



Management Plan 2016-2017

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CHAIRPERSON'S WELCOME

I am pleased to introduce the 2016-2017 Riverina Regional Library (RRL) Management Plan. This important document aggregates the governance and management documents of the organisation to summarise its service intent.

I was elected to the position of Chairperson of the RRL Advisory Committee in October 2015. Having served as a delegate on the Committee for a number of years, I was delighted to be offered the opportunity to take a lead role in the governance of this exemplary regional organisation.

From its origin in 1978, when 6 Councils (3 of which later combined to form the City of Wagga Wagga) collaborated to form RRL, the organisation has expanded to become the largest and most successful regional library service in NSW. RRL now provides services to 137,845 constituents across 13 member Councils in a geographic area of 47,900 sq km through a network of 18 branch libraries and a mobile library that visits 28 communities.

The success and longevity of RRL demonstrates the capacity for outstanding and productive collaboration between Councils when political, philosophical and financial agreement is reached.

During the turbulent times that the State Government's local government reform agenda has created across NSW, perhaps the RRL model offers some inspiration.

**Councillor Dallas Tout
Chairperson**

EXECUTIVE DIRECTOR'S INTRODUCTION

I am pleased to present the Riverina Regional Library (RRL) Management Plan 2016-2017. This document provides an overview of the service intent of the organisation by aggregating our organisational planning and financial mechanisms.

RRL is the largest regional library service, in terms of participating Councils, in NSW. The organisation includes 13 member Councils in a geographic area of 47,917 sq km, served by a network of 18 branch libraries, 3 deposit stations, and a mobile library that visits 28 communities. The further expansion of RRL on 1 January 2015 to include Bland Shire Council, closely following the admission of 4 additional Council areas on 1 July 2013, demonstrates two things. Firstly, that the focus of RRL in recent years on developing a flexible and scalable organisation has delivered the desired outcome, and secondly, that the success of local government collaboration for effective service delivery is clearly achievable when philosophical and financial agreement; robust planning and reporting; and a sustainable, flexible and scalable operating model are developed and implemented.

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

The RRL Integrated Planning Strategy 2014-2018 (IPS) remains the centrepiece of the Management Plan. It articulates the vision, mission, values and strategic objectives of the organisation, and demonstrates how these aspirations will be achieved through specific actions with measurable outcomes. The IPS is built around the three strategic objectives of Build Capacity; Innovation and Accountability; Create Connections, which acknowledge the focus areas for the expanded organisation. Planning for 2018 and beyond will commence in the coming year, when stakeholders from across the region will be invited to consider which "alternative library futures" will provide the most effective and robust outcomes for the many and varied communities they serve.

RRL will continue to play a leading role in the support and development of the NSW Public Library network during 2016-17 through staff representation on state committees, maintaining its awareness and activism regarding library sector issues, and sharing its experience and knowledge with colleagues.

The ongoing support of RRL member Councils, Advisory Committee and staff provide the organisation with a strong vision and a clear mandate to pursue excellence through inspired planning, embracing change, optimising innovation, and always seeking to improve. The RRL Administration Centre looks forward to working closely with its member Councils and branch libraries during 2016-17 to provide an inspiring range of library spaces, collections, programs and services for the 137,845 constituents across our region.

Robert Knight
Executive Director – Riverina Regional Library

ABOUT THE RIVERINA REGIONAL LIBRARY

The Riverina Regional Library (RRL) is the largest regional library service in NSW in terms of participating member Councils, and the second largest in terms of population served. It provides library services to 137,845 constituents of 13 local government areas, those being the shires of Bland, Coolamon, Cootamundra, Corowa, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana and the City of Wagga Wagga. The service consists of 18 stationary library branches, as well as a mobile library serving a total of 28 communities.

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

RRL has for some years been considered a leader amongst regional libraries. It has participated in a number of statewide projects, been represented on various State Library of New South Wales committees, contributed to the development of policy and other documentation at the State level, and introduced a range of service and technology innovations. RRL has also taken a lead role regionally, and has instigated a number of collaborative training initiatives with other libraries in the South-West Zone as well as acting as a “mentor” for smaller libraries in the Zone.

RIVERINA REGIONAL LIBRARY GOVERNANCE

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

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

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

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

An advisory committee, known as the Riverina Regional Library Advisory Committee, provides advice and recommendations to the Executive Council on matters pertaining to Riverina Regional Library. The Advisory Committee includes 29 representatives from member Councils, as well as the Executive Director. The Advisory Committee has appointed an Executive Committee that meets on an as-required basis to consider complex issues for recommendation to the Advisory Committee.

The Riverina Regional Library Advisory Committee meets twice each year.

RIVERINA REGIONAL LIBRARY DEED OF AGREEMENT

The current Riverina Regional Library Deed of Agreement was adopted in 2012 for a period of 6 years. It was amended in 2013 and 2015 to include additional member Councils.

