

riverina regional **library**

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# MANAGEMENT PLAN

## 2025-2026

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## **Chairperson's Welcome**

I am very pleased to introduce the 2025-2026 Riverina Regional Library (RRL) Management Plan. This important planning document provides an overview of the primary strategies and documents that summarise the service intent of our organisation over the coming financial year.

The exciting admission of Berrigan Shire Council to our RRL network, from 1 July 2024, has been very pleasing. It also resulted in a reduction in member contributions for member councils as well as the expansion of region-wide library resources available to all members.

The transformation in RRL's technological capacity during the past several years has been excellent, and highlights the ongoing need for skills and capabilities in our workforce to ensure that optimal digital engagement is achieved across our network. It is pleasing to see that RRL will continue to build on the efficiency of operations utilising software and platforms that will continue to enable staff in the development of new avenues for workflow improvement.

The RRL Manager, Karen Wendt, was appointed to the board of the NSW Public Libraries Association in November 2024 as a Library Manager Member. Karen intends to use this platform over the coming years to ensure the RRL organisation maintains its standing as a leader in library service provision by contributing to NSW library networks and forums, as well as further connecting our communities as administrators for shared resource syndicates.

The organisation has much to look forward to over the coming financial year, including a new mobile library trailer, scheduled for completion in October 2025. The mobile library schedule has expanded all the way to Bland Shire in our network and further adjustments to the schedule are expected in the future. The new trailer will have increased capacity to hold stock as well as space to host workshops and library programs in our rural and remote communities. This is very exciting.

I wish to take this opportunity to acknowledge the dedication and determination of all staff at the RRL Administration Centre, all branch library staff, and my fellow Advisory Committee members, thus enabling the RRL to continue to flourish and prosper.

**Cr Pam Halliburton  
Chairperson  
RRL Advisory Committee**

## **Manager's Introduction**

I am pleased to present the RRL Management Plan 2025-2026. 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 NSW and includes 11 member Councils in a geographic area of 46,324 sq km, served by a network of 21 branch libraries and a mobile library that visits 18 communities.

The RRL organisation was launched in 1978 and has experienced continued membership growth since that time. RRL now serves the councils of Berrigan, Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Leeton, Lockhart, Snowy Valleys and Temora.

The RRL Strategic Plan 2022-2026 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 RRL Strategic Plan has been developed with a focus on the capacity and sustainability of the regional library service with the strategic objectives of Build Capacity; Shape the Future; Create Connections, reflecting this intent.

In terms of organisational sustainability, RRL continues to focus on maintaining a flexible and scalable service model that has facilitated the expansion of the enterprise over many years. The success of the organisation demonstrates that local government collaboration for effective service delivery is clearly achievable when sustainable, philosophical, financial and planning objectives are developed and implemented. 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 first introduced into the Management Plan in 2015-2016.

Like all large organisations, RRL faces broad challenges in ensuring our digital presence and operating environment is as secure as possible and will continue to invest heavily in data and online security. Over the coming year, RRL will also continue to focus on improving our service provision by automating and reducing the weight of time-intensive tasks in accordance with our commitment to utilising software to improve the efficiency of operations wherever possible.

The ongoing support of RRL member Councils, Advisory Committee members and library 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 our member Councils and branch libraries during 2025-26 to provide an inspiring range of library services for the constituents across our region.

**Karen Wendt**  
**Manager**  
**Riverina Regional Library**

## About Riverina Regional Library (RRL)

The RRL is the largest regional library service in NSW in terms of participating member Councils. It provides library services to over 96,000 constituents of 11 local government areas, those being the Councils of Berrigan, Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Leeton, Lockhart, Snowy Valleys and Temora. The service consists of 21 stationary library branches, as well as a mobile library serving 18 communities.

RRL was established in 1978 and has grown from its initial membership through the admission of additional Councils throughout its history. Berrigan Shire Council is the most recent LGA to join RRL, commencing on 1 July 2024. Wagga Wagga City Council discontinued its membership on 30 June 2022 in favour of moving to a stand-alone service model.

RRL has for some years been considered a leader amongst regional libraries. Staff from across the organisation participate in a number of state-wide projects, provide representation on various library committees, and demonstrate leadership in a range of service and technology innovations. RRL has taken a lead role regionally and has instigated various collaborative initiatives with other libraries in the South-West Zone.

## Governance

The RRL operates under two primary pieces of legislation – the *Local Government Act*, 1993 and the *Library Act*, 1939. RRL operates under Section 12(2) of the *Library Act*, which prescribes that:

- (a) *Two or more local authorities may enter into an agreement whereby the local authority of one area undertakes to exercise, for and on behalf of the local authority or local authorities of any other area or areas, within such other area or areas, any specified power or duty of a local authority in relation to the provision, control and management of libraries, library services and information services.*
- (b) *Any such agreement shall specify the terms and conditions upon which such power or duty shall be so exercised.*

Coolamon Shire Council undertakes the role of Administration Council under the current RRL Deed of Agreement (see Appendix 1), and the RRL operates under the policies of the Administration Council in order to comply with the requirements of the Local Government Act.

An advisory committee, known as the RRL Advisory Committee, provides advice and recommendations to the Administration Council on matters pertaining to RRL. The Advisory Committee is made up of representatives from member Councils, as well as the Manager RRL. The Advisory Committee has also appointed an Executive Committee that meets on an as-required basis to consider complex issues for recommendation to the Advisory Committee. The RRL Advisory Committee meets twice each year.

## Our Values

The RRL has adopted the following values as part of its 2022-2026 Strategic Plan:

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

## Our People

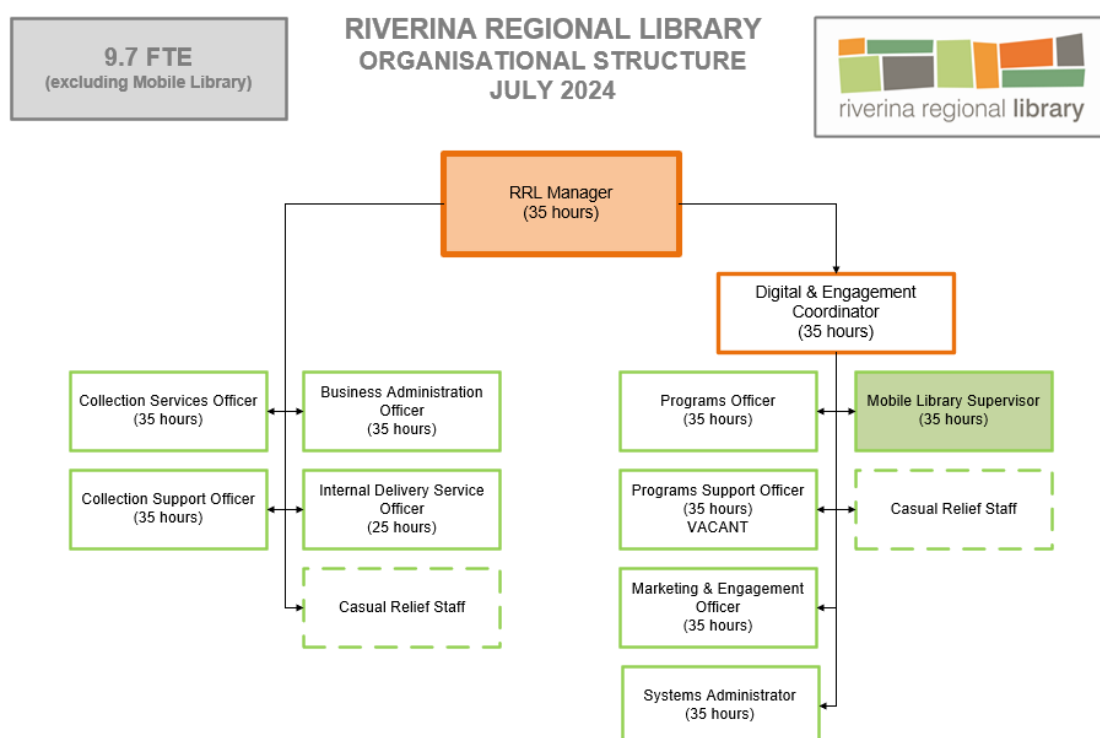
The RRL Administration Centre is staffed by 10 staff members for a combined total of 9.7 full-time equivalent (FTE) staff who provide a broad range of centralised library services to the 22 libraries (including the Mobile Library) across the RRL network in the areas of:

- Administration and Governance
- Collection Services
- Internal Delivery Service
- ICT and eLibrary Services
- Information Services
- Programs and Promotions

A further 1 FTE staff undertake their work outside the RRL Administration Centre on the Mobile Library. Service provision is split across two divisions:

Manager Division	Digital & Engagement Division
<ul style="list-style-type: none"> <li>• Administration and Governance</li> <li>• Collection Services</li> <li>• Internal Delivery Service</li> <li>• Strategic Development</li> <li>• Policy Development</li> <li>• Work Health &amp; Safety</li> <li>• Development and Monitoring of Budgets</li> </ul>	<ul style="list-style-type: none"> <li>• ICT and eLibrary Services</li> <li>• Information Services</li> <li>• Programs and Promotions</li> <li>• Mobile Library Service</li> <li>• Website/Social Media Development and Maintenance</li> <li>• Development and Monitoring of Budgets</li> </ul>

The RRL organisational structure is reviewed periodically to ensure that it includes the range of positions that are required to meet the changing demands of a dynamic organisation. The structure shown below was endorsed by the RRL Advisory Committee on 29 March 2023.



## Our Strategic Direction

The development of the RRL Strategic Plan 2022-2026 concentrated on the capacity and sustainability of the regional library service as a whole. The strategy is outward focussed and pays close attention to strengthening the capacity and sustainability of our branch libraries and their communities. In addition, the plan 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 past years, enabling the strategy to contemplate how RRL can best support community connectedness across the region's 11 member Council areas.

The plan 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 RRL Strategic Plan 2022-2026 is attached as Appendix 2.

## Our Sustainability Principles

RRL 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
- ICT and eLibrary Services
- Information Services
- 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.

## Sustainability Focus

<b>We know our business</b>	<ul style="list-style-type: none"> <li>• Clarity of purpose</li> <li>• Understanding the critical success factors of our business</li> <li>• 6 areas of service provision</li> <li>• Deed of Agreement &amp; Service Level Agreements</li> </ul>
<b>We focus on the end game</b>	<ul style="list-style-type: none"> <li>• Enabled organisational structure</li> <li>• Measure customer satisfaction and activate improvements (71%-100% in 5 years)</li> </ul>
<b>We plan, do, review and improve</b>	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Reporting on KPIs</li> <li>• Continuous improvement focus</li> <li>• Acknowledge and celebrate success</li> </ul>
<b>We optimise technology</b>	<ul style="list-style-type: none"> <li>• Maximise technology capability (LMS, RFID, eResources)</li> <li>• Embrace new technology opportunities</li> </ul>
<b>We are innovative and brave</b>	<ul style="list-style-type: none"> <li>• Anticipate and embrace change</li> <li>• Solution focussed</li> <li>• Change managers, not change followers</li> <li>• Flexible and scalable service model</li> </ul>
<b>We build trust, confidence and reputation</b>	<ul style="list-style-type: none"> <li>• Inbuilt financial certainty for member Councils</li> <li>• We gain confidence by delivering what we say we will</li> <li>• We work hard to establish and maintain political trust</li> <li>• We are inclusive and transparent</li> <li>• Our staff are our ambassadors</li> <li>• We contribute to improvement of the library sector</li> <li>• We have strong brand and we use it</li> </ul>

## Service Level Agreements

Service Level Agreements (SLAs) are implemented to ensure consistency, equity and transparency of library service provision to member Councils, and as a mechanism to measure outputs against inputs. SLAs have proven to be a valuable tool to quantify and measure service provision, and manage expectations. Progress is reported to member Councils on a biannual basis. See Appendix 3.

