.85%
Wagga Wagga	4,826	10.07%
	47,917	100%

Source for LGA population and geographic area statistics: ABS population statistics 3218.0 - Regional Population Growth, Australia; 30 March 2017

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RIVERINA REGIONAL LIBRARY 2018-2019 BUDGET AND SUMMARY OF FUNDS HELD

Following is the Riverina Regional Library 2018-2019 budget detailing projected income and expenditure for the year.

This document also provides a summary of funds held in reserve.

INCOME	2017/18 Budget	2018/19 Budget	Variance
Contribution from Member Councils	-2,733,522	-2,807,682	-74,160
Fines, Subs & Charges	-18,000	-20,000	-2,000
Inter Loan Charges	-1,500	-1,000	500
South West Zone Libero UNO Consortium	-9,321	-9,488	-167
State Library Reimburse Travel Costs	-1,500	-1,500	0
Vehicle Lease	-5,000	-5,000	0
Investment Income	-20,000	-20,000	0
Children's Youth Services	-1,500	-1,500	0
Collections Service Income	-1,000	-1,000	0
Reservations and Replacement Cards	-9,500	-10,500	-1,000
Victorian Mobile Library Reservations	0	0	0
Sundry Income	-500	-1,000	-500
	-2,801,343	**-2,878,670**	**-77,327**

EXPENDITURE	2017/18 Budget	2018/19 Budget	Variance	Notes
RRL Administration Centre				
Salaries	1,078,940	1,107,521	28,581	**1,382,396**
Long Service Leave	35,809	41,801	5,992	
Superannuation - General Levy	63,297	64,883	1,586	
Superannuation - Defined Benefit	96,275	97,815	1,540	
Workers Compensation	53,947	55,376	1,429	
ELE Timing Adjustment Expense	15,000	15,000	0	
Mobile Library				
Salaries	93,983	95,659	1,676	**150,913**
Overtime	8,037	12,142	4,105	
Labour Hire/Relief	20,715	20,970	255	
Long Service Leave	4,541	4,624	83	
Superannuation	10,896	11,079	183	
Workers Compensation	6,137	6,439	302	
Other Expenses				
Audit Fees	10,000	7,000	-3,000	
Rental Headquarters	28,383	29,036	653	
Corporate Uniforms	1,000	1,000	0	
Recruitment Expenses	500	500	0	
Training & Travel	19,700	19,481	-219	
FBT	10,000	10,000	0	
South West Zone Libero UNO Consortium	9,321	9,488	167	
Postage	9,000	7,000	-2,000	
Freight	2,000	2,000	0	
Telephone	6,000	8,000	2,000	
Stationery	4,000	3,000	-1,000	
Printing	3,000	4,000	1,000	
Libero Computer Licenses	57,500	58,473	973	

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Libero Hosting Service	0	43,200	43,200
M & R Computers	8,000	8,000	0
RRL Member Cards	3,000	3,000	0
Overdue Notices - Printing	3,000	3,000	0
Advertising	5,000	5,000	0
Administration charge	72,026	73,683	1,657
Website Maintenance and Development	8,000	8,000	0
Memberships	2,500	2,500	0
Collections & Equipment Maintenance	12,000	12,000	0
Outreach & Promotions Program Materials	12,000	12,000	0
RFID Services	3,750	3,750	0
SMS Messaging	4,000	3,000	-1,000
Libraries Australia Subscription	6,000	6,000	0
Running Expense Library Vehicles	46,000	46,000	0
Running Expense Mobile Library	91,334	91,334	79,470
Insurance	40,000	35,000	-5,000
Photocopying	4,500	4,500	0
ILL Postage/Freight	3,500	3,000	-500
Training Recharges from Skills Centre	3,202	3,202	0
Depreciation	700,000	800,000	100,000
Team Development Activities	2,000	2,000	0
RRL Advisory Committee Expenses	1,000	1,000	0
Misc Sundries	11,292	8,000	-3,292
	2,690,085	**2,869,455**	**258,840**