A copy of the Agreement follows:

RIVERINA REGIONAL LIBRARY

**Deed of Agreement
Between
the Council of the City of Wagga Wagga
and the Councils of the Shires of Bland, Coolamon, Cootamundra, Corowa, Greater Hume,
Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut and Urana
for the Provision of Library & Information Services**

**June 2012
(amended June 2013 and March 2015)**

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

1. RIVERINA REGIONAL LIBRARY SERVICE

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

1.2 The Mission Statement of the RRL shall be:

Creatively connecting people, information and knowledge

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

2. RIVERINA REGIONAL LIBRARY ADVISORY COMMITTEE

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

3. MEMBERSHIP OF THE COMMITTEE

- 3.1 WWCC shall appoint five persons, three of which must be elected members, and each of the other Councils shall appoint two persons, one of which must be an elected member, (hereinafter referred to as delegates) to be members of a committee to be known as the Riverina Regional Library Advisory Committee (hereinafter referred to as "the Committee").
- 3.2 Each Member Council shall appoint one alternate delegate (hereinafter referred to as the alternate delegates) to the Committee to attend in the absence of delegates.
- 3.3 The Member Councils shall appoint their delegates and alternate delegate at the first Council meeting held after the quadrennial Local Government Elections.
- 3.4 Any vacancy occurring in the Committee by death, resignation, disqualification or otherwise, shall be filled by the appointment of a new delegate by the appropriate Council at its next Ordinary Meeting for the remainder of the quadrennial term. A Member Council will notify the Committee in writing of the new member's details.
- 3.5 Each delegate and alternate delegate may be removed from office at any time by the resolution of the appointing Council.
- 3.6 Each Member Council shall indemnify the Executive Council in respect of any liability incurred in relation to each of its appointed members.

4. PROCEEDINGS OF THE COMMITTEE

- 4.1 The Committee shall meet on not less than two occasions each year.
- 4.2 The meeting of the Committee immediately following the appointment of delegates by each of the Member Councils in Local Government election years shall be the meeting for the election of Office Bearers and the Executive Committee for the ensuing twelve months and shall be known as the Annual General Meeting (AGM). The final meeting for the year will be the AGM in years between Local Government elections. The order of business to be conducted shall be as follows:
 - i) Election of Chairperson
 - ii) Election of Deputy Chairperson
 - iii) Election of Executive Committee
 - iv) Any other business that is necessary for the due and proper conduct of the RRL, including receipt of Annual Reports for financial year preceding
 - v) Meeting places for the forthcoming year shall be decided

- 4.3 The election for the Chair, Deputy Chair and Executive Committee will be carried out in accordance with Schedule 7 of the Local Government General Regulation 2005.

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

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

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

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

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

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

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

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

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

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

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

4.7 The Executive Committee, comprising the Chairperson, Deputy Chairperson and four other delegates appointed by the Committee, two of which must be elected members, and two of which must be Council officers together with the Executive Director, shall form a Working Group within the Committee to act on urgent issues as required by the Committee and develop plans and policies for presentation to the Committee.

Business shall not be transacted at any meeting of the Executive Committee unless a majority of members be present.

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

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

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

5. RESPONSIBILITIES OF THE MEMBER COUNCILS

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

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

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

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- 5.4 In planning new buildings for branch libraries or the refurbishment of existing libraries, the Member Councils shall seek the advice of the RRL Executive Director. The RRL Executive Director is to be consulted on all library resourcing matters which relate to the Riverina Regional Library.
- 5.5 Staff required at Branch Libraries shall be employed by the Member Council concerned. Parties to the Agreement agree to confer with the RRL Executive Director on matters concerning employment, conduct, performance, discipline and promotion of staff.
- 5.6 The Member Councils shall determine the opening hours of the Branch Libraries in their areas in consultation with the RRL Executive Director.
- 5.7 Mobile Libraries shall be provided and maintained by the Member Council in whose area the Mobile Library is located. Where a Mobile Library provides services to the communities of more than one Member Council, the Councils, in consultation with the Committee, shall provide, operate and maintain the Mobile Library Service. All costs for the mobile service shall be met by those Member Councils receiving service in proportion to the extent of service provided and agreed to for each Member Council as provided for in the funding formula. Mobile Library timetables will be established by negotiation.
- 5.8 The Member Councils shall make payment in full of quarterly membership contributions, as agreed in the annual RRL budget, on the first days of July, October, January and April of each year.

6. RESPONSIBILITIES OF THE COMMITTEE

- 6.1 To conduct its meetings and business and to ensure its records and accounts are kept in accordance with the provisions of the Local Government Act and Regulations, 1993, the Library Act Section 11 and Regulations, 1939 (as amended), and of this agreement.
- 6.2 To provide annually to member Councils the estimates of expenditure and income for the ensuing year in accordance with the requirements of Section 9.5
- 6.3 To provide member Councils with copies of the Minutes of each meeting of the Library Committee.
- 6.4 To submit to the Councils an annual report which shall include details of the activities of the Library Committee over the preceding twelve months including statistics of book purchases; stock of books and the number of borrowers and of books borrowed; number and type of value added services; an assessment of the quality of service provided within each Member Council; an updated equity statement detailing the equity of each Member Council; and a copy of the audited statement of accounts for the previous year.

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- 6.5 To make recommendations on matters pertaining to the provision of library and information services.
- 6.6 To develop, maintain and monitor the implementation of a RRL Management Plan as required of Councils under the Local Government Act, 1993.
- 6.7 To prepare policy statements on relevant aspects of service for adoption by all Member Councils and periodically review policies as determined by the Committee when adopting the policy in order to improve the provision of library services for residents of the RRL area.
- 6.8 To use its best endeavours to obtain the full benefit of grants and maximum subsidies made available by the Commonwealth, the State and other respective instrumentalities and agencies for Libraries and Library Services.
- 6.9 To co-operate with libraries and library systems in the wider library network on such terms and conditions as may be agreed.
- 6.10 The Committee shall pay rental for the workspace, furniture, fittings, equipment used by Riverina Regional Library Headquarters staff in accommodation provided by the Wagga Wagga City Council. The charge shall be based upon the rental charge contained in the 2012-2013 budget with rate pegging applied as prescribed in the adopted funding formula. This amount to be included as part of the annual budget for the Riverina Regional Library.
- 6.11 To pay to the Executive Council each year an administration fee to compensate for the accounting, financial, human resources, fleet management and any other agreed functions performed by the Executive Council. This amount to be included as part of the annual budget for the Riverina Regional Library.
- 6.12 To pay all expenses of, and incidental to, the management and provision of library services and the insurance, maintenance, repair, replacement and operating costs of assets owned by the member councils and managed on their behalf by the Executive Council, but not including library building, fittings and furnishing costs as defined in Section 5 and in default of the Library Committee so doing, the Executive Council shall demand and receive reimbursement.
- With regard to insurance under this Section, the Committee shall be responsible for meeting the costs of insuring:
- collection of the Riverina Regional Library
 - mobile library and collections
 - library management system and RFID hardware and software at branches and regional headquarters
 - motor vehicles used by regional headquarters staff
 - regional headquarters public liability and professional indemnity