## Financial Management

The RRL 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 allocated utilising a formula to ensure equitable membership, largely determined on a per capita basis.

The RRL Deed of Agreement provides that:

- 9.5 *An agreed formula shall be used to determine the budget contribution for each Member Council which shall include a per capita contribution by member Councils (according to the most recent ABS census data available) and such other components as may be determined by the Advisory Committee from time to time. The formula (attached as Appendix Two) shall be reviewed and adopted quadrennially by the Advisory Committee in conjunction with the renewal of the RRL Deed of Agreement.*



Appendix Two

- vii) Increases in contributions for operational and resourcing costs shall be based on annual base rate pegging increases, unless varied in accordance with clause 9.6
- viii) Increases in contributions for employee costs will be based on actual costs.

The RRL 2025-2026 Member Council Contributions table and 2025-2026 Budget appear on the pages following.

**RRL Member Contributions 2025-2026**

	BERRIGAN	BLAND	COOLAMON	COOTAMUND RA-GUNDAGAI	FEDERATION	GREATER HUME	JUNEE	LEETON	LOCKHART	SNOWY VALLEYS	TEMORA
Mobile Library (% use)	0.00%	20.67%	9.53%	0.00%	22.86%	0.00%	0.00%	0.00%	31.94%	10.24%	4.76%
Operating & Capital		\$39,251	\$18,097		\$43,409				\$60,650	\$19,442	\$9,049
Labour		\$19,476	\$8,980		\$21,539				\$30,094	\$9,647	\$4,490
<b>Sub Total</b>	<b>\$0</b>	<b>\$58,727</b>	<b>\$27,077</b>	<b>\$0</b>	<b>\$64,948</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$90,744</b>	<b>\$29,089</b>	<b>\$13,538</b>
RRL Admin (% cost)	11.03%	5.69%	4.68%	11.69%	13.35%	11.83%	6.61%	10.98%	2.81%	15.22%	6.10%
Operating & Capital	\$114,804	\$59,188	\$48,731	\$121,673	\$138,888	\$123,144	\$68,733	\$114,255	\$29,248	\$158,360	\$63,515
Labour	\$118,064	\$60,869	\$50,114	\$125,128	\$142,832	\$126,641	\$70,685	\$117,499	\$30,079	\$162,857	\$65,319
<b>Sub Total</b>	<b>\$232,868</b>	<b>\$120,057</b>	<b>\$98,845</b>	<b>\$246,801</b>	<b>\$281,720</b>	<b>\$249,785</b>	<b>\$139,418</b>	<b>\$231,754</b>	<b>\$59,327</b>	<b>\$321,216</b>	<b>\$128,834</b>
<b>SUB-TOTAL</b>	<b>\$232,868</b>	<b>\$178,784</b>	<b>\$125,922</b>	<b>\$246,801</b>	<b>\$346,667</b>	<b>\$249,785</b>	<b>\$139,418</b>	<b>\$231,754</b>	<b>\$150,071</b>	<b>\$350,305</b>	<b>\$142,373</b>

**Percentage of RRL Membership 2025-2026**

Council	Population	% of region	Area (sq km)	% of region	Mobile Library Cost	Mobile Library % Use	Per Branch Cost Proportion	Total Cost Distribution
<b>Berrigan</b>	8,643	8.93%	2,066	4.46%	\$0	0.00%	19.49%	11.03%
<b>Bland</b>	5,464	5.65%	8,558	18.47%	\$58,727	20.67%	5.86%	5.69%
<b>Coolamon</b>	4,549	4.70%	2,431	5.25%	\$27,077	9.53%	4.61%	4.68%
<b>Cootamundra-Gundagai</b>	11,424	11.80%	3,981	8.59%	\$0	0.00%	11.24%	11.69%
<b>Federation</b>	12,939	13.37%	5,685	12.27%	\$64,948	22.86%	13.26%	13.35%
<b>Greater Hume</b>	11,445	11.83%	5,749	12.41%	\$0	0.00%	11.87%	11.83%
<b>Junee</b>	6,520	6.74%	2,030	4.38%	\$0	0.00%	6.08%	6.61%
<b>Leeton</b>	11,431	11.81%	1,167	2.52%	\$0	0.00%	7.63%	10.98%
<b>Lockhart</b>	3,396	3.51%	2,896	6.25%	\$90,744	31.94%	0.00%	2.81%
<b>Snowy Valleys</b>	14,935	15.43%	8,959	19.34%	\$29,089	10.24%	14.36%	15.22%
<b>Temora</b>	6,029	6.23%	2,802	6.05%	\$13,538	4.76%	5.60%	6.10%
<b>Total</b>	<b>96,775</b>	<b>100%</b>	<b>46,324</b>	<b>100%</b>	<b>\$284,124</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

<b>RIVERINA REGIONAL LIBRARY – INCOME STATEMENT</b>	
	<b>FY2026</b>
<b>INCOME STATEMENT</b>	
<b><i>Operating Income</i></b>	
Contribution from Member Councils	2,110,625.00
Inter Library Loan Charges	600.00
State Library Reimburse Travel Costs	510.00
Vehicle Lease	3,935.86
Investment Income	92,000.00
Outreach & Promotions Income	12,000.00
Replacement Cards	-
SWZDL Administration Fee	14,775.00
Sundry Income	500.00
Spydus Consortium	70,038.73
	<b>2,304,984.58</b>
<b><i>Capital Income</i></b>	
RRL Book Club Contributions	18,000.00
Book Replacement Income	6,000.00
Vehicle Sale Proceeds	20,000.00
	<b>44,000.00</b>
<b>TOTAL INCOME</b>	<b>2,348,984.58</b>
<b><i>Operating Expenditure</i></b>	
<b>RRL Administration Centre</b>	
Salaries	819,722.87
Employees Leave Entitlements	100,055.18
Other Employee Expenses & Uniforms	1,000.00
Superannuation - General Levy	106,563.97
Workers Compensation	42,745.00
<b>Other Expenses</b>	
Administration charge	77,948.64
Audit Fees	9,000.00
Collections Maintenance	
eResource Platforms	18,500.00
FBT	2,000.00
Grounds Maintenance	4,500.00
Headquarters Cleaning	10,000.00
Headquarters Utilities	
Headquarters Maintenance	
Insurance	30,000.00
Legal Fees	10,000.00
LMS Hosting and Licences	165,241.00
Marketing & Printing	6,000.00
Memberships & Subscriptions	5,200.00
Miscellaneous IT Expenses	25,000.00
Outreach & Promotions Program Materials	17,500.00
Overdue Notices - Printing	-
Photocopying	1,000.00
Postage	16,500.00
Recruitment Expenses	2,040.00
Rental Headquarters	35,742.00

RFID Maintenance Agreement	2,000.00
RRL Advisory Committee Expenses	2,000.00
RRL Member Cards	-
Running Expense Library Vehicles	30,000.00
SMS Messaging	2,500.00
Stationery & Office Supplies	2,040.00
Sundries	7,000.00
SW Zone Digital Library eResources (RRL Share)	53,632.00
Team Development Activities	1,500.00
Telephony & Internet	5,000.00
Training & Travel	17,500.00
Website Maintenance and Development	3,500.00
Depreciation/Amortisation	
- Books	438,766.03
- Furniture & Fittings	693.99
- Office Equipment	12,178.37
- Plant & Equipment - Other Vehicles	27,573.74
- eResources	33,225.91
- Building	
Loss on Sale of Assets	
	<b>2,145,368.70</b>
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	203,615.88
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	159,615.88

<b>RIVERINA REGIONAL LIBRARY – CASH FLOW</b>	
	<b>FY2026</b>
<b>CASH FLOW</b>	
<b>Cash Flows from Operating Activities</b>	
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>203,615.88</b>
Add Back: Depn	512,438.04
Add Back: Increase in ELE	26,349.31
<b>Net Cash Flow from Operating</b>	<b>742,403.23</b>
<b>Cash Flows from Investing Activities</b>	
<b>Capital Incomes (Investing Activities)</b>	
Carrying Amount of Assets Sold	
Deferred debtors receipts	
	-
<b>Capital Expenditure (Investing Activities)</b>	
<b>Books</b>	
Book Replacement (Lost/Damaged Books)	3,000.00
Cataloguing	30,435.61
Collections (Books & Magazines)	403,004.00

Donations Cataloguing and Processing	-
Find Legal Answers Collections	500.00
RFID tags/labels	2,000.00
RRL Book Club Books	9,000.00
Shelf Ready Processing	51,867.34
<b>Building</b>	-
<b>IT Equipment &amp; Development</b>	17,000.00
<b>Office Furniture</b>	1,000.00
<b>Plant</b>	70,000.00
<b>RRL eResources</b>	47,869.00
	635,675.95
<b>Net Cash Flow from Investing Activities</b>	<b>- 635,675.95</b>
<b>Net Increase/(decrease) in cash</b>	<b>106,727.28</b>
<b>Transfer to Reserves</b>	
Building	113,000.00
Employee Leave Entitlements	26,349.31
IT Equipment & Development	12,000.00
Office Furniture	2,000.00
Plant Replacement	38,750.00
	192,099.31
<b>Transfer from Reserves</b>	
Building	
Employee Leave Entitlements	
IT Equipment & Development	17,000.00
Legal Fees	
Office Furniture	
Plant Replacement	70,000.00
	87,000.00
Increase/(-Decrease) in Unrestricted Cash	1,627.97

<b>SOUTH-WEST ZONE DIGITAL LIBRARY</b>	
	<b>FY2026</b>
<b>INCOME STATEMENT</b>	
<b>Operating Income</b>	
SW Zone Digital Library Contributions (all members)	182,521.00
<b>TOTAL INCOME</b>	<b>182,521.00</b>
<b>Operating Expenditure</b>	
<b>RRL Administration Centre</b>	
Administration Charge	14,775.00
Platform & Subscriptions	40,000.00
Depreciation/Amortisation	
- eResources	103,904.31
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>23,841.69</b>

Add Back: Depn	103,904.31
<b>Net Cash Flow from Operating</b>	<b>127,746.00</b>
<b>Capital Expenditure (Investing Activities)</b>	
SW Zone Digital Library Content	147,985.00
<b>Net Cash Flow from Investing Activities</b>	<b>- 147,985.00</b>
<b>Net Increase/(decrease) in cash</b>	<b>- 20,239.00</b>
<b>Transfer to Reserves</b>	
South West Zone Content	-
	-
<b>Transfer from Reserves</b>	
South West Zone Content	20,239.00
	20,239.00
Increase/(Decrease) in Unrestricted Cash	-

<b>MOBILE LIBRARY</b>	
	<b>FY2026</b>
<b>INCOME STATEMENT</b>	
<b>Operating Income</b>	
Mobile Contributions	284,123.68
Mobile Library FTC	4,000.00
<b>Capital Income</b>	
Lockhart Mobile Library LPG Funding Allocation	13,433.00
Public Library Infrastructure Grant	
Profit on Sale of Asset	70,999.32
<b>TOTAL INCOME</b>	<b>372,556.00</b>
<b>Operating Expenditure</b>	
<b>RRL Mobile Library</b>	
Salaries	72,644.88
Overtime	
Relief Staff/Allowances	
Employees Leave Entitlements	7,281.25
Superannuation	8,541.53
Workers Compensation	5,757.70
Other Employee Costs	
Running Expense Mobile Library	100,000.00
Insurance	
Depreciation/Amortisation	
- Plant & Equipment - Mobile	69,249.80