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	2017/18 Budget	2018/19 Budget	Variance
CAPITAL INCOME			
RRL Book Club Contributions	-27,000	-27,000	0
South West Digital Library Contributions	-117,500	-140,138	-22,638
South-West Zone Digital Library Zinio Maintenance	0	0	0
Book Replacement Income	-300	-300	0
TOTAL CAPITAL INCOME	**-144,800**	**-167,438**	**-22,638**
CAPITAL EXPENDITURE			
Collections (Books & Magazines)	453,020	463,484	10,464
Additional Bland Shire Collections Contribution	10,000	10,000	0
RRL Book Club Books	12,000	12,000	0
Mobile Library Book Collection	20,000	20,460	460
Book Replacement	300	300	0
RRL E Resources	113,255	115,871	2,616
Office & Other Equipment	9,000	7,000	-2,000
Irrigation and Landscaping	9,000	0	-9,000
Shelf Ready Processing	50,000	50,000	0
Cataloguing	50,000	45,000	-5,000
RFID tags/labels	8,000	8,000	0
RRL IT Development	35,000	30,000	-5,000
LIAC Tool Kit Collections	2,400	2,400	0
South West Zone Digital Library Content	117,500	105,000	-12,500
South West Zone Digital Library Platform Fee	0	19,000	19,000
South West Zone Digital Library Administration Fee	0	10,500	10,500
South-West Zone Digital Library Zinio Maintenance	0	5,638	5,638
TOTAL CAPITAL EXPENDITURE	**889,475**	**904,653**	**15,178**

TRANSFERS FROM RESERVES

From Mobile Library North to Working Funds	-13,417	0	13,417
TOTAL TRANSFERS FROM RESERVES	**-13,417**	**0**	**13,417**

TRANSFERS TO RESERVES

RRL Admin Centre Employee Entitlements	5,000	5,000	0
Mobile Library	45,000	60,000	15,000
IT Development	15,000	0	-15,000
Office Equipment Renewal	15,000	7,000	-8,000
TOTAL TRANSFERS TO RESERVES	**80,000**	**72,000**	**-8,000**

	2017/18 Budget	**2018/19 Budget**	**Variance**
TOTAL OPERATING INCOME	-2,801,343	-2,878,670	-77,327
TOTAL OPERATING EXPENDITURE	2,690,085	2,869,455	179,370
TOTAL CAPITAL INCOME	-144,800	-167,438	-22,638
TOTAL CAPITAL EXPENDITURE	889,475	904,653	15,178
TRANSFER TO RESERVES	80,000	72,000	-8,000
TRANSFER FROM RESERVES	-13,417	0	13,417
ADD BACK DEPRECIATION	-700,000	-800,000	-100,000
ESTIMATED RESULT FOR YEAR (SURPLUS)/DEFICIT	**0**	**0**	**0**

DRAFT RESERVES	Proposed Opening Balance 2018/19	Transfers To	Transfers From	Proposed Closing Balance 2018/19
RRL Admin Centre Employee Entitlements	701,623	5,000		706,623
Mobile Library Replacement	453,676	60,000		513,676
Mobile Library Operations	-			-
IT Development	109,933			109,933
Collections Reserve	55,957			55,957
RFID Strategy	45,908			45,908
RRL Book Club	42,459			42,459
Member Cards Reserve	3,000			3,000
eResources Reserve	50,972			50,972
Office Equipment Renewal	41,000	7,000		48,000
RRL Building Reserve	-			-
Upper Murray Regional Library Funds	166,500			166,500
Unexpended Grants Reserve	-			-
	1,671,028	**72,000**	**0**	**1,743,028**