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

7. RESPONSIBILITIES OF THE EXECUTIVE COUNCIL

The appointment of the Executive Council shall be for a period of six years for the period June 2012 to June 2018. Thereafter, the appointment of the Executive Council shall be for a period of four years, to be determined by the Committee at its AGM for that year.

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

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

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

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

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

- 7.2 The keeping and auditing of all records and accounts in accordance with the provision of all Acts, regulations and by-laws.
- 7.3 The preparation of agendas and business papers for Committee meetings, the keeping of minutes of the meetings and the implementation of all decisions of the Committee.
- 7.4 The lodgement of all accountability documents and the signing of all contracts relating to the library service as required by law on decision of the Committee.
- 7.5 The employment conditions of RRL Headquarters staff.
- 7.6 The maintenance of all vehicles owned on behalf of the Committee.

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

8. RIVERINA REGIONAL LIBRARY MANAGEMENT AND ADMINISTRATION

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

8.2.1 The RRL Executive Director shall be a qualified Librarian in accordance with the provisions set by the Australian Library and Information Association.

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

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

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

9. MANAGEMENT PLAN

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

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

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

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

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- 9.4 The amount to be contributed to the RRL by each Member Council during each financial year shall be the amount specified in the Riverina Regional Library's adopted annual Management Plan as the contribution of that Member Council.
- 9.5 An agreed formula shall be used to determine the budget contribution for each Member Council which shall be predicated on a per capita contribution by member Councils according to the most recent ABS census data available. The formula (attached as Appendix One) shall be reviewed and adopted annually by the Committee.
- 9.6 Should the Committee determine the budget contribution for Member Councils involves an increase above the rate pegging limit in any year, adoption will require the unanimous approval of Member Councils.
- 9.7 In addition to the contributions payable under this Section, a Member Council shall be responsible for the Riverina Regional Library's costs in providing any additional service or resource requested by that Member Council. These costs are to be paid within thirty days of the Member Council receiving an invoice from the RRL for the provision of such service or resources.
- 9.8 In the event that the proposed annual RRL Management Plan does not obtain the unanimous approval of the Member Councils the matter shall be referred back to the Committee for review and subsequently may be adopted in its original or amended form by a majority of members of the Committee. In this event contributions by member councils shall be the amounts specified as per Section 9.5 and Appendix One. In the event of the proposed annual RRL Management Plan not obtaining a majority approval the matter will be referred to the Executive Council for resolution and the resolution will be no more than the amounts specified as per Section 9.5 and Appendix One. The adoption of the annual RRL Management Plan is binding on all Member Councils.
- 9.9 Each Member Council's financial contribution to the RRL shall be paid in quarterly instalments on the first days of July, October, January and April of each year.
- 9.10 Any Member Council may make a contribution to the RRL above the adopted contribution in any one year.

10. ASSETS

- 10.1 All Library materials, equipment and other assets held by the Committee on behalf of the Member Councils prior to the execution and following the execution of this agreement shall be held by the Executive Council on behalf of Member Councils until termination of this agreement.
- 10.2 The Executive Director shall maintain a current register of the assets provided for the use of the RRL by Councils. The register will record which Member Council owns the registered asset. The Assets Register will be tabled at the Committee's Annual General Meeting.

- 10.3 Member Councils, unless otherwise agreed to, are to give a minimum of two years notice in writing of its intention to withdraw assets from the use of the RRL.
- 10.4 The Executive Council shall be responsible for the maintenance, repair, replacement and operating costs of assets owned by the Executive Council on behalf of the RRL. The costs will be budgeted for and borne by the RRL.
- 10.5 Member Councils shall, unless otherwise agreed to by all Member Councils, be responsible for the maintenance, repair, replacement and operating costs of assets owned by the respective Councils and provided for the use of the RRL.

11. ENTRY AND EXIT OF PARTIES

- 11.1 A Council which is not a party to this Agreement may, by supplementary agreement with the Member Councils, be admitted as a party to this Agreement and subject to the provisions of the supplementary agreement, shall have the same rights, duties and obligations of the Councils under this Agreement. The amount payable by the new Council for admission to membership in the RRL shall be as recommended by the Committee and resolved by the Executive Council. Consideration for membership to RRL will only be given to Councils that consider Wagga Wagga as their natural catchment for business, social, cultural, recreational, and health services.
- 11.2 A Member Council may withdraw from this Agreement having given not less than two years' notice in writing to the Executive Director of its intention. The final date for providing notice of withdrawal from this Agreement is two years prior to the expiry of the Agreement.
- 11.3 A Member Council which has given notice under Section 11.2 must, unless otherwise agreed to by all Member Councils, withdraw from this Agreement on 30 June in any year.
- 11.4 A Member Council which withdraws from this Agreement shall be entitled to:
- 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 date of its withdrawal from the Agreement, less an agreed amount which represents the administration costs to RRL of the withdrawal