<b>TOTAL EXPENDITURE</b>	<b>263,475.16</b>
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>109,080.84</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>95,647.84</b>
Add Back: Depn	69,249.80
<b>Net Cash Flow from Operating</b>	<b>178,330.64</b>
<b><i>Capital Expenditure (Investing Activities)</i></b>	
Mobile Library Book Collection	20,648.52
Plant Expenditure	249,715.00
	270,363.52
Capital Incomes (Investing Activities)	
Carrying Amount of Assets Sold	69,000.68
	69,000.68
<b>Net Cash Flow from Investing Activities</b>	<b>- 201,362.84</b>
<b>Net Increase/(decrease) in cash</b>	<b>- 23,032.20</b>
<b><i>Transfer to Reserves</i></b>	
Mobile Library	213,249.80
Mobile Library - Lockhart LPG Allocation	13,433.00
	226,682.80
<b><i>Transfer from Reserves</i></b>	
Mobile Library	249,715.00
	249,715.00
Increase/(Decrease) in Unrestricted Cash	-

## RRL Fees and Charges 2025-2026

EXTERNAL CHARGES	Basis	Fee	GST	Total
Inter Library Loan - search fee	each	\$4.00	\$0.40	\$4.40
Inter Library Loan - copies or scans	per 25 pages	\$4.64	\$0.46	\$5.10
Inter Library Loan - fee for loan requests from non-reciprocal libraries	each	\$30.55	\$3.05	\$33.60
Inter Library Loan - from overseas	each	cost recovery	+GST	cost recovery
Inter Library Loan - rush fee	each	\$55.73	\$5.57	\$61.30
Inter Library Loan - express fee	each	\$75.50	\$7.50	\$83.00
Replace lost or damaged CD/DVD case	each	\$3.00	\$0.30	\$3.30
Library Bags	each	\$1.82	\$0.18	\$2.00
Mobile Library – A4 printing/photocopying (black & white)	per page	\$0.18	\$0.02	\$0.20
Mobile Library – A4 printing/photocopying (colour)	per page	\$0.91	\$0.09	\$1.00
Programs	each	From \$2.00 depending on content	-	From \$2.00 depending on content
Visitor and Non-Resident* Membership fee (non-refundable) – valid for 12 months (a limit of 4 physical loans at any one time and no access to eResources) <i>*A person who does not have a current membership with another Public Library in NSW</i>	each	\$31.82	\$3.18	\$35.00
RRL membership for Victorian residents of Wahgunyah, Yarrawonga and Cobram - limited membership no charge (a limit of 4 physical loans at any one time and no access to eResources)	each	Nil	-	Nil
RRL Book Club Membership fee per club (part year membership available at pro rata)	each	\$363.64	\$36.36	\$400.00
Replacement charge for lost or damaged Book Club collection items	each	\$36.36	\$3.64	\$40.00

INTERNAL CHARGES	Basis	Fee	GST	Total
Processing/cataloguing fee for additional items – processed book item with cataloguing	each	\$9.00-\$35.00 depending on specifications	-	\$9.00-\$35.00 depending on specifications
Processing/cataloguing fee for additional items – processed non-book item with cataloguing (includes DVD/MP3 cases)	each	\$13.00-\$38.00 depending on specifications	-	\$13.00-\$38.00 depending on specifications
Processing/cataloguing fee for additional items – processed digitised item with cataloguing and linking	each	\$13.00-\$29.00 depending on specifications	-	\$13.00-\$29.00 depending on specifications

## **Risk Management**

RRL operates under the risk management principles of the Administering Council. Risk is defined as the effect of uncertainty on objectives, and this uncertainty can have financial, operational, environmental and/or reputational consequences. RRL understands that large, unmitigated risks can adversely impact its stakeholders and its ability to achieve its strategic, operational, financial and regulatory objectives.

Risk management is a systematic process that involves establishing the context of risk management, identifying 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 RRL 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.

RRL 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 RRL will adopt a risk management approach consistent with AS ISO 31000:2018 in its planning, approval, review and control processes.

## **Information and Communication Technology Management**

The Information and Communication Technology (ICT) Plan is designed to support the continual provision and enhancement of a quality regional library service for the RRL and documents the management of ICT 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 RRL's use of ICT to achieve its strategic directions.

Information and communication technology can be defined as the application of technology in computers and communication systems to record, store, process, retrieve, transmit, and receive information. ICT 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 ICT 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. The RRL ICT Plan provides guidelines for the effective management of ICT and future ICT directions for the RRL. See Appendix 4.



# APPENDIX 1 - RRL DEED OF AGREEMENT 2022 - 2026

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- Agreement Preamble
- 1. Riverina Regional Library Service
- 2. Riverina Regional Library Advisory Committee
- 3. Membership of the Committee
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- 8. Riverina Regional Library Management and Administration
- 9. Management Plan
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- 11. Entry and Exit of Parties
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- 18. Eligibility for State Subsidy Payments
- 19. Review of Agreement
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Appendix One

Appendix Two

Member Council Signatories to Agreement

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THIS AGREEMENT made the 24th day January, Two Thousand and Twenty Five BETWEEN THE COUNCIL OF COOLAMON AND THE COUNCILS OF BERRIGAN, BLAND, COOTAMUNDRA-GUNDAGAI, FEDERATION, GREATER HUME, JUNE, LEETON, 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(2) of the said Library Act that:

- (a) Two or more local authorities may enter into an agreement whereby the local authority of one area undertakes to exercise, for and on behalf of the local authority or local authorities of any other area or areas, within such other area or areas, any specified power or duty of a local authority in relation to the provision, control and management of libraries, library services and information services.
- (b) Any such agreement shall specify the terms and conditions upon which such power or duty shall be so exercised.

WHEREAS the Member Councils have agreed to delegate to the Council of Coolamon (hereafter called the Administering Council) any specified power or duty of a local authority in relation to the provision, control and management of libraries, library services and 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, the following specified powers or duties of a local authority in relation to the provision, control and management of libraries, library services and information services to be undertaken by the Administering Council are agreed for the purpose of this Agreement:

- Administration of the RRL Advisory Committee and Executive Committee
- Appointment and management of RRL Administration Centre staff
- Administration of RRL finances
- Administration of RRL vehicles

With the conditions hereinafter appearing AND WHEREAS the Member Councils have agreed that this agreement shall replace any other library agreements existing between the Administering Council and Bland, Cootamundra-Gundagai, Federation, Greater Hume, June, Leeton, 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 Administering Council 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 The Administering Council (as defined in clause 7) shall appoint a library committee, in accordance with s 11 of the *Library Act 1939*, to be known as the Riverina Regional Library Advisory Committee (hereafter referred to as the Advisory Committee).
- 2.2 The Advisory Committee shall advise the Councils on matters of library, information management, policies and strategies, and Management Plans for the overall development of library and information services for the RRL and within the Areas of the Councils for adoption by the Councils.

## **3. MEMBERSHIP OF THE ADVISORY COMMITTEE**

- 3.1 Each Council shall nominate two persons, one of which must be a Councillor of the nominating Council, to be members of the Advisory Committee.
- 3.2 Each Member Council shall nominate one alternate nominee to the Advisory Committee to attend in the absence of any member of the Advisory Committee that was nominated by that Member Council.
- 3.3 The Member Councils shall make nominations under clauses 3.1 and 3.2 at the first Council meeting held after any ordinary election of councillors within the meaning of the *Local Government Act 1939* (hereafter referred to as an ordinary election).
- 3.4 The Administering Council shall appoint nominees under clauses 3.1 and 3.2 as members and alternate members of the Advisory Committee, respectively.
- 3.5 Any vacancy by a member or alternate member of the Advisory Committee, by death, resignation, disqualification or otherwise, shall be filled by the nomination of a new nominee or alternate nominee, as the case may be, by the relevant Member Council before the next meeting of the Advisory Committee, inclusive of the relevant nominees details, and the Administering Council shall confirm the appointment of the member or alternate member to the Advisory Committee at the next meeting of the Advisory Committee for the remainder of the term of this Agreement (as determined in accordance with clause 16).
- 3.6 Each member or alternate member of the Advisory Committee may be removed at any time by the resolution of the nominating Member Council, such removal shall be confirmed by the Administering Council before the next meeting of the Advisory Committee.
- 3.7 Each Member Council shall indemnify the Administering Council in respect of any liability incurred in relation any member or alternate member of the Advisory Committee nominated by that Member Council.

## **4. PROCEEDINGS OF THE ADVISORY COMMITTEE**

- 4.1 The Advisory Committee shall meet on not less than two occasions each year.
- 4.2 The meeting of the Advisory Committee immediately following nominations under clause 3.3 shall elect Office Bearers and the Executive Committee (as defined in clause 4.7) for the remainder of the term (as determined in accordance with clause 16) and shall be the Annual General Meeting (AGM).

The order of business to be conducted at the first AGM after an ordinary 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) The meeting place for the forthcoming year shall be the RRL Administration Centre unless otherwise decided

In years without an ordinary election the final meeting for the year shall be the AGM. 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) The meeting place for the forthcoming year shall be the RRL Administration Centre unless otherwise decided.

- 4.3 The election for the Chair, Deputy Chair and Executive Committee will be carried out in accordance with Appendix One.
- 4.4 The RRL Manager (as appointed under clause 8) shall call an extraordinary meeting on the request of the Chairperson or any three members of the Advisory 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 from time to time) and the regulations made there under, shall apply to the conduct of Meetings and General Business of the Advisory Committee.

4.5.1 The quorum for a meeting of the Advisory Committee is a majority of members of the Advisory Committee

4.5.2 In determining a quorum:

- i) alternate members of the Advisory Committee shall not be counted in determining the total number of members of the Advisory Committee; however
- ii) alternate members of the Advisory Committee shall be counted in determining the number of members present where any member of the Advisory Committee nominated by the same Member Council is absent.

- 4.5.3 If a quorum is not present at a meeting, the Executive Committee (see 4.7 below) has the power to make recommendations on behalf of the Advisory Committee to the Administering Council on matters arising from that meeting
- 4.6 Each member of the Advisory Committee has one vote at any meeting of the Advisory Committee. Members of the Advisory Committee must be present at Advisory Committee meetings, either in person or online, to cast their vote. Where a member of the Advisory Committee is absent, and an alternate member nominated by the same Member Council is present, that alternate member has one vote in the absent members stead.
- 4.7 A working group of the Advisory Committee, known as the Executive Committee, shall be formed comprising the Chairperson, Deputy Chairperson, RRL Manager and four other delegates appointed by the Advisory Committee, two of which must be Councillors and two of which must be Council officers, from time to time. The Executive Committee shall act on urgent issues as required by the Advisory Committee and develop plans and policies for presentation to the Advisory Committee. Business shall not be transacted at any meeting of the Executive Committee unless a majority of members of the Executive Committee are present.
- 4.8 In the event of a vacancy occurring in the Executive Committee by reason of death, resignation, disqualification or otherwise, the Advisory Committee shall fill the vacancy by appointment of a member of the Advisory Committee to the Executive Committee.
- 4.9 Any notice of motion recommending amendment of this Agreement by the Advisory Committee shall be given in writing by the Member Councils at least one month before the meeting of the Advisory 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 at least two thirds of the Advisory Committee.