FEES AND CHARGES

EXTERNAL CHARGES

item	basis	fee	gst	total
RRL Administration Centre Meeting Room – room hire (full day)	each	436.36	43.64	$480.00
RRL Administration Centre Meeting Room – room hire (half day)	each	309.09	30.91	$340.00
RRL Administration Centre Meeting Room – IT technical assistance (business hours and for RRL equipment only)	per hour	95.45	9.55	$105.00
RRL Administration Centre Meeting Room – late lock up fee (per half-hour after 5.00pm)	per half-hour after 5.00pm	40.91	4.09	$45.00
RRL Administration Centre Meeting Room – photocopying (business hours only)	each (per page)	.45	.05	$0.50
RRL Administration Centre Meeting Room – tea/coffee facilities	per person per day	3.27	.33	$3.60
Inter Library Loan search fee	each	4.00	.40	$4.40
Inter Library Loan – fee for loan requests from non-reciprocal libraries	each	15.00	1.50	$16.50
Library Loan from overseas	each	cost recovery		cost recovery
Inter Library Loan – Rush fee	each	30.00	3.00	$33.00
Inter Library Loan – Express fee	each	45.00	4.50	$49.50
Reservation fee	each	1.00		$1.00
An exemption applies to reservations placed under the following member categories: Class Cards; Book Clubs; Branch Libraries; Housebound; Home Library; Hospitals & Nursing Homes; Inter Library Loans; Wagga Community Links	each	-	-	-

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Replace member card	each	2.00		$2.00
Replacement charge for lost/damaged periodicals and articles	flat fee plus replacement cost	$5.00 plus replacement cost		$5.00 plus replacement cost
Replacement charge (lost/damaged collection items other than periodicals and articles	flat fee plus replacement cost	$10.00 plus replacement cost		$10.00 plus replacement cost
Replace lost or damaged CD/DVD case (One-Time CD/DVD/MP3 cases)	each	3.00	.30	$3.30
Replace lost or damaged CD/DVD case (multi-CD sound recording cases)	each	10.00	1.00	$11.00
Overdue item fines - Charge per item per work day plus overdue notice fee	total fines	$0.10 per work day plus $2 overdue notice fee		maximum $12.00 per item
An exemption applies to fines on overdue items borrowed under the following member categories: Mobile Library; Book Clubs; Branch Libraries; Housebound; Home Library; Hospitals & Nursing Homes; Inter-Library-Loan Libraries; Wagga Community Links. This exemption does not extend to lost or damaged items.	each	-	-	-
Periods of amnesty apply when no overdue item fines are charged for specified periods - Specific days to be announced	each	-	-	-
Library Bags	each	1.82	.18	$2.00
Library Backsacks	each	4.55	.45	$5.00
Mobile Library – A4 printing/photocopying (black & white)	per page	.18	.02	$0.20
Mobile Library – A4 printing/photocopying (colour)	per page	.50	.05	$0.55
Programs	each	$2.00 - $50.00 depending on content		$2.00 - $50.00 depending on content

Professional Research Fee – per hour (includes photocopying & postage)	per hour	60.00	6.00	$66.00
Visitor's Fee (non-refundable) – one month	each	30.00	3.00	$33.00
Visitor's Fee (non-refundable) – three months	each	80.00	8.00	$88.00
RRL Membership Fee for non-residents (excluding eligible reciprocal members and residents of Wahgunyah and Yarrawonga) - twelve months	each	100.00	10.00	$110.00
RRL Membership Fee for Victorian residents of Wahgunyah and Yarrawonga – full membership - twelve months	each	50.00	5.00	$55.00
RRL membership for Victorian residents of Wahgunyah and Yarrawonga - limited membership no charge (a limit of 4 physical loans at any one time and no access to any other physical or electronic collections, programs or services)	each	nil	nil	nil
RRL Book Club Membership fee (per club of up to 10 members)	each	363.64	36.36	$400.00
Replacement charge for lost or damaged Book Club collection items	each	36.36	3.64	$40.00
Replacement charge for e-Readers that are lost or damaged beyond reasonable repair (repair cost more than $75)	each	150.00	15.00	$165.00
Replacement charge for lost or damaged e-Reader charging cords	each	33.00	3.30	$36.30