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- 11.5 The portion of unrestricted funds to which a Member Council is entitled:
- i) Shall be calculated according to the value of the unrestricted funds as disclosed by the relevant audited financial statements
 - ii) Shall be in the same proportion as its financial contribution to the RRL bears to all the Member Councils' financial contributions to the RRL over the five-year period prior to exit date, or since joining the RRL if the period is less than five years
 - iii) Will be taken as a cash payment.
- 11.6 A Member Council which withdraws from this Agreement shall be liable for a portion of the liabilities, including contingent liabilities, of the RRL as at the date of its withdrawal from the Agreement.
- 11.7 The portion of the liabilities and contingent liabilities to which a Member Council is liable:
- i) Shall be calculated according to the liabilities and contingent liabilities as disclosed by the relevant audited financial statements and reports, and any notes attached to them; and
 - ii) Shall be in the same proportion as its financial contribution to the RRL bears to all the Member Councils' financial contributions to the RRL over the previous five-year period or since joining the RRL if less than five years.
- 11.8 It is agreed by all Member Councils that the decision of the group comprising the Chairperson of the Committee the RRL Executive Director and a delegate from the withdrawing Council, shall be final and binding in respect of calculating the unrestricted funds and liabilities of the Committee at any time and of the books, computer and RFID hardware, and cash to be apportioned or paid to a Member Council upon termination, withdrawal or expulsion pursuant to this Agreement.
- 11.9 All Member Councils agree that there shall be a right of appeal in respect of any such decision with the Library Council of New South Wales to act as arbitrator in any dispute regarding the allocation of assets to Regional Libraries on the exit of a Member Council.

12. DISPUTE RESOLUTION

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

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

13. DISSOLUTION

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

13.2 If the RRL is dissolved under this Section:

- i) Each Member Council shall be entitled to a portion of the Riverina Regional Library's assets calculated according to its proportion of financial contribution and assets recorded in the Assets Register. Distribution of assets shall be determined as follows:
 - a) Each Member Council shall be entitled to retain the computer and RFID hardware at the library premises within their local authority area.
 - b) Each Member Council shall be entitled to retain the current collection of books and other library resource materials at the library premises within their local authority area. Items on loan to other libraries should be returned to the home branch.
 - c) The software licences used by the libraries within a Member Council's area should be retained by that Member Council, or assigned to that Member Council for the remainder of the period for which software licences are paid
 - d) The Mobile Library is to be sold at public auction and the proceeds of the sale be distributed between the Member Councils who use the mobile library on the same basis that they contributed to it.
 - e) Any motor vehicles owned by the RRL are to be sold at auction and the proceeds of the sale distributed to the Member Councils in accordance with their per capita contribution to RRL at the time of dissolution.
 - f) The remaining tangible property (not dealt with above) which is held by the Executive Council on behalf of the member Councils of the RRL shall be distributed to the relevant Member Councils as listed in the Asset Register

- g) If there are any funds left over after all liabilities have been met by the Executive Council in relation to the RRL, then these funds should be distributed to the Member Councils in the same proportion as their financial contribution to the RRL, over the previous five-year period or since joining the RRL if less than five years.
- ii) Each Member Council shall be liable for a portion of the liabilities and contingent liabilities of the RRL in the same proportion as its financial contribution to the RRL over the duration of this agreement.

14. EXPULSION OF A MEMBER COUNCIL

- 14.1 Upon the passing of a recommendation having the support of the delegates of a majority of the Committee for the expulsion from the Agreement of a Member Council, and after opportunity accorded to the delegates of that Member Council to be heard and or make written submissions to the Committee prior to such a resolution being made, then such Council shall be expelled from the Committee and from the benefits of this Agreement to take effect on 30 June in the following calendar year after notification by the Executive Council.
- 14.2 In such case the expelled Council shall be entitled to:
 - 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) at the date of expulsion and after provision for payment thereof of all the liabilities of the Committee as prescribed in Section 11 of this Agreement.

15. STANDARDS OF SERVICE

- 15.1 The standard of library service to be provided shall be reviewed annually, particularly with regard to expenditures on library resources and staff, with a view to raising the standard by stages towards a target level determined in the approved Management Plan.
- 15.2 Specific Service Level Agreements will be maintained with each Member Council to ensure services are being provisioned to the agreed standards and targets. These Agreements will include collection development, collection management, provision of information services, technical services and systems development, training programs and the provision of library programs.

16. CURRENCY OF AGREEMENT

- 16.1 This agreement shall continue in force for a period of six (6) years from the date of signing unless dissolved in accordance with Clause 13.
- 16.2 This Agreement supersedes in all respects all preceding agreements relating to the provision of library services between the City of Wagga Wagga and the Councils of the Shires of Coolamon, Cootamundra, Greater Hume, Gundagai, Lockhart, Junee, Temora and Tumut.
- 16.3 In the event of any amalgamations the Executive Council, in consultation with the Committee, will review the Agreement and provide a report recommending necessary actions for the continuance of the Riverina Regional Library.