## **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 and maintain suitable Branch Library facilities complete with the necessary fittings and furnishings, and any computer and RFID equipment required as specified in the RRL Information Technology Plan. The number of Branch Libraries to be serviced under this agreement shall be determined by individual Member Council.
- 5.3 Should any member Council require an additional Branch facility, that Member Council shall advise the RRL Manager and, at its own expense provide suitable Branch Library buildings within their respective council area complete with the necessary fittings and furnishings, computer hardware and software, RFID

resources, and establishment collection. (Establishment collection 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 may seek the advice of the RRL Manager. The RRL Manager is to be consulted on all library resourcing matters which relate to the Riverina Regional Library.
- 5.5 Any costs to RRL associated with the establishment of a new and/or additional Branch Library will be met by the associated Member Council.
- 5.6 Staff required at Branch Libraries shall be employed by the Member Council concerned.
- 5.7 The Member Councils shall determine the opening hours of the Branch Libraries in their areas in consultation with the RRL Manager.
- 5.8 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.
- 5.9 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.
- 5.10 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 ADVISORY COMMITTEE**

- 6.1 To conduct its meetings and business and to ensure its records and accounts are kept in accordance with the provisions of this agreement, the *Local Government Act 1993* and *Library Act 1939* (as amended from time to time) and the regulations made there under.
- 6.2 To provide annually to Member Councils the estimates of expenditure and income for the ensuing year in accordance with the requirements of clause 9.5
- 6.3 To provide Member Councils with copies of the Minutes of each meeting of the Advisory Committee.

- 6.4 To submit to the Member Councils an annual report which shall include details of the activities of the Advisory Committee and the RRL service over the preceding twelve months.
- 6.5 To make and consider recommendations on matters pertaining to the provision of library and information services.
- 6.6 To develop, maintain and monitor the implementation of a Management Plan as required of Member Councils in accordance with the *Local Government Act 1993*.
- 6.7 To prepare policy statements on relevant aspects of service for consideration by all Member Councils and periodically review policies as determined by the Advisory Committee when adopting the policy in order to support the consistent provision of high quality library services for residents of the RRL area.
- 6.8 To use its best endeavours to support Member Councils 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 Administering Council (on behalf of the Member Councils) shall pay rental for the workspace, furniture, fittings, equipment used by RRL Administration Centre staff in accommodation provided by the Wagga Wagga City Council. The charge shall be based upon the rental charge contained in the 2022-2023 budget with increases applied as prescribed in the associated lease agreement. This amount to be included as part of the annual budget for the RRL.
- 6.11 The Administering Council shall retain an agreed administration fee each year to compensate for the accounting, financial, human resources, fleet management and any other agreed functions performed by the Administering Council. This amount to be included as part of the annual budget for the RRL.

The split of responsibilities between the Administering Council and the RRL Administration Centre shall be as follows:

<b>Administering Council</b>	<b>RRL Administration Centre</b>
Governance and administrative support including RRL Advisory/Executive Committee meetings	Administration of RRL Advisory /Executive Committee meetings
Human resources support services (recruitment, corporate training, staff management, performance review, WHS policies)	Human resources administrative tasks and day-to-day staff management
Financial services (administer payroll, annual budget, procurement, accounts, annual statements, annual audit)	Financial administration and support; prepare annual budget; day-to-day budget management; employee timesheets; processing orders and clearance for payment; EOFY reconciliation; provide information for EOFY financial statements and audit
Fleet management including Mobile Library vehicle (procurement and maintenance of vehicles)	Maintain vehicles in good order; adhere to prescribed maintenance schedules
Provision of access to required council systems	Provide and maintain IT hardware and software
	Provide networking and telephony services and hardware
	Provide and administer rrl.nsw.gov.au domain and associated email, email archive, and website
	Provide and maintain a compliant document management system

6.12 The Administering Council (on behalf of the Member Councils) shall be responsible for meeting the costs of insuring:

- collection of the Riverina Regional Library
- mobile library and collections
- ICT equipment owned by RRL
- motor vehicles used by regional headquarters staff
- regional headquarters public liability and professional indemnity
- RRL Administration Centre furniture, fittings and contents

with the Administering Council named as the policy holder of such insurance(s) renewed each financial year.

Insurance for establishment stock is the individual responsibility of Member Councils, per clause 5.3 within the financial year that the establishment stock is purchased.

## **7. RESPONSIBILITIES OF THE ADMINISTERING COUNCIL**

Coolamon Shire Council shall be the Administering Council for the term of this Agreement (as determined in accordance with clause 16) and will be responsible



for the formation of the Advisory Committee and the provision of full administrative services to the Advisory Committee.

The service shall be provided in accordance with the policies established by the Administering Council in consultation with the RRL Manager at the time of signing this Agreement and thereafter upon the advice of the Advisory Committee in accordance with the provisions of the *Library Act 1939* (as amended from time to time and including but not limited to sections 10 and 10A) and the terms of this Agreement.

Administrative services provided by the Administering Council to the Advisory Committee shall include:

- 7.1 Appointment of RRL Administration Centre staff within an organisational structure approved by the Advisory Committee and determination of the desirable qualifications and grading of such staff in consultation with the RRL Manager in accordance with the current Local Government (State) Award.

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 Administering Council. Member Councils shall indemnify and reimburse the Administering Council for all expenditure and any liabilities incurred by the Administering Council under this clause.

If there is a change of Administering Council, employee entitlements shall be transferred by the outgoing Administering Council to the incoming Administering Council in an amount no less than prescribed in the current NSW Local Government (State) Award and the *Industrial Relations Act 1996*.

- 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 review of agendas and business papers, provided by the RRL Manager, for Committee meetings; the keeping of minutes of the meetings, provided by the RRL Manager; and the implementation of all decisions of the Advisory 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 Advisory Committee.
- 7.5 The employment conditions of RRL Administration Centre staff in accordance with the current NSW Local Government (State) Award and the *Industrial Relations Act 1996*.
- 7.6 The procurement, maintenance and sale of all vehicles owned on behalf of the RRL Administration Centre.

7.7 The following powers and duties of a local authority relating to the provision, control and management of the RRL as prescribed in Section 12(2) of the *Library Act 1939* as agreed by member Councils:

- Administration of the RRL Advisory Committee and Executive Committee
- Appointment and management of RRL Administration Centre staff
- Administration of RRL finances
- Administration of RRL vehicles

## **8. RIVERINA REGIONAL LIBRARY MANAGEMENT AND ADMINISTRATION**

8.2 The position of RRL Manager shall be appointed by the Administering Council in consultation with the Advisory Committee.

8.2.1 The RRL Manager shall be a qualified Librarian, and/or will hold a degree level qualification in a related field, and/or will have relevant practical experience in the library/information technology/management field/s .

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

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

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

## **9. MANAGEMENT PLAN**

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

9.2 The RRL Manager shall, by February each year, provide each Member Council with a draft copy of the annual Management Plan, incorporating any requirements under the *Local Government Act 1993* and the *Library Act 1939*.

9.3 The Management Plan shall include the following financial information:

- i) The amount of funds currently held by the Administering Council on behalf of the Member Councils.
- ii) The amount of each Member Council's proposed financial contribution to the RRL for the financial year commencing 1 July in the relevant year.
- iii) The amount of funds to be received from any other source by the RRL in the financial year commencing 1 July in the relevant year.

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 Management Plan adopted by the Administering Council.

- 9.5 An agreed formula shall be used to determine the budget contribution for each Member Council which shall include a per capita contribution by member Councils (according to the most recent ABS census data available) and such other components as may be determined by the Advisory Committee from time to time. The formula (attached as Appendix Two) shall be reviewed and adopted quadrennially by the Advisory Committee in conjunction with the renewal of the RRL Deed of Agreement.
- 9.6 Should the Advisory Committee determine that the budget contribution for Member Councils involves an increase above the amount resulting from the application of the agreed funding formula (see clause 9.5 of this Agreement and Appendix Two) in any year, adoption will require the unanimous approval of Member Councils.
- 9.7 In addition to the contributions payable under this clause, a Member Council shall be responsible for the associated costs determined by RRL 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 Advisory Committee for review and subsequently may be adopted in its original or amended form by a majority of members of the Advisory Committee. In this event, contributions by member councils shall be the amounts specified as per clause 9.5 and Appendix Two. In the event of the proposed annual RRL Management Plan not obtaining a majority approval, the matter will be referred to the Administering Council for resolution and the resolution will be no more than the amounts specified as per clause 9.5 and Appendix Two. 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 Administering Council and Member Councils at branch libraries are the property of individual Councils.
- 10.2 The RRL Manager shall maintain a current register of the assets owned by the Administering Council on behalf of RRL. The Assets Register will be tabled at the Advisory Committee's AGM.

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

10.5 Member Councils shall 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 Advisory Committee and resolved by the Administering Council.

11.2 A Member Council may withdraw from this Agreement having given not less than two years' notice in writing to the RRL Manager 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 clause 11.2 must, unless otherwise agreed to by a majority of Member Councils, withdraw from this Agreement on 30 June in any year.

11.4 For the avoidance of doubt, unless this Agreement is dissolved in accordance with clause 13, a Member Council must either:

- a) give notice under clause 11.2 and withdraw from this Agreement under clause 11.3; or
- b) enter an agreement which supersedes this agreement in accordance with clause 16 of this Agreement.

or that Member Council will be deemed to have given notice in accordance with clause 11.2 and withdraw from this Agreement under clause 11.3 when the balance of Member Councils enter a superseding agreement.

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

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

- 11.6 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 four-year period prior to exit date, or since joining the RRL if the period is less than four years
  - iii) Will be taken as a cash payment.
- 11.7 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 last day of its membership of RRL.
- 11.8 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; and
  - ii) Shall be in the same proportion as its financial contribution to the RRL over the previous four-year period or since joining the RRL if less than four years.
- 11.9 It is agreed by all Member Councils that the decision of the RRL Advisory Committee shall be final and binding in respect of calculating the unrestricted funds and liabilities of the Advisory 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.
- 11.10 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 Advisory 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. The conclusion of this Agreement, the withdrawal of one or more Member Councils during the term of this Agreement or at the conclusion of this Agreement, or the discontinuation of membership by any one or more Member Councils does not constitute a dissolution unless a dissolution is agreed by at least two thirds of the parties to this Agreement.

13.2 If the RRL is dissolved under this clause:

- 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 at the time of the dissolution on the same basis that they contributed to it.
  - e) The remaining tangible property (not dealt with above) which is held at the RRL Administration Centre by the Administering 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 Administering 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 members of a majority of the Advisory Committee for the expulsion from the Agreement of a Member Council, and after opportunity accorded to the members of that Member Council to be heard and or make written submissions to the Advisory Committee prior to such a resolution being made, then such Council shall be expelled from the Agreement and from the benefits of this Agreement to take effect on 30 June in the following calendar year after notification by the Administering Council.

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

- the physical library collection currently allocated to libraries in the Council's area
- the computer hardware and RFID hardware currently allocated to libraries in the Council's area under the RRL Information Technology Plan
- 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 four-year period or since joining the RRL if less than four years, at the date of expulsion and after provision for payment thereof of all the liabilities of the Advisory Committee as prescribed in clause 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 expenditure on library resources and staff, with a view to raising the standard by stages towards a target level determined in the approved Management Plan.