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INTERNAL CHARGES

item	basis	fee	gst	total
Additional storytime pack	each	40.00	4.00	$44.00
Additional holiday program	each	220.00	22.00	$242.00
Processing/cataloguing fee for additional items – processed book item with cataloguing	each	6.82	.68	$7.50
Processing/cataloguing fee for additional items – processed non-book item with cataloguing (includes One-Time CD/DVD/MP3 cases)	each	10.00	1.00	$11.00
Processing/cataloguing fee for additional items – processed non-book item with cataloguing (includes multi-CD sound recording cases)	each	15.00	1.50	$16.50
Additional computer terminal & associated peripherals	each	2,750.00	275.00	$3,025.00
Additional Libero licenses	each	910.00	91.00	$1,001.00

RISK MANAGEMENT

Riverina Regional Library operates under the following risk management principles of the Executive Council:

Risk is defined as the effect of uncertainty on objectives, and this uncertainty can have financial, operational, environmental and/or reputational consequences.

Riverina Regional Library understands that large, unmitigated risks can adversely impact its stakeholders and its ability to achieve its strategic, operational, financial and regulatory objectives.

Riverina Regional Library recognises that whilst risk is inherent in all its activities, the management of that risk is an integral part of good management practice and fully supports risk management as a central element in its Good Governance Framework. Therefore, the Riverina Regional Library will adopt a risk management approach consistent with AS/NZS ISO 31000:2009 in its planning, approval, review and control processes.

Risk management is a systematic process that involves establishing the context of risk management, indentifying risks, analysing risks, evaluating risks, treating risks, periodic monitoring and communication. Risk management does not eliminate all risk. The application of risk management thinking, principles and practices aims to help the Riverina Regional Library deliver quality services, improve decision making, set priorities for competing demands/resources, minimise the impact of adversity and loss, ensure regulatory compliance and support the achievement of its objectives.

The Riverina Regional Library is committed to the formal, systematic and proactive management of risks.

INFORMATION TECHNOLOGY MANAGEMENT

**Riverina Regional Library
Information Technology Plan
2018 - 2019**

TABLE OF CONTENTS

1.   INTRODUCTION

This Information Technology Plan is designed to support the continual provision and enhancement of a quality regional library service for the Riverina Regional Library and documents the management of Riverina Regional Library's information technology facilities and services affecting both library staff and library users. The plan aims to support and maintain the cost efficiency of operation and currency of means in Riverina Regional Library's (RRL) use of information technology (IT) to achieve its strategic directions.

Information technology can be defined as the application of technology in computers and communication systems to record, store, process, retrieve, transmit and receive information. IT management in today's progressive environment refers to those technologies that determine the efficiency and effectiveness of communication in the workplace, with the objectives of continually improving the devices that allow us to handle information.

For information technology to be managed effectively in a regional library environment, clear goals, objectives and strategic plans need to be in place. These objectives must be widely communicated, fully supported by and committed to by all member councils of the RRL - library staff, support groups and committees. This policy shall also be freely available to all members of the public. This document will develop guidelines for the effective management of information technology and clearly establish the future IT directions for the RRL.

2.   IT SUPPORT AND SERVICES

GOALS

The objectives of information technology support and services are:

➢ To provide all branches of RRL with interactive real time access to a single regional database.

➢ To provide all branch libraries of RRL with an equitable level of IT support.

➢ To support and assist the Outreach & Promotions Division in the delivery of programs and services identified in the RRL Integrated Planning Strategy.

➢ To provide all clients of RRL with the highest quality provision of information services through the use of information technology facilities, regardless of location.

➢ To optimize RRL's online presence on the basis that an ever increasing proportion of clients gain access to information online.

➢ To collect and disseminate statistics on RRL operational areas.

➢ To optimize the application of RFID technology by RRL with a view to improved services and process efficiency.