17. ELIGIBILITY FOR STATE SUBSIDY PAYMENTS

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

18. REVIEW OF AGREEMENT

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

19. OTHER

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

APPENDIX ONE

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

- i) The base contribution for this agreement will be the adopted 2012-2013 RRL budget.
- ii) The WWCC will pay the first \$100,000 of RRL operational costs each year in recognition of its status and benefits received as the Executive Council, and will continue such while ever it holds the position of Executive Council. The amount of \$100,000 will be indexed to rate pegging each financial year commencing 2008-2009.
- iii) Adequate provision shall be made for replacement of IT equipment and Mobile Library vehicles through annual contribution to reserves.
- iv) The funding provided for Riverina Regional Library Headquarters staffing in year one of the Agreement shall not be less than the amount allocated in the adopted 2012-2013 budget. Annual adjustments to actual employment costs of RRL Headquarters staff shall be applied as prescribed in the funding formula. Any proposed variations to the adopted RRL organisational structure shall be endorsed by the RRL Advisory Committee and administered by the Executive Council.
- v) 100% provision for employee entitlements (excluding sick leave) of RRL Headquarters staff for the period of this agreement will be held in reserve.
- vii) Increases in contributions for operational, reserves and resourcing costs shall be based on annual rate pegging increases, unless varied by Section 9.6.
- viii) Increases in contributions for employee costs will be based on actual costs.
- ix) Total expenditure on collection resources in the adopted 2012-2013 budget will be the base amount for future rate pegging adjustments for collection resources expenditure.
- x) Any increase will apply to the per capita contribution in order to reflect population variances between Member Councils.
- xi) Mobile Library costs will be shared amongst Councils receiving mobile library services based on an hours of service calculation.
- xii) Member Councils shall pay the required contribution to the RRL and retain all grants other than specific RRL grants.

OUR VALUES

The Riverina Regional Library has adopted the following values as part of its 2014-2018 Integrated Planning Strategy:

Respect for people, ideas and knowledge

Commitment to fostering learning communities

Integrity, equity and quality of service

OUR PEOPLE

The RRL Administration Centre is staffed by 17 staff members for a combined total of 14.2 full-time equivalent (FTE) staff. Of these, 2.4 FTE staff undertake their work outside the RRL Administration Centre on the Mobile Library and Internal Delivery Service.

The remaining 11.8 FTE staff members provide a broad range of centralised library services to the 19 libraries across the RRL network in the areas of:

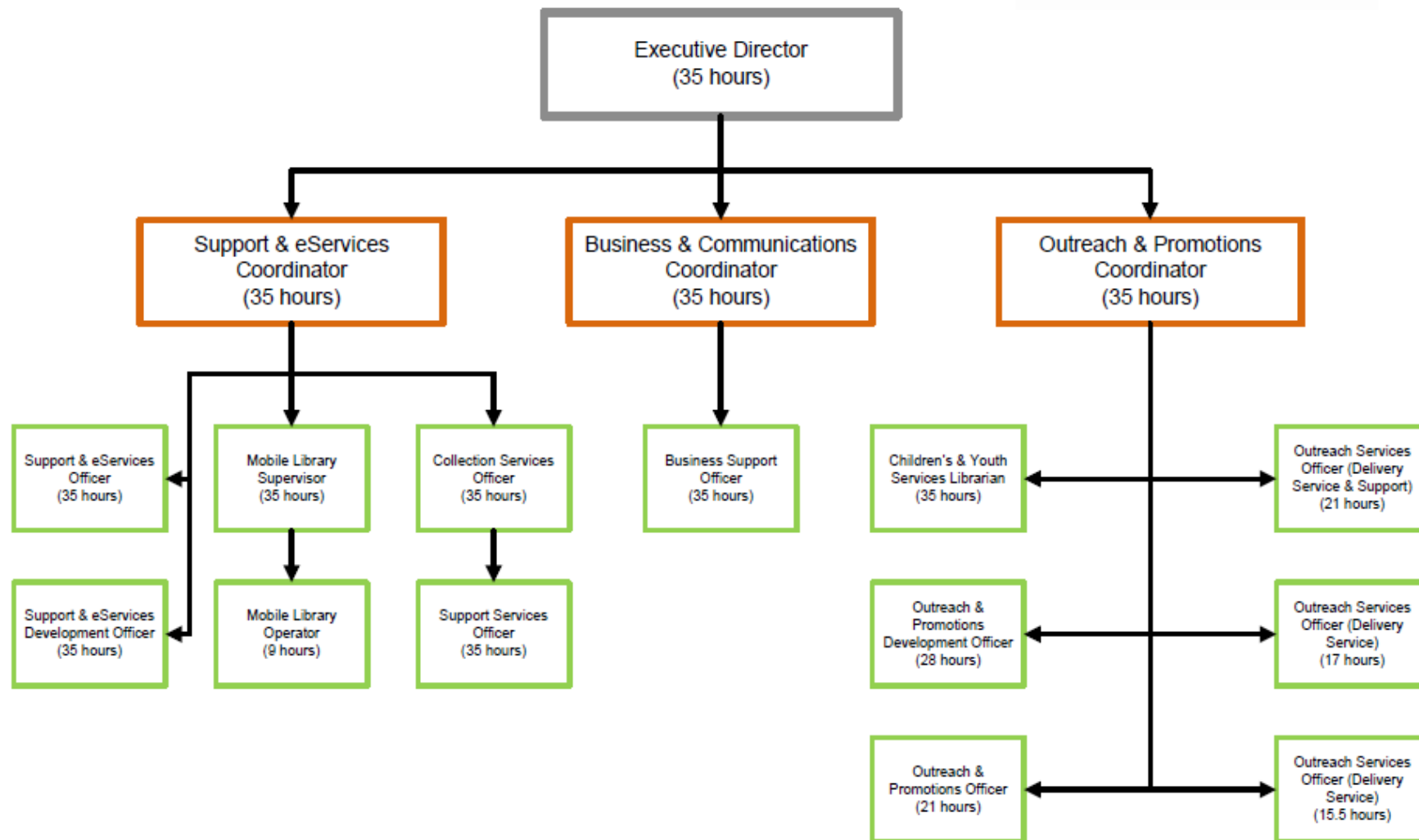
- Administration and Governance
- Collection Services
- Information Services
- eLibrary and IT Services
- Outreach programs and promotions
- Mobile library services