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 The term of this agreement shall be for a period of not less than four (4) years, and not more than five (5) years, from 1 July 2022 unless:

- a) dissolved in accordance with clause 13; or
- b) superseded by any subsequent Agreement of the Member Councils expressed to supersede this Agreement.

**Note:** *It is intended that the Member Councils will enter a superseding agreement commencing on the fourth anniversary of this agreement. This agreement provides that it operates for a fifth year in the event that not all Member Councils have entered any superseding agreement, to avoid any disagreement regarding the enforceability of this agreement's terms during that fourth year, and to resolve the entitlements and liabilities of the parties, in that fifth year.*

- 16.2 This Agreement supersedes in all respects all preceding agreements relating to the provision of library services between the Councils of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Leeton, Lockhart, Snowy Valleys and Temora.
- 16.3 In the event of any amalgamations or de-amalgamations the Administering Council, in consultation with the Advisory Committee, will review the Agreement and provide a report recommending necessary actions for the continuance of the RRL.
- 16.4 Where this agreement has been in force for not less than four (4) years and the agreement has not been dissolved in accordance with clause 13 or superseded by an agreement of all Member Councils, this agreement may be superseded by an Agreement of not less than one third of all Member Councils, such agreement having been offered in good faith to all Member Councils.
- 16.5 If this agreement is superseded under clause 16.4, any Member Council to this agreement who is not a party to the superseding agreement is deemed to have given a notice under clause 11.2 and exited this Agreement on 30 June in the fourth year of this Agreement.

## **17. APPOINTMENT OF ADMINISTERING COUNCIL**

The RRL Manager shall call for expressions of interest to fill the position of Administering Council for any superseding Agreement 12 months prior to the fourth anniversary of this Agreement, and the Advisory Committee may elect, by agreement, a new Administering Council by a majority of its members.

The incumbent Administering Council shall be deemed as the Administering Council for any superseding Agreement unless:

- the Administering Council gives 12 months notice before the fourth anniversary of the current Deed of Agreement to relinquish the role;
- the Administering Council withdraws from the Agreement in accordance with clause 11; or
- a new Administering Council, in agreement to undertake the role, is elected by a majority of the Advisory Committee members.

## **18. ELIGIBILITY FOR STATE SUBSIDY PAYMENTS**

18.1 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.

## **19. 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.

## **20. 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**

### **Election of Office Bearers and the Executive Committee**

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

Any election of the Executive Committee shall be conducted in the form of a mayoral election in accordance with Part 1 of Schedule 7 of the *Local Government (General) Regulation 2005*, whereby any provision in that part that refers to a councillor or councillors shall be taken to refer to a member or members of the Advisory Committee, and any provision of that Part which refers to the mayor or deputy mayor up for election shall be taken to refer to the Executive Committee position(s) to be filled.

A Returning Officer is to be appointed to record the election for the period of the election process, with nominations accepted from the floor, requiring a mover and seconder from the members or alternate members of the Advisory Committee present, as the case may be, with 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.

## APPENDIX TWO

### Riverina Regional Library Member Councils' Contributions Model

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

- i) The total contribution for this agreement will be the adopted 2022-2023 RRL budget.
- ii) The Member Councils' Contributions Model will be indexed to base rate pegging each financial year.
- iii) The model will include a per capita component and a proportion of the total contributions calculated by a calibrated per branch cost formula.
- iii) Adequate provision shall be made for building, IT equipment, office furniture and fittings, and plant 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 2022-2023 budget. Annual adjustments to actual employment costs of RRL Headquarters staff shall be applied as prescribed in the funding formula, in accordance with current NSW Local Government (State) Award. Any proposed variations to the adopted RRL organisational structure or associated budget shall be endorsed by the RRL Advisory Committee and administered by the Administering Council.
- v) 100% provision for employee entitlements of RRL Headquarters staff for the period of this agreement will be held in reserve.
- vii) Increases in contributions for operational and resourcing costs shall be based on annual base rate pegging increases, unless varied in accordance with clause 9.6
- viii) Increases in contributions for employee costs will be based on actual costs.
- ix) Total expenditure on collection resources in the adopted 2022-2023 budget will be the amount for future base rate pegging adjustments for collection resources expenditure. Any increase in collection resource funding will be applied in accordance with the Member Councils' Contributions Model.
- x) 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.
- xi) Member Councils shall pay the required contribution to the RRL in accordance with the agreed Member Councils' Contributions Model and retain all state government payments and grant funding other than grant funding for specific projects administered by the RRL Administration Centre.

**IN WITNESS** whereof the parties hereto have signed below on the day and year firstly hereinbefore written.

THE COMMON SEAL of THE COUNCIL OF THE SHIRE OF BERRIGAN

was hereunto affixed on the \_\_\_\_ day of \_\_\_\_\_ 2024, in pursuance of a resolution of the Council dated the day of \_\_\_\_\_ 2024, in the presence of:

.....  
Mayor

General Manager

THE COMMON SEAL of THE COUNCIL OF THE SHIRE OF BLAND

was hereunto affixed on the \_\_\_\_ day of \_\_\_\_\_ 2024, in pursuance of a resolution of the Council dated the day of \_\_\_\_\_ 2024, in the presence of:

.....  
Mayor

General Manager

THE COMMON SEAL of THE COUNCIL OF THE SHIRE OF COOLAMON

was hereunto affixed on the \_\_\_\_ day of \_\_\_\_\_ 2024, in pursuance of a resolution of the Council dated the day of \_\_\_\_\_ 2024, in the presence of:

.....  
Mayor

General Manager

THE COMMON SEAL of THE COUNCIL OF COOTAMUNDRA-GUNDAGAI

was hereunto affixed on the \_\_\_\_ day of \_\_\_\_\_ 2024, in pursuance of a resolution of the Council dated the day of \_\_\_\_\_ 2024, in the presence of:

.....  
Mayor

General Manager

THE COMMON SEAL of THE COUNCIL OF FEDERATION

was hereunto affixed on the \_\_\_\_ day of \_\_\_\_\_ 2024, in pursuance of a resolution of the Council dated the day of \_\_\_\_\_ 2024, in the presence of:

.....  
Mayor

General Manager

THE COMMON SEAL of THE COUNCIL OF GREATER HUME

was hereunto affixed on the \_\_\_\_ day of \_\_\_\_\_ 2024, in pursuance of a resolution of the Council dated the day of \_\_\_\_\_ 2024, in the presence of:

.....  
Mayor

General Manager

THE COMMON SEAL of THE COUNCIL OF THE SHIRE OF JUNEE

was hereunto affixed on the \_\_\_\_ day of \_\_\_\_\_ 2024, in pursuance of a resolution of the Council dated the day of \_\_\_\_\_ 2024, in the presence of:

.....  
Mayor

.....  
General Manager

THE COMMON SEAL of THE COUNCIL OF THE SHIRE OF LEETON

was hereunto affixed on the \_\_\_\_ day of \_\_\_\_\_ 2024, in pursuance of a resolution of the Council dated the day of \_\_\_\_\_ 2024, in the presence of:

.....  
Mayor

.....  
General Manager

THE COMMON SEAL of THE COUNCIL OF THE SHIRE OF LOCKHART

was hereunto affixed on the \_\_\_\_ day of \_\_\_\_\_ 2024, in pursuance of a resolution of the Council dated the day of \_\_\_\_\_ 2024, in the presence of:

.....  
Mayor

.....  
General Manager



## APPENDIX 2 - RRL STRATEGIC PLAN 2022 - 2026

### 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

### 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

### Build Capacity

OBJECTIVES	ACTIVITIES	TIMEFRAME	PERFORMANCE INDICATOR
<b>Maximise our physical and virtual spaces</b>	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
<b>Establish an enabled workforce through the development of skills, leadership and advocacy</b>	Build succession planning into overall organisational planning	Ongoing – reported biannually	Processes and procedures documented, accessible and updated regularly
	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
<b>Expand the service capability of our branch library network</b>	Promote the strategic use of volunteers to increase capacity across RRL branch libraries	Ongoing – reported biannually	Volunteer/staff training is incorporated with onsite program delivery
	Support and encourage branch library staff attendance at annual branch library meetings and external professional development forums	Ongoing – reported biannually	External professional development forum opportunities offered to branch library staff

## Shape The Future

<b>OBJECTIVES</b>	<b>ACTIVITIES</b>	<b>TIMEFRAME</b>	<b>PERFORMANCE INDICATOR</b>
<b>Optimise existing and emerging technologies</b>	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
<b>Maintain a flexible, scalable and sustainable service model</b>	Coordinate a biennial customer survey	Ongoing – reported biennially	Customer survey conducted and results distributed in July
	Provide a statistical analysis of RRL key performance indicators, referencing the Australian Public Libraries baseline targets of collection expenditure, visitations, and membership	Ongoing – reported annually	Provide a statistical analysis of RRL performance, referencing the SLNSW cohort comparison of Living Learning Libraries annually
<b>Foster a culture of innovative thinking</b>	Celebrate, 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

## Create Connections

<b>OBJECTIVES</b>	<b>ACTIVITIES</b>	<b>TIMEFRAME</b>	<b>PERFORMANCE INDICATOR</b>
<b>Establish and maintain strategic partnerships and alliances</b>	Maximise partnerships within community, library, state, and national organisations	Ongoing – reported biannually	Report on involvement with community, library, state, and national organisations

	Maintain relationships with, and utilise resources of, peak bodies, including SLNSW and NSWPLA	Ongoing – reported biannually	Report on involvement with peak bodies
<b>Develop programs, collections and services that strengthen communities</b>	Develop flexible and sustainable programs that incorporate learning, literacy and/or community	Ongoing – reported biannually	Flexible and sustainable programs that incorporate learning, literacy and/or community developed
	Ensure the RRL Collection Development Policy facilitates a relevant, inclusive and accessible collection based on statistical data and collection profiles	Ongoing – reported biannually	Report provided biannually
<b>Engage our communities</b>	Provide and maintain the RRL Book Club program	Ongoing – reported biannually	RRL Book Club activities and statistics reported biannually
	Utilise available promotion channels to increase community engagement and patronage	Ongoing – reported biannually	Promotion of resources and services available to RRL members reported

## **APPENDIX 3 - RRL SERVICE LEVEL AGREEMENT 2025-2026**

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Information Communications and Technology Services  
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Community Learning, Programs, and Promotions  
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# Policy Framework

## Legislative Framework

The Riverina Regional Library (RRL) 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.

## Riverina Regional Library Governance

The RRL is administered under a Deed of Agreement 2022-2026 between the Coolamon Shire Council and the Councils of Berrigan, Bland, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Leeton, Lockhart, Snowy Valleys and Temora. The Agreement prescribes governance and management processes, responsibilities of members and financial arrangements.

## Service Level Agreement Objectives

The objective of Service Level Agreements (SLAs) between the RRL 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.

## Service Level Agreement Reporting

RRL will report biannually (in February and August) on SLA outcomes. Biannual SLA reports will be emailed to the General Manager of each member Council as well as to members of the RRL Advisory Committee.

## 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 (eg, children's Storytime packs; procurement of shelf-ready collection resources; provision of IT resources). Standards are articulated through a layer of policy documentation.
- It should be noted that some services are supplied "on demand" therefore 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 (eg, administrative services; motor vehicle operation), costings will be allocated to member Councils following the adopted RRL funding formula.

- Member Councils may purchase additional products and services in specified areas beyond their level of contribution as provided in the annual fees and charges schedule, or by negotiation (eg, 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 (eg, an agreed allocation of each member Council's resources entitlement will be provided each quarter) unless an alternative arrangement has been negotiated.