➢ To ensure that RRL staff have access to appropriate training in IT skills.

➢ To ensure RRL continually improves its level of service provision by constantly reviewing and updating information technology facilities as new and innovative technology emerge.

RESPONSIBILITIES

It is the responsibility of the Coordinator - Support & eServices to:

➢ Support branch libraries with all aspects concerning the installation, upgrading, operation and maintenance of the automated library management system, RFID and related technologies.

➢ Be aware of new and emerging technologies that can assist in improving the provision of library services to the entire region, and endeavour to implement these technologies among in the most cost effective manner.

➢ Act as the liaison between RRL and branch library staff and hardware/software companies and/or IT consultants to ensure all service and support provided is equitable and uniform, and any associated costs are fairly warranted.

➢ Provide the Executive Director - RRL with the necessary information concerning any planned changes in the IT area, and to fully address any concerns about the changes before implementation occurs and make any necessary modifications.

➢ Regularly review the hardware and software needs of all branch libraries and RRL Administration divisions to ensure any necessary updates or new additions are approved and obtained in the most cost effective manner.

➢ Develop specifications, investigate options and evaluate future software development requirements.

➢ Represent RRL interests at User Group level and other appropriate forums.

➢ Evaluate staff training needs and develop / implement appropriate training strategies

➢ Liaise with other Divisions of RRL in the development of best-practice online engagement strategies and other aspects of service provision.

➢ Ensure timely provision of RRL statistical reports and enhance statistical collection to best reflect RRL operations.

➢ Liaise with the Executive Director – RRL regarding cost implications of proposed IT Services developments to ensure that appropriate levels of funding are available.

➢ Ensure that all IT services are provided within the parameters of current relevant RRL agreements (e.g. RRL Deed of Agreement; RRL Service Level Agreement).

It is the responsibility of the IT Department (or equivalent) in each participating Local Government area to:

➢ Provide the telecommunications, networking and internet infrastructure for their branch libraries.

➢ Ensure their library's telecommunication, networking structures, and Internet access is fully functioning.

➢ Provide and maintain any security and virus protection measures on RRL hardware existing on their local networks.

➢ Provide advice to the Coordinator: Support & eServices as new technologies are investigated that may benefit the regional library service.

➢ Inform the Coordinator: Support & eServices (RRL) of any changes made to branch library network infrastructure, policies, security measures etc.

➢ Inform the Coordinator: Support & eServices of any changes to third party IT support personnel or their contact details.

3.   HARDWARE

GOAL

➢ To ensure hardware is current, correctly functioning, safe, ergonomically set up and suited to each library's requirements, allowing each library in RRL to provide clients with the highest possible quality in service provision through the use of information technology facilities.

STRATEGIES

➢ Procurement decisions for major hardware components should be made with the knowledge and support of the RRL Advisory Committee and in consultation with the Information Services Division, Wagga Wagga City Council and Library Management System suppliers.

➢ Hardware should be upgraded and/or replaced on a four year cycle to avoid obsolescence and degradation of library services. RRL funding for IT Services should reflect this requirement.

➢ Compatibility with existing equipment and software currently in the library, Shire/Council offices or other branch libraries must be taken into account when making purchases.

➢ All hardware acquired by the Regional Library will be registered as an asset on an asset register.

➢ In the procurement of hardware, all costs such as training, on-going maintenance, licenses and any appropriate ergonomic furniture should be factored in.

4. SOFTWARE – LIBRARY MANAGEMENT SYSTEM

GOAL

➢ To ensure the library management system in use at all branches of RRL fully meets the needs of the library service, is cost effective, and library staff are appropriately trained to effectively use all relevant aspects of the management system.

STRATEGIES

➢ Procurement decisions for major software such as a new library management system or optional system modules should be made with the knowledge and support of the RRL Advisory Committee and the Information Services Division, Wagga Wagga City Council.