Service provision is split across three divisions:

<p>Business & Communications Division, which undertakes:</p> <ul style="list-style-type: none"> • Support for the office of the RRL Executive Director • Support of the RRL Advisory Committee • General administrative services • Development and maintenance of policy and strategy • Development and monitoring of budgets 	<p>Outreach & Promotions Division, which undertakes:</p> <ul style="list-style-type: none"> • Information Services • Community Learning, Programs and Promotions • Internal Delivery Service • Mobile Library Services (applies to participating councils) 	<p>Support & eService Division, which undertakes:</p> <ul style="list-style-type: none"> • IT Services • eLibrary Services • Collection Services • Mobile Library Services
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The RRL organisational structure is reviewed annually to ensure that it includes the range of positions that are required to meet the changing demands of a dynamic organisation.

RIVERINA REGIONAL LIBRARY ORGANISATIONAL CHART June 2015



OUR STRATEGIC DIRECTION

The development of the Riverina Regional Library Integrated Planning Strategy 2014-2018 saw a change of focus for RRL. Whilst the strategy continues to respond to the RRL Collections to Clients strategy, which changes the focus of library operations from the traditional collection orientation to customer service outcomes, it has a clear focus on strengthening capacity for our branch libraries and their communities. In addition, the strategy addresses, insofar as possible, the changing environment for public library spaces, collections and services.

The document is underpinned by robust planning mechanisms and incremental process improvements that have been achieved since 2005, enabling the 2014-2018 strategy to have a developmental focus.

The Integrated Planning Strategy 2014-2018 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***
- ***Innovation and Accountability***
- ***Create Connections***

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

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

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

The Riverina Regional Library Integrated Planning Strategy 2014-2018 is included on the pages following.

RIVERINA REGIONAL LIBRARY INTEGRATED PLANNING STRATEGY 2014-2018

Our Vision

Inspiring people, engaging communities, enriching lives

Our Mission

Creatively connecting people, information and knowledge

Our Values

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

Riverina Regional Library Strategy Map

Our Strategic Priorities:

Build Capacity	Innovation and Accountability	Create Connections
Optimise our physical and virtual spaces	Optimise existing and emerging technologies	Establish and maintain partnerships and strategic alliances
Establish an enabled workforce through the development of skills, leadership and advocacy	Follow a philosophy of “Plan, Do, Review and Report”	Develop programs, collections and services that strengthen communities
Maximise funding models and opportunities	Foster a culture of innovative thinking	Foster a community learning culture

Strategic priorities of the Riverina Regional Library Integrated Planning Strategy have been developed with a view to aligning with and complementing the Integrated Planning and Reporting systems of member Councils.

Riverina Regional Library Management Plan 2016-2017

Strategic Priority: Build Capacity

OUTCOMES	OBJECTIVES	ACTIVITIES	TIMEFRAME	PERFORMANCE INDICATOR
Optimise our physical and virtual spaces	Content and services are available to branches and the community when, where and how they are wanted	Investigate developments and options for a universal digital platform for RRL eResources	Ongoing – reported quarterly	Appropriate options investigated
		Raise awareness of staff at all branch libraries of emerging trends in library fitout, re-design and usage patterns	Ongoing – reported annually in June	Report provided annually at Branch Meeting/ Training Day
	Provide support to RRL member Councils in the development of new, refurbished and refreshed Library building and renovation projects	Provide advice and assistance with grant applications and best practice standards	Ongoing – reported annually in June	Advice and assistance provided as required
		Guide branch staff in the creating and maintaining of welcoming and functional spaces that encourage the use of the library	Ongoing – reported annually in December	Advice provided for the creation and maintenance of welcoming and functional spaces
	Establish and maintain a relevant safe and responsible online presence	Maintain a website that is engaging, up-to-date, and rich in content	Ongoing – reported quarterly	Website is maintained and up to date
		Support the application of social media tools across the region	Ongoing – reported quarterly	Training in the use of social media tools and content is provided to branch staff
		Build skills in smart, safe and responsible use of technology for library staff and customers	Ongoing – reported Quarterly	Training for staff and programs for library customers developed and delivered
	Provide and maintain an accessible and responsible mobile library service to participating Councils	Undertake an annual review of mobile library service requirements with participating Councils	Ongoing – reported annually in March	Annual review undertaken and reported

Riverina Regional Library Management Plan 2016-2017

		Review and maintain RRL social media and website for the RRL and the mobile libraries	Ongoing – reported quarterly	Social media and RRL website kept up to date with latest information
	Aim to meet the Standards & Guidelines for Australian Public Libraries baseline library visitation target (5.2 per capita per annum)	Provide a statistical analysis of RRL branch library visitation in relation to the Australian Public Libraries baseline library target	Ongoing – reported annually in June	Report on RRL branch library visitation statistics.
Establish an enabled workforce through the development of skills, leadership, advocacy	Provide branch libraries with tools and training to attract, manage and retain volunteers.	Develop a volunteer package for RRL branch libraries	30 June 2015	Volunteer package developed and delivered to branch staff
	Ensure an organisation structure that meets changing needs	Review organisational structure annually to ensure alignment with changing needs	Ongoing – reported annually in March	Annual organisational structure review undertaken
	Build succession planning into the annual staff Individual Performance & Development Plan (IPDP) process to support the development of future leaders	Staff IPDPs include succession planning and documenting of processes as actions	Ongoing – reported annually in September	All staff IPDP's include succession planning and documenting of processes as actions
	Involve staff in library sector advocacy through participation in external library and other-sector forums	Opportunities are provided for staff to participate in external and other sector forums	Ongoing – reported quarterly	Staff attend and participate in external and other sector forums as appropriate
Maximise funding models and opportunities	Ensure that the internal funding model is robust and that external funding is optimised	Identify grant opportunities and apply for funding as appropriate	Ongoing – reported annually in December	Grant opportunities are identified and applied for as appropriate
		Continue to lobby for improved library funding from the State Government	Ongoing – reported quarterly	Lobbying for improved funding from the State Government is undertaken
		Apply, maintain and review the RRL funding model	Ongoing – reported annually in March	RRL funding model reviewed