## **Responsibilities of RRL**

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

## **Responsibilities of RRL 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 agree to provide prompt notification of matters relating to LMS, eLibrary and website, and timely submission of statistical and reporting information
- Member Councils will provide and maintain suitable library buildings to meet agreed service provision standards.

## Agreement

The undersigned representatives of \_\_\_\_ 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 2025 - 30 June 2026.

Signed: \_\_\_\_\_

\_\_\_\_, General Manager  
\_\_\_\_ Shire Council

Date: \_\_\_\_\_

Signed: \_\_\_\_\_

Karen Wendt, Manager  
Riverina Regional Library

Date: \_\_\_\_\_

# Service Levels

## Administration and Governance

Administration and Governance are provided as follows:

- Ongoing communication with and advice to RRL member Councils
- Reporting to the RRL Advisory Committee and the RRL Executive Committee
- Reporting to and liaising with the Administration Council
- Strategic development of policy and strategy
- Development and review of the RRL organisation structure
- Development of budgets and financial plans
- 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
Convene meetings of the RRL Executive Committee as determined by the RRL Advisory Committee and/or the RRL Chairperson	Meetings of the RRL Executive Committee convened in a timely manner
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
Undertake an annual review of the RRL organisation structure	Changes to organisation structure presented at first RRL Advisory Committee meeting each year
Progress on RRL Strategic Plan reported on a half-yearly basis to member Councils	Progress on RRL Strategic Plan 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

## Mobile Library Service

**\*The Mobile Library service is provided to 6 member Council areas (Bland, Coolamon, Federation, Lockhart, Snowy Valleys and Temora).**

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 (ie, where a Council requires additional staffing to improve the level of customer service at nominated service points) and LGA specific infrastructure (eg, 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 four (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

## 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 from 1 January 2025 is as follows:

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

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

## 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 percentage of membership contribution basis
- Administration of the RRL outsourced shelf-ready collections process
- Maintenance support of collections at all RRL branch libraries
- Cataloguing and processing of accepted donated items
- Maintenance of item records in the Library Management System
- Development and application of internal and external KPIs for collection supply and performance.

Service	Performance Indicator
Shelf-ready provision of collection items funded from the RRL collection resources budget, provided through the outsourced collections process	Supplier KPIs are achieved
Shelf-ready processing of collection items not funded from the RRL collection resources budget	100% of accepted donations processed within 10 weeks of being received

<p>Processing of donated items within the amount allocated to each LGA for the current financial year. If the annual cap for the cost of processing donations is exceeded, any further costs will be charged to the member Council in accordance with the fee schedule. Reports on funds expended on donations processing will be provided to each member Council on a quarterly basis</p> <p>Donations processing allocation for ___ Shire Council in 2025-2026 is \$XXX (ex GST)</p>	<p>Processing of donations does not exceed the amount allocated to the LGA for donations that may be processed at no charge in the current financial year</p> <p>Processing of externally funded collection purchases is the responsibility of individual libraries.</p> <p>Processing of donations above the 'free' quota are charged at the item processing costs as published in the annual RRL Fees and Charges schedule (Internal Charges).</p>
<p>Inter library loans (ILL)</p>	<p>Requests from external libraries are responded to by RRL Administration Centre staff within four (4) working days of receipt as outlined in Australian Library &amp; Information Association's (ALIA) ILL National Code.</p>

*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, RRL has quarantined an amount per year (allocated on a percentage of membership contribution basis) for the processing of donated items at no charge to member libraries. Donations exceeding the annual cap will be charged to the member Council in accordance with the fee schedule above.*

*Note 2 – Individual member Councils occasionally purchase additional library resources using external funding sources (ie, 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.*

## Information and Communications Technology (ICT) Services

ICT staff support library service provision across the region through the supply and maintenance of the Library Management System (LMS), and other online platforms. Provision and maintenance of public access and/or library staff computers and associated support, including virus protection, is the responsibility of each member Council.

Service	Performance Indicator
<p>Library Management System (LMS) hardware and software support and enquiries</p>	<p>High priority LMS support enquiries will be responded to within one (1) working day.</p> <p>Low priority LMS support enquiries will be responded to within three (3) working days.</p>
<p>RFID hardware and software support and enquiries</p>	<p>Where required, RRL ICT staff will liaise with the technical support staff of equipment supplier in resolving issues arising on RFID equipment</p>
<p>ICT and digital resource training and onsite support</p>	<p>Incorporate an ICT and/or digital resource session into annual RRL staff training day, delivered in person or virtually, if required</p> <p>Remote support provided as required where issue</p>

	relates to RRL resources ICT procedural guides will be provided and maintained in an electronic format
Statistical Reports	Requests for statistical reports will be addressed within five (5) working days provided raw data and table mappings exist

## eLibrary Services

The term eLibrary encompasses the many aspects of technological development that influence the way libraries provide services to their customers. 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 collection budget to be spent on eResources
eResources staff training	Incorporate an eResources session into annual RRL staff training day, delivered in person or virtually, if required  eResource procedural guides will be provided and maintained in an electronic format

## Community Learning, Programs and Promotions

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

- Development of programs (defined as, but not limited to, visiting presenters, program kits, exhibitions, and events) for the RRL constituency
- Build capacity for program presentation by branch library staff through training
- Build program capacity by supporting volunteer training at branch libraries
- Media liaison / media releases
- Development and coordination of exhibitions and displays
- Coordination of book launches and other events.

Service	Performance Indicator
Children's Storytime packs as required, prioritising equitable distribution	The lesser of one (1) Children's Storytime packs delivered per branch per month, or as requested by the branch. Evaluation forms indicate suitability of packs
Programs provided by RRL Administration Centre staff	No less than two (2) programs provided per branch per LGA Evaluation forms indicate suitability of programs

## Value Added Fee-For Service Items

Service	Additional Cost
Cataloguing and processing fee for additional donations	Book item \$ 9.00 - \$35.00*
	Non-book item (inc DVD/MP3 cases) \$13.00 - \$38.00*
	Digitised item \$13.00 - \$29.00*
	* depending on specifications and including GST

# **APPENDIX 4 - RRL INFORMATION AND COMMUNICATION TECHNOLOGY MANAGEMENT PLAN 2025-2026**

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## Introduction

This Information and Communication Technology Plan is designed to support the continual provision and enhancement of a quality regional library service for the Riverina Regional Library (RRL) and documents the management of RRL information and communication technology (ICT) facilities and services affecting both library staff and library users. The plan aims to support and maintain the cost efficiency and currency of ICT resources utilised by RRL to achieve its strategic directions.

Information and communication technology can be defined as the application of technology in computers and communication systems to record, store, process, retrieve, transmit, and receive information. ICT 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 ICT 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 ICT and clearly establish the future ICT directions for the RRL.

## ICT Support and Services

### Goals

*The objectives of the Digital & Engagement Division for ICT 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 ICT support for issues relating to shared services and resources where branch library ICT support staff are unable to assist.
- To provide all clients of RRL with the highest quality provision of information services through the use of ICT facilities, regardless of location.
- To optimize the application of RFID technology by RRL with a view to improve services and process efficiency.
- To ensure that RRL Administration Centre staff have access to appropriate training in ICT skills.
- To ensure RRL continually improves its level of service provision by constantly reviewing and updating ICT facilities as new and innovative technology emerge.

### Responsibilities

*It is the responsibility of the Digital & Engagement Coordinator to:*

- Support branch libraries in the use of the library management system (LMS), RFID, and related technologies where library ICT or supplier support staff are not responsible.
- Be aware of emerging technologies that can improve the provision of library services, and endeavour to implement these technologies in a cost-effective manner.
- Advise relevant parties concerning planned changes to ICT service provisions, and ensure these directives are clearly communicated to staff and branch libraries.
- Regularly review the hardware and software needs of the RRL Administration Centre divisions and source upgrades or additions in a cost-effective manner.
- Develop specifications for and evaluate future software development requirements.
- Evaluate staff training needs to develop and implement appropriate training programs.
- Coordinate with the RRL Manager to ensure sufficient budget allocations are provisioned for ICT resources and platforms.
- Ensure that all ICT 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 and maintain the computer hardware, telecommunications, and networking infrastructure for their branch libraries.
- Provide and maintain any security and virus protection measures on hardware existing on their local networks.
- Inform the Digital & Engagement Coordinator of any changes made to branch library network infrastructure, policies, security measures etc. that will impact branch libraries from accessing centralised resources.
- Inform the Digital & Engagement Coordinator of any changes to IT support personnel, third-party support providers, or contact details.

## **Hardware**

### **Goals**

- To ensure shared hardware is current, correctly functioning, and safe.
- To ensure system failsafes protect business critical data through effective policy management.

### **Strategies**

- Procurement decisions for major software and hardware components should be made with the knowledge and support of the RRL Advisory Committee and in consultation with ICT staff of the Administration Council.
- Hardware should be upgraded and/or replaced on a regular cycle to avoid obsolescence and degradation of library services. Sufficient funding should be allocated to financial reserves to ensure the replacement of this hardware.
- All hardware acquired by RRL will be registered on an asset register.
- In the procurement of hardware, all costs such as training, on-going maintenance, and any appropriate ergonomic furniture should be factored in.

## **Software**

### **Goals**

- To ensure any software provisioned by 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 software.
- Procure software for use by RRL and branch library staff that increases efficiency or staff capacity.

### **Strategies**

- Procurement decisions for major software such as a new library management system should be made with the knowledge and support of the RRL Advisory Committee and ICT staff of the Administration 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 considered when making purchases.
- In the procurement of software, all costs such as training, ongoing maintenance, and license agreements will be factored in.

## **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 staff have the knowledge and skills to train branch library staff in the effective operation of the library management system as necessary in their individual library settings.

### **Strategies**

- Develop and maintain a standardised LMS user guide for new staff.
- Perform regular refresh training for existing users.

## **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, to determine whether inappropriate material is being accessed, and if so, to 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 their LGA's IT staff to evaluate the most suitable programs for possible implementation.
- Maintain accurate internet usage statistics at each branch and provide those statistics to the RRL Digital & Engagement Division.
- 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.

## **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.
- RRL will ensure best practice policies are implemented to ensure data security, continuity, and failover redundancy systems are maintained for RRL managed data.

## **Vision For The Future**

### **Goals**

- To continually improve the level of services provided by the entire region.
- To improve the telecommunications and networking capabilities between all libraries to provide a uniform regional library service.
- To widen the scope of the library service so it is available to all constituents of member LGAs.

### **Strategies**

- Investigate emerging 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 ICT trends and directions for the future.
- Ensure that RRL is financially capable of funding future ICT requirements.
- Endeavour to obtain external funding wherever possible to assist in meeting the costs of implementing new technology.
- To maintain and continually develop the RRL 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 utilise current technology for the benefit of library users.

## **Appendix 1: Hardware & Software Specifications**

### **1. Current Information Technology Environment**

RRL's Library Management System (LMS) is an externally hosted "cloud-based" system managed by Civica Pty Ltd, providers of the Spydus LMS. All static branch libraries connect to this database through ADSL or NBN internet connections. The Mobile Library utilizes Telstra Mobile Broadband to connect to the LMS. RRL Administration Centre file storage is hosted securely on SharePoint.

#### **1.1 Hardware**

- RRL currently owns 10 PCs and 2 laptops for staff use. Public access PCs are the responsibility of member LGA's.
- All staff PCs require 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.
- Staff PCs in branch libraries are the responsibility of the LGA IT support staff to replace these machines when required. RRL ICT staff will provide remote support for RRL applications.
- All branches except for Talbingo Library use RFID readers for stock circulation.