➢ Any major purchase of software involving all branch libraries will only be made after extensive evaluation, reviewing, and any possible comparisons with competitor's programs, by nominated appropriate persons.

➢ Compatibility with existing equipment and software currently in use will be taken into account when making purchases.

➢ In the procurement of software, all costs such as training, ongoing maintenance, and license agreements should be factored in.

4. TRAINING

GOALS

➢ To ensure library staff from all branches are appropriately and adequately   trained in the effective and efficient operation of the library management system as necessary in their individual library settings.

➢ To ensure that RRL Support & eServices staff have the knowledge and skills to train other library staff in the effective operation of the library management system as necessary in their individual library settings.

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➢ To ensure that RRL Support & eServices staff are appropriately and adequately trained in operation of all library management system modules, hardware installation and maintenance, software installation, version upgrades and maintenance, and networking and telecommunication facilities in order to provide support and assistance to branch library staff.

STRATEGIES

➢ Allocate adequate funding as part of the RRL budget to allow Support & eServices staff to attend training as it becomes available, and as requisite skills are identified.

➢ Take advantage of shared training opportunities with other library services when available.

➢ Take advantage of shared training opportunities for RRL branch staff when available.

6.   SECURITY

GOAL

➢ It is the responsibility of all branch libraries/member LGA's to take adequate precautions to prevent or discourage theft or damage of equipment, and to minimize any attempts to gain unauthorized access to computer systems on their premises.

STRATEGIES

➢ Any breaches of security should be reported to both the RRL Coordinator: Support & eServices and the appropriate library/LGA's IT Department or equivalent.

➢ Any necessary software or equipment that can most effectively prevent theft or damage of the IT resources, general library resources, and unauthorized access to the computer systems of RRL should be acquired after extensive evaluation, implemented, and regularly reviewed to ensure its purpose is being achieved.

➢ Keep an inventory of all RRL purchased hardware and software at each branch Library.

7. PUBLIC ACCESS INTERNET

GOALS

➢ To provide public access internet that is fast and reliable at all branch libraries.

➢ To provide sufficient computer terminals at each branch library to adequately meet the demand for public access internet.

➢ To facilitate information retrieval by Internet users through instruction by library staff.

STRATEGIES

It is the responsibility of RRL to:

➢ Advise member LGA's and branch library staff of appropriate policies, standards and requirements in relation to the provision of public access internet

➢ Collate region wide statistics in relation to public access internet usage.

It is the responsibility of the member LGA's to:

➢ Provide public access internet that is fast and reliable at their branch libraries.

➢ Provide sufficient computer terminals at each branch library to adequately meet the demand for public access internet.

➢ Provide and maintain any necessary security and virus protection measures.

➢ Provide and maintain any computer terminal reservation or management software they deem necessary.

It is the responsibility of branch library staff to:

➢ Monitor usage of the Internet in accordance with RRL policy, in particular to determine whether access to inappropriate material is being accessed, and if so, ask patrons to leave.

➢ Determine whether the use of any software to censor or regulate internet access is necessary for their library, and if so liaise with RRL IT Services and their LGA's IT staff to evaluate the most suitable programs for possible implementation.

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➢ Maintain accurate Internet usage statistics at each branch.

➢ Where practical, arrange terminals and furniture in a way to allow Internet users some degree of privacy from other users, at the same time facilitating staff supervision.

8. DISASTER MANAGEMENT AND CONTINGENCY PLANNING

GOALS

➢ To minimize the loss of the information resources and library services at any or all locations of the RRL in the event of a disaster.

➢ To have appropriate systems in place to reduce exposure to possible threats to library systems.

STRATEGIES

➢ All branch libraries should have plans in place for coping with major system failures where loss of information would threaten the integrity of the library service, either as part of their LGA's disaster management plans, or individually.

➢ Riverina Regional Library will back-up the library database nightly and take measures to store the backed up data offsite.