Riverina Regional Library Management Plan 2016-2017

Strategic Priority: Innovation and Accountability

Optimise existing and emerging technologies	Support the safe and responsible implementation of new technologies at branch libraries	Research, review and apply emerging library technology innovations as appropriate	Ongoing – reported quarterly	Library technology innovations researched, reviewed and applied as appropriate
		Explore new and emerging technologies for program delivery at branch libraries	Ongoing – reported quarterly	Online programs are offered to branch libraries
	Maximise the capability of critical technology platforms including Libero and RFID	Promote the strategy for maximising the use of self loan stations at RRL branches	Ongoing – reported quarterly	The strategy is promoted and statistical data is assessed to identify usage trends
		Provide statistical analysis of SMS, eMessaging and RFID applications	Ongoing – reported quarterly	Produce quarterly SMS, eMessaging and RFID statistical reports
Plan, Do, Review and Report	Ensure required planning and reporting mechanisms are in place	Review Service Level Agreements with member Councils and RRL Integrated Planning Strategy annually	Ongoing – reported annually in March	Annual review of Service Level Agreements and Integrated Planning Strategy conducted
		Administer quarterly Service Level Agreement and RRL Integrated Planning Strategy reporting through Performance Planning	Ongoing – reported quarterly	Quarterly Service Level Agreement and RRL Integrated Planning Strategy reports developed and circulated no more than 6 weeks after the reporting period
		Compile comprehensive quarterly statistics of library activity at RRL branches	Ongoing – reported quarterly	Quarterly statistics of library activity at RRL branches compiled no more than 6 weeks after the end of each quarter
		Compile annual statistics of collection profile and usage at RRL branches	Ongoing – reported annually in September	Statistics of collection profile and usage at RRL branches reported annually
		Compile and distribute a financial year Annual Report	Ongoing – reported annually in December	Annual reported prepared and distributed
	Comply with Work Health Safety requirements	Conduct and report on quarterly workplace inspections for RRL Headquarters and mobile libraries	Ongoing – reported quarterly	Quarterly workplace inspections conducted and reported

Riverina Regional Library Management Plan 2016-2017

		Participate in a biennial external customer perceptions survey	Biennially (2014, 2016, 2018)	External customer perceptions survey conducted; results collated and distributed
		Review RRL policies annually	Ongoing – reported annually in December	Annual policy review undertaken
Foster a culture of innovative thinking	Apply and maintain a continuous improvement approach	RRL Headquarters staff incorporate continuous improvement thinking to all aspects of their work. Continuous improvement outcomes documented at monthly staff meetings and reported quarterly	Ongoing – reported quarterly	Continuous improvement outcomes reported
	Promote innovation to the RRL Advisory Committee and branch libraries	The Advisory Committee and branch libraries are informed of emerging trends in library services and their benefits to RRL and communities	Ongoing – reported quarterly	Report to the RRL Advisory Committee, newsletter to branches and portal updates
Strategic Priority: Create Connections				
Establish and maintain partnerships and strategic alliances	Develop partnership skills for staff at branch libraries	Train branch staff in partnership development	Ongoing – reported annually in June	Partnership training provided to all branch staff
	Assess library sector partnerships and alliances	Review implications for RRL associated with the NSW Local Government sector Fit For Future Program	September 2014	Provide report to the October 2014 meeting of the RRL Advisory Committee
Develop programs, collections and services that strengthen communities	Maximise accessibility to digital collections	Evaluate and expand RRL digital content	Ongoing – reported quarterly	Digital content of the RRL collection evaluated and expanded
	Review and maintain collection management processes	Review the Collection Development Policy annually	Ongoing – reported annually in December	Collection Development Policy reviewed

Riverina Regional Library Management Plan 2016-2017

		Review performance of strategic procurement process	Ongoing – reported quarterly	Supplier performance evaluated and reported
	Aim to meet the Standards & Guidelines for Australian Public Libraries baseline target for per capita expenditure on collections (\$5.34)	Provide a statistical analysis of RRL per capita expenditure for collections in relation to the Australian Public Libraries baseline target	Ongoing – reported annually in June	Report on RRL per capita expenditure for collections
	Ensure a system of relevant program development and delivery to branch libraries is in place	Provide a suite of annual programs for delivery at branch libraries	Ongoing – reported annually in March	Annual program calendar provided to branch libraries
		Coordinate visiting authors, presenters and exhibitions to tour branch libraries	Ongoing – reported Quarterly	Visiting authors, presenters and exhibitions coordinated.
Foster a community learning culture	Establish our libraries as community hubs	Promote branch libraries for use by community groups	Ongoing – reported quarterly	Community groups use branch libraries
	Use our libraries to foster life-long learning	Promote areas of the collection to branch staff for community learning	Ongoing – reported quarterly	Provide targeted lists of resources for display during events
		All programs have a learning, literacy or leisure focus	Ongoing – reported quarterly	Provide targeted programs to branch libraries
		Maximise the RRL Book Club program and investigate the possibility of developing further self-managed programs.	Ongoing –reported annually in March	Provide RRL Book Club statistics and update on emerging self-managed programs
	Aim to meet the Standards & Guidelines for Australian Public Libraries baseline library membership target (45% of the population)	Provide a statistical analysis of RRL membership in relation to the Australian Public Libraries baseline target	Ongoing – reported annually in June	Report on RRL membership