#### **1.2 Operating Systems**

- Library backup document server is Windows Server 2022
- Library PCs are Windows 10/Windows 11

### **1.3 Servers**

- HPE DL160 G9 server which consists of 1 virtual server
- HP 1340 Back-up server (Decommissioned as unnecessary)

### **1.4 Backup**

The primary document storage is hosted on SharePoint which is backed up through standard Microsoft practice. Data replication of the SharePoint file storage occurs with a third-party provider, Datto, contracted through Veritech Corp. Datto, also known as Backupify, applies the “Grandfather/Father/Son” backup rotation methodology, guaranteeing data security for up-to a period of one calendar month. This stores version history for all documents.

The on-premises server, which hosts an SQL backup of historical data and other functional VMs for the provision of network services, is backed up using CloudBerry. These backup files are stored on Azure with a standard retention rotation policy applied.

### **1.5 Telecommunications, Internet, Email**

RRL Headquarters procures telecommunications, Internet, and email infrastructure through third-party suppliers. Aussie Broadband is contracted through Veritech Corporation for NBN 100/100 Symmetrical. Email provided by Microsoft, procured through Datacom. Individual member LGA’s are responsible for the provision of these services to their branch libraries.

### **1.6 Content Management System and Records**

SharePoint facilitates the archival of documents in accordance with NSW State Archives and Records GA39 General Retention and Disposal Authority. Parameters on retention periods, best-practice, and standard conventions are reviewed annually and updated as required.

### **1.7 Software**

All software used by RRL is Windows based.

#### **1.7.1 Library Management System**

- Spydus – produced by Civica

#### **1.7.2 Reporting Software**

- Spydus Business Intelligence software
- Crystal Reports 2020

#### **1.7.3 Remote Branch PC Management**

- Screen Connect

#### **1.7.4 Inter Library Loans**

- Libraries Australia
- Spydus

#### **1.7.5 Desktop Productivity**

- Microsoft 365 Suite
- Affinity Software Suite

#### **1.7.6 Website Content Management**

- Digital Thing

#### **1.7.7 RFID Technology**

- FE Technologies hardware and software

# APPENDIX 5 - RRL TEN YEAR FINANCIAL PLAN

RIVERINA REGIONAL LIBRARY										
	DoA 2022-2026	Deed of Agreement 2026-2030				Deed of Agreement 2030-2034				DoA 2034-2038
	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035
<b>INCOME STATEMENT</b>										
<b>Operating Income</b>										
Contribution from Member Councils	2,110,625.00	2,173,943.75	2,239,162.06	2,306,336.92	2,375,527.03	2,446,792.84	2,520,196.63	2,595,802.53	2,673,676.60	2,753,886.90
Inter Library Loan Charges	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00
State Library Reimburse Travel Costs	510.00	510.00	510.00	510.00	510.00	510.00	510.00	510.00	510.00	510.00
Vehicle Lease	3,935.86	4,053.93	4,175.55	4,300.82	4,429.84	4,562.74	4,699.62	4,840.61	4,985.83	5,135.40
Investment Income	92,000.00	84,269.09	86,539.77	84,911.10	85,829.62	84,492.86	26,153.74	84,278.22	86,604.62	85,902.34
Outreach & Promotions Income	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00
Replacement Cards	-	-	-	-	-	-	-	-	-	-
SWZDL Administration Fee	14,775.00	15,513.75	16,289.44	17,103.91	17,959.10	18,857.06	19,799.91	20,789.91	21,829.40	22,920.87
Sundry Income	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00
Spydus Consortium	70,038.73	70,038.73	70,038.73	70,038.73	70,038.73	70,038.73	70,038.73	70,038.73	70,038.73	70,038.73
	<b>2,304,984.58</b>	<b>2,361,429.25</b>	<b>2,429,815.55</b>	<b>2,496,301.48</b>	<b>2,567,394.33</b>	<b>2,638,354.23</b>	<b>2,654,498.63</b>	<b>2,789,359.99</b>	<b>2,870,745.18</b>	<b>2,951,494.24</b>
<b>Capital Income</b>										
RRL Book Club Contributions	18,000.00	17,500.00	17,500.00	17,500.00	17,500.00	17,500.00	17,500.00	17,500.00	17,500.00	17,500.00
Book Replacement Income	6,000.00	6,180.00	6,365.40	6,556.36	6,753.05	6,955.64	7,164.31	7,379.24	7,600.62	7,828.64
Vehicle Sale Proceeds	20,000.00	-	-	-	-	-	-	-	-	-
	<b>44,000.00</b>	<b>23,680.00</b>	<b>23,865.40</b>	<b>24,056.36</b>	<b>24,253.05</b>	<b>24,455.64</b>	<b>24,664.31</b>	<b>24,879.24</b>	<b>25,100.62</b>	<b>25,328.64</b>
<b>TOTAL INCOME</b>	<b>2,348,984.58</b>	<b>2,385,109.25</b>	<b>2,453,680.95</b>	<b>2,520,357.84</b>	<b>2,591,647.38</b>	<b>2,662,809.88</b>	<b>2,679,162.94</b>	<b>2,814,239.23</b>	<b>2,895,845.80</b>	<b>2,976,822.88</b>
<b>Operating Expenditure</b>										
<b>RRL Administration Centre</b>										
Salaries	819,722.87	844,314.56	869,644.00	895,733.32	922,605.31	950,283.47	978,791.98	1,008,155.74	1,038,400.41	1,069,552.42
Employees Leave Entitlements	100,055.18	103,056.83	106,148.54	109,332.99	112,612.98	115,991.37	119,471.11	123,055.25	126,746.90	130,549.31
Other Employee Expenses & Uniforms	1,000.00	1,030.00	1,060.90	1,092.73	1,125.51	1,159.27	1,194.05	1,229.87	1,266.77	1,304.77
Superannuation - General Levy	106,563.97	109,760.89	113,053.72	116,445.33	119,938.69	123,536.85	127,242.96	131,060.25	134,992.05	139,041.81
Workers Compensation	42,745.00	44,027.35	45,348.17	46,708.62	48,109.87	49,553.17	51,039.77	52,570.96	54,148.09	55,772.53
<b>Other Expenses</b>										
Administration charge	77,948.64	80,287.10	82,695.71	85,176.58	87,731.88	90,363.84	93,074.75	95,867.00	98,743.01	101,705.30
Audit Fees	9,000.00	9,270.00	9,548.10	9,834.54	10,129.58	10,433.47	10,746.47	11,068.86	11,400.93	11,742.96
Collections Maintenance										
eResource Platforms	18,500.00	19,055.00	19,626.65	20,215.45	20,821.91	21,446.57	22,089.97	22,752.67	23,435.25	24,138.30
FBT	2,000.00	2,060.00	2,121.80	2,185.45	2,251.02	2,318.55	2,388.10	2,459.75	2,533.54	2,609.55
Grounds Maintenance	4,500.00	4,635.00	4,774.05	4,917.27	5,064.79	5,216.73	5,373.24	5,534.43	5,700.47	5,871.48
Headquarters Cleaning	10,000.00	10,300.00	10,609.00	10,927.27	11,255.09	11,592.74	11,940.52	12,298.74	12,667.70	13,047.73
Headquarters Utilities						9,000.00	9,000.00	9,000.00	9,000.00	9,000.00
Headquarters Maintenance						9,000.00	9,000.00	9,000.00	9,000.00	9,000.00
Insurance	30,000.00	30,900.00	31,827.00	32,781.81	33,765.26	34,778.22	35,821.57	36,896.22	38,003.10	39,143.20
Legal Fees	10,000.00	-	-	-	-	-	-	-	-	-
LMS Hosting and Licences	165,241.00	170,198.23	175,304.18	160,000.00	164,800.00	169,744.00	174,836.32	180,081.41	185,483.85	191,048.37
Marketing & Printing	6,000.00	6,180.00	6,365.40	6,556.36	6,753.05	6,955.64	7,164.31	7,379.24	7,600.62	7,828.64
Memberships & Subscriptions	5,200.00	5,356.00	5,516.68	5,682.18	5,852.65	6,028.23	6,209.07	6,395.34	6,587.20	6,784.82
Miscellaneous IT Expenses	25,000.00	25,750.00	26,522.50	27,318.18	28,137.72	28,981.85	29,851.31	30,746.85	31,669.25	32,619.33
Outreach & Promotions Program Materials	17,500.00	18,025.00	18,565.75	19,122.72	19,696.40	20,287.30	20,895.92	21,522.79	22,168.48	22,833.53
Overdue Notices - Printing	-	-	-	-	4,000.00	-	-	-	4,000.00	-
Photocopying	1,000.00	1,030.00	1,060.90	1,092.73	1,125.51	1,159.27	1,194.05	1,229.87	1,266.77	1,304.77
Postage	16,500.00	16,995.00	17,504.85	18,030.00	18,570.90	19,128.02	19,701.86	20,292.92	20,901.71	21,528.76
Recruitment Expenses	2,040.00	2,101.20	2,164.24	2,229.16	2,296.04	2,364.92	2,435.87	2,508.94	2,584.21	2,661.74
Rental Headquarters	35,742.00	36,814.26	37,918.69	39,056.25	40,227.94	41,434.77	-	-	-	-
RFID Maintenance Agreement	2,000.00	2,060.00	2,121.80	2,185.45	2,251.02	2,318.55	2,388.10	2,459.75	2,533.54	2,609.55
RRL Advisory Committee Expenses	2,000.00	2,060.00	2,121.80	2,185.45	2,251.02	2,318.55	2,388.10	2,459.75	2,533.54	2,609.55
RRL Member Cards	-	-	-	4,000.00	-	-	-	4,000.00	-	-
Running Expense Library Vehicles	30,000.00	30,900.00	31,827.00	32,781.81	33,765.26	34,778.22	35,821.57	36,896.22	38,003.10	39,143.20
SMS Messaging	2,500.00	2,575.00	2,652.25	2,731.82	2,813.77	2,898.19	2,985.13	3,074.68	3,166.93	3,261.93