➢ Riverina Regional Library will work with the Information & Communications Technology Division of Wagga Wagga City Council in the event of server or network failure to ensure library management systems and network services are resumed as quickly as possible.

➢ Riverina Regional Library will take advice from the Information & Communications Technology Division of the Wagga Wagga City Council on risk management issues associated with RRL IT Services.

9. VISION FOR THE FUTURE

GOALS

➢ To continually improve the level of services provided by the entire region through the use of information technology.

➢ To improve the telecommunications and networking capabilities between all libraries so as to provide a uniform regional library service.

➢ To widen the scope of the library service so it is available globally through the use of web technology.

STRATEGIES

➢ Investigate emerging new technology that can provide the best possible alternatives in a cost effective manner for the formation of one regional library database to serve all branches, with the view to implement this technology as soon as financially viable.

➢ Consult with IT specialists, State Library of New South Wales consultants, and telecommunications providers to receive expert advice on library IT trends and directions for the future.

➢ Ensure that RRL is financially capable of funding future RRL IT requirements.

➢ Endeavour to obtain external funding wherever possible to assist in meeting the costs of implementing new technology.

➢ To maintain and continually develop the Riverina Regional Library online presence including, but not limited to, searchable online catalogues and online member services that project a professional and positive image of the library service and utilize current technology for the benefit of library users.

APPENDIX 1

1.   Current Information Technology Environment

Riverina Regional Library's Library Management System operates within an internet based "Virtual Private Network".

The central database is maintained at RRL headquarters situated at 2 Galing Place, Wagga Wagga.   All static branch libraries connect to this database through ADSL internet connections. The Mobile Library utilizes Telstra Broadband to connect to the RRL LMS.

1.1   Hardware

RRL currently owns 42 PCs and 8 laptops for staff use. Public access PCs are the responsibility of member LGA's. All RRL supplied PCs are HP SFF Elitedesk. All PC's have LCD monitors. All headquarters PC's are connected to the Wagga Wagga City Council Local Area Network (LAN). The majority of branch library PC's are connected to their LGA's LAN's.

All staff PC's have access to the Library Management System (LMS), Internet, Email and corporate office applications.

RRL Administration Centre uses networked Canon Photocopier/printers for desktop printing and Epson thermal slip printers for stock circulation.

At present PCs are replaced every four years (approximately) with the better superseded PCs being recycled to provide additional workstations in low demand areas.

Wagga Wagga City Library was "RFID enabled" in February 2009. Remote branch libraries were RFID enabled in January 2010. All branches with the exception of Talbingo Library use RFID readers for stock circulation.

1.2   Operating Systems

Library servers are Windows 2008 R2 64 bit server.

Library PC's are Windows Windows 7 Professional SP1

1.3   Servers

RRL uses 4 HP Proliant servers:
- 1 Domain Control Server
- 1 Database Server
- 1 Web server
- 1 Back-up server (Shadow Protect)

1.4   Backup

RRL uses ShadowProtect back-up software to back up all servers.

1.5   Telecommunications, Internet, Email

RRL Headquarters uses the telecommunications, Internet and email infrastructure of the Wagga Wagga City Council. Individual member LGA's are responsible for the provision of these services to their branch libraries.

1.6   Software

All software used by RRL is Windows based.

1.7   Library Management System
- Libero (Release 6.3.15 as at 1 January 2018) – produced by Insight Informatics. RRL is the principle Australian Beta test site for the Libero Library Management Software

1.7.1 Database Management Software
- Cache (Release 2014 as at January 2018) – produced by Intersystems

1.7.2 Reporting Software
- Crystal Reports (Version 11 as at January 2018)

1.7.3 Remote Branch PC Management
- Logmein (as at January 2018)

1.7.4 Inter- Library Loans
- Libraries Australia/Libero

1.7.5 Desktop Productivity
- Microsoft Office Professional 2016, Adobe Indesign

1.7.6 Website content Management
- Simple Pixels

1.7.7 RFID Technology
- FE Technologies