**RIVERINA REGIONAL LIBRARY**

	DoA 2022-2026	Deed of Agreement 2026-2030				Deed of Agreement 2030-2034				DoA 2034-2038
	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035
<b>CASH FLOW</b>										
<b>Cash Flows from Operating Activities</b>										
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>203,615.88</b>	<b>161,291.94</b>	<b>144,132.54</b>	<b>137,541.22</b>	<b>125,752.50</b>	<b>109,644.74</b>	<b>92,889.87</b>	<b>147,673.68</b>	<b>152,890.92</b>	<b>157,230.92</b>
Add Back: Depn	512,438.04	551,126.09	585,550.18	622,479.16	651,625.58	669,283.96	687,724.29	706,162.86	722,890.80	742,001.17
Add Back: Increase in ELE	26,349.31	27,139.79	27,953.98	28,792.60	29,656.38	30,546.07	31,462.45	32,406.32	33,378.51	34,379.87
<b>Net Cash Flow from Operating</b>	<b>742,403.23</b>	<b>739,557.81</b>	<b>757,636.70</b>	<b>788,812.98</b>	<b>807,034.46</b>	<b>809,474.76</b>	<b>812,076.61</b>	<b>886,242.86</b>	<b>909,160.23</b>	<b>933,611.96</b>
<b>Cash Flows from Investing Activities</b>										
<b>Capital Incomes (Investing Activities)</b>										
Carrying Amount of Assets Sold										
Deferred debtors receipts										
	-	-	-	-	-	-	-	-	-	-
<b>Capital Expenditure (Investing Activities)</b>										
<b>Books</b>										
Book Replacement (Lost/Damaged Books)	3,000.00	3,090.00	3,182.70	3,278.18	3,376.53	3,477.82	3,582.16	3,689.62	3,800.31	3,914.32
Cataloguing	30,435.61	31,348.68	32,289.14	33,257.81	34,255.54	35,283.21	36,341.71	37,431.96	38,554.92	39,711.57
Collections (Books & Magazines)	403,004.00	415,094.12	427,546.94	440,373.35	453,584.55	467,192.09	481,207.85	495,644.09	510,513.41	525,828.81
Donations Cataloguing and Processing	-	-	-	-	-	-	-	-	-	-
Find Legal Answers Collections	500.00	515.00	530.45	546.36	562.75	579.64	597.03	614.94	633.39	652.39
RFID tags/labels	2,000.00	2,060.00	2,121.80	2,185.45	2,251.02	2,318.55	2,388.10	2,459.75	2,533.54	2,609.55
RRL Book Club Books	9,000.00	9,270.00	9,548.10	9,834.54	10,129.58	10,433.47	10,746.47	11,068.86	11,400.93	11,742.96
Shelf Ready Processing	51,867.34	53,423.36	55,026.06	56,676.84	58,377.15	60,128.46	61,932.32	63,790.29	65,703.99	67,675.11
<b>Building</b>	-	-	-	-	-	1,485,000.00	-	-	-	-
<b>IT Equipment &amp; Development</b>	17,000.00	12,000.00	15,000.00	2,000.00	12,000.00	12,000.00	17,000.00	10,000.00	7,000.00	12,000.00
<b>Office Furniture</b>	1,000.00	1,030.00	1,060.90	1,092.73	1,125.51	30,000.00	2,000.00	2,060.00	2,121.80	2,185.45
<b>Plant</b>	70,000.00	-	40,000.00	45,000.00	70,000.00	-	40,000.00	45,000.00	70,000.00	-
<b>RRL eResources</b>	47,869.00	48,232.43	48,553.13	48,827.14	49,050.24	49,217.95	49,325.49	49,367.82	49,339.54	49,234.95
	635,675.95	576,063.59	634,859.22	643,072.41	694,712.87	2,155,631.18	705,121.13	721,127.32	761,601.83	715,555.10
<b>Net Cash Flow from Investing Activities</b>	<b>- 635,675.95</b>	<b>- 576,063.59</b>	<b>- 634,859.22</b>	<b>- 643,072.41</b>	<b>- 694,712.87</b>	<b>- 2,155,631.18</b>	<b>- 705,121.13</b>	<b>- 721,127.32</b>	<b>- 761,601.83</b>	<b>- 715,555.10</b>
<b>Net Increase/(decrease) in cash</b>	<b>106,727.28</b>	<b>163,494.23</b>	<b>122,777.47</b>	<b>145,740.56</b>	<b>112,321.59</b>	<b>- 1,346,156.42</b>	<b>106,955.48</b>	<b>165,115.54</b>	<b>147,558.40</b>	<b>218,056.86</b>
<b>Transfer to Reserves</b>										
Building	113,000.00	94,000.00	95,000.00	110,000.00	110,000.00	20,700.00	20,700.00	20,700.00	20,700.00	20,700.00
Employee Leave Entitlements	26,349.31	27,139.79	27,953.98	28,792.60	29,656.38	30,546.07	31,462.45	32,406.32	33,378.51	34,379.87
IT Equipment & Development	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00
Office Furniture	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Plant Replacement	38,750.00	38,750.00	38,750.00	38,750.00	38,750.00	38,750.00	38,750.00	38,750.00	38,750.00	38,750.00
	192,099.31	173,889.79	175,703.98	191,542.60	192,406.38	103,996.07	104,912.45	105,856.32	106,828.51	107,829.87
<b>Transfer from Reserves</b>										
Building						1,485,000.00				
Employee Leave Entitlements										
IT Equipment & Development	17,000.00	12,000.00	15,000.00	2,000.00	12,000.00	12,000.00	17,000.00	10,000.00	7,000.00	12,000.00
Legal Fees										
Office Furniture						20,000.00				
Plant Replacement	70,000.00	-	40,000.00	45,000.00	70,000.00	-	40,000.00	45,000.00	70,000.00	-
	87,000.00	12,000.00	55,000.00	47,000.00	82,000.00	1,517,000.00	57,000.00	55,000.00	77,000.00	12,000.00
<b>Increase/(-Decrease) in Unrestricted Cash</b>	<b>1,627.97</b>	<b>1,604.44</b>	<b>2,073.49</b>	<b>1,197.96</b>	<b>1,915.21</b>	<b>66,847.51</b>	<b>59,043.03</b>	<b>114,259.22</b>	<b>117,729.89</b>	<b>122,226.99</b>





	226,682.80	134,004.60	134,004.60	134,004.60	115,293.28	112,076.60	112,076.60	112,076.60	112,076.60	112,076.60
<b>Transfer from Reserves</b>										
Mobile Library	249,715.00						230,000.00			
	249,715.00	-	-	-	-	-	230,000.00	-	-	-
Increase/(Decrease) in Unrestricted Cash	-	-	0.00	-	0.00	-	0.00	0.00	-	0.00



**RIVERINA REGIONAL LIBRARY**

	DoA 2022-2026	Deed of Agreement 2026-2030				Deed of Agreement 2030-2034				DoA 2034-2038
	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035
<b>INCOME STATEMENT</b>										
<i>Reserve Opening Balances</i>										
<b>RRLAC Reserves</b>										
Building	1,088,000.00	1,201,000.00	1,295,000.00	1,390,000.00	1,500,000.00	1,610,000.00	145,700.00	166,400.00	187,100.00	207,800.00
Employee Leave Entitlements	231,166.11	257,515.42	284,655.20	312,609.18	341,401.78	371,058.16	401,604.23	433,066.68	465,473.00	498,851.52
IT Equipment & Development	49,680.00	44,680.00	44,680.00	41,680.00	51,680.00	51,680.00	51,680.00	46,680.00	48,680.00	53,680.00
Office Furniture	22,000.00	24,000.00	26,000.00	28,000.00	30,000.00	32,000.00	14,000.00	16,000.00	18,000.00	20,000.00
Plant Replacement	52,875.00	21,625.00	60,375.00	59,125.00	52,875.00	21,625.00	60,375.00	59,125.00	52,875.00	21,625.00
Legal Fees	-	-	-	-	-	-	-	-	-	-
Unrestricted Cash	103,069.00	104,696.97	106,301.42	108,374.91	109,572.87	111,488.09	178,335.60	237,378.63	351,637.85	469,367.74
<b>Other Reserves</b>										
Mobile Library	602,140.00	579,107.80	713,112.40	847,117.00	981,121.60	1,096,414.88	1,208,491.48	1,090,568.08	1,202,644.68	1,314,721.28
South West Zone Digital Library	20,240.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<i>Reserve Opening Balance Total</i>	2,169,170.11	2,232,626.19	2,530,125.02	2,786,907.09	3,066,652.26	3,294,267.12	2,060,187.31	2,049,219.39	2,326,411.53	2,586,046.53
<i>Transfer to Reserves</i>										
<b>RRLAC Reserves</b>										
Building	113,000.00	94,000.00	95,000.00	110,000.00	110,000.00	20,700.00	20,700.00	20,700.00	20,700.00	20,700.00
Employee Leave Entitlements	26,349.31	27,139.79	27,953.98	28,792.60	29,656.38	30,546.07	31,462.45	32,406.32	33,378.51	34,379.87
IT Equipment & Development	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00
Office Furniture	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Plant Replacement	38,750.00	38,750.00	38,750.00	38,750.00	38,750.00	38,750.00	38,750.00	38,750.00	38,750.00	38,750.00
Legal Fees	-	-	-	-	-	-	-	-	-	-
Unrestricted Cash	1,627.97	1,604.44	2,073.49	1,197.96	1,915.21	66,847.51	59,043.03	114,259.22	117,729.89	122,226.99
<b>Other Reserves</b>										
Mobile Library	226,682.80	134,004.60	134,004.60	134,004.60	115,293.28	112,076.60	112,076.60	112,076.60	112,076.60	112,076.60
South West Zone Digital Library	-	-	-	-	-	-	-	-	-	-
<i>Transfer To Total</i>	420,410.08	309,498.83	311,782.07	326,745.16	309,614.87	282,920.18	276,032.08	332,192.14	336,635.00	342,133.46
<i>Transfer from Reserves</i>										
<b>RRLAC Reserves</b>										
Building	-	-	-	-	-	1,485,000.00	-	-	-	-
Employee Leave Entitlements	-	-	-	-	-	-	-	-	-	-
IT Equipment & Development	17,000.00	12,000.00	15,000.00	2,000.00	12,000.00	12,000.00	17,000.00	10,000.00	7,000.00	12,000.00
Office Furniture	-	-	-	-	-	20,000.00	-	-	-	-
Plant Replacement	70,000.00	-	40,000.00	45,000.00	70,000.00	-	40,000.00	45,000.00	70,000.00	-
Legal Fees	-	-	-	-	-	-	-	-	-	-
Unrestricted Cash	-	-	-	-	-	-	-	-	-	-
<b>Other Reserves</b>										
Mobile Library	249,715.00	-	-	-	-	-	230,000.00	-	-	-
South West Zone Digital Library	20,239.00	-	-	-	-	-	-	-	-	-
<i>Transfer From Total</i>	356,954.00	12,000.00	55,000.00	47,000.00	82,000.00	1,517,000.00	287,000.00	55,000.00	77,000.00	12,000.00
<i>Reserve Closing Balances</i>										
<b>RRLAC Reserves</b>										
Building	1,201,000.00	1,295,000.00	1,390,000.00	1,500,000.00	1,610,000.00	145,700.00	166,400.00	187,100.00	207,800.00	228,500.00
Employee Leave Entitlements	257,515.42	284,655.20	312,609.18	341,401.78	371,058.16	401,604.23	433,066.68	465,473.00	498,851.52	533,231.38
IT Equipment & Development	44,680.00	44,680.00	41,680.00	51,680.00	51,680.00	51,680.00	46,680.00	48,680.00	53,680.00	53,680.00

Office Furniture	24,000.00	26,000.00	28,000.00	30,000.00	32,000.00	14,000.00	16,000.00	18,000.00	20,000.00	22,000.00
Plant Replacement	21,625.00	60,375.00	59,125.00	52,875.00	21,625.00	60,375.00	59,125.00	52,875.00	21,625.00	60,375.00
Legal Fees	-	-	-	-	-	-	-	-	-	-
Unrestricted Cash	104,696.97	106,301.42	108,374.91	109,572.87	111,488.09	178,335.60	237,378.63	351,637.85	469,367.74	591,594.73
<b>Other Reserves</b>										
Mobile Library	579,107.80	713,112.40	847,117.00	981,121.60	1,096,414.88	1,208,491.48	1,090,568.08	1,202,644.68	1,314,721.28	1,426,797.88
South West Zone Digital Library	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<i>Reserve Closing Balance Total</i>	2,232,626.19	2,530,125.02	2,786,907.09	3,066,652.26	3,294,267.12	2,060,187.31	2,049,219.39	2,326,411.53	2,586,046.53	2,916,179.99