OUR SUSTAINABILITY PRINCIPLES

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

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

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

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

What We Do

The RRL Administration Centre provides centralised library services in 6 areas:

- Administration and Governance
- Collection Services
- Information Services
- eLibrary and IT Services
- Outreach programs and promotions
- Mobile library services

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

Sustainability Focus

The RRL model is developed on 6 sustainability principles:

- ***We know our business***
 - *Clarity of purpose*
 - *Understanding the critical success factors of our business*
 - *6 areas of service provision*
 - *Deed of Agreement & Service Level Agreements*

- **We focus on the end game**
 - *Collections to Clients strategy (refocuses energy on client outcomes)*
 - *Enabled organisational structure*
 - *Measure customer satisfaction and act on improvements (71%-100% in 5 years)*

- **We plan, do, review and improve**
 - *Integrated Planning Strategy (includes links to staff performance plans)*
 - *Reporting on KPIs*
 - *Continuous improvement focus*
 - *Acknowledge and celebrate success*

- **We optimise technology**
 - *Maximise technology capability (LMS, RFID, eResources)*
 - *Review and implement new technology as appropriate and possible*

- **We are innovative and brave**
 - *Anticipate and embrace change*
 - *Focus on continuous improvement and make improvement our priority*
 - *Solution focussed*
 - *Change managers, not change followers*
 - *Flexible and scalable service model*

- **We build trust, confidence and reputation**
 - *Inbuilt financial certainty for member Councils*
 - *We gain confidence by delivering what we say we will*
 - *We work hard to establish and maintain political trust*
 - *We are inclusive and transparent*
 - *Our staff are our ambassadors*
 - *We contribute to improvement of the library sector*
 - *We have a strong brand and we use it*

SERVICE LEVEL AGREEMENTS

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

Since their introduction in 2006-07, SLAs have proven to be a valuable tool to quantify and measure those services that can be quantified and measured. Progress is reported to member Councils on a quarterly report using Performance Planning software. A sample Service Level Agreement for *Provision of Library Services by Riverina Regional Library Central Library to a Riverina Regional Library Member Council* during 2016-17 appears on the pages following.

SERVICE LEVEL AGREEMENT 2016-2017

for

PROVISION OF LIBRARY SERVICES

by

RIVERINA REGIONAL LIBRARY

to

MEMBER COUNCIL

(Revised January 2016)

Policy Framework

1. Legislative Framework

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

2. Riverina Regional Library Governance

The Riverina Regional Library is administered under a Deed of Agreement (2012-2018) between the Wagga Wagga City Council and the Councils of the Shires of Bland, Coolamon, Cootamundra, Corowa, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut and Urana. The Agreement has been updated twice since 2012 to reflect the admission of additional member Councils in 2013 and 2015. The Agreement prescribes governance and management processes, responsibilities of members and financial arrangements.

3. Service Level Agreement Objectives

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

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

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

4. Service Level Agreement Reporting

Riverina Regional Library will report quarterly (in January, April, August and October) on SLA outcomes using the Performance Planning automated reporting system. Quarterly SLA reports will be emailed to General Managers of each member Council as well as to members of the Riverina Regional Library Advisory Committee.

5. Service Level Agreement Agreed Principles

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

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

6. Responsibilities of Riverina Regional Library (RRL)

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

7. Responsibilities of Riverina Regional Library Member Councils

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

8. Agreement

The undersigned representatives of Member 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 2016 – 30 June 2017.

Signed: _____
General Manager
Member Shire Council

Date: _____

Signed: _____
Robert Knight
Executive Director
Riverina Regional Library

Date: _____

Riverina Regional Library Service Level Agreements

Service Levels

1. Business and Communications Division

The Business and Communications Division undertakes the general management and administration of Riverina Regional Library.

Business and Communications services are provided as follows:

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

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

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

Service	Performance Indicator
Provide a written report to the 2 meetings of the RRL Advisory Committee each year	<ul style="list-style-type: none"> ▪ Timely, quality, advice with no significant oversights
Present an annual budget and member Council contribution advice to the first RRL Advisory Committee meeting each year	<ul style="list-style-type: none"> ▪ Annual budget and contribution advice presented at first RRL Advisory Committee meeting each year

Riverina Regional Library Management Plan 2016-2017

Progress on RRL Integrated Planning Strategy reported on a quarterly basis to member Councils	<ul style="list-style-type: none"> ▪ Progress on RRL Integrated Planning Strategy reported to member Councils in January, April, July, and October
Progress on RRL Service Level Agreements reported on a quarterly basis to member Councils	<ul style="list-style-type: none"> ▪ Progress on RRL Service Level Agreements reported to member Councils in January, April, July, and October
Branch visits	<ul style="list-style-type: none"> ▪ A minimum of 4 visits conducted by RRL Staff to each Council area per annum

2. Outreach and Promotions Division

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

- Information Services
- Community Learning, Programs and Promotions
- Internal Delivery Service
- Mobile Library Services (applies to participating councils)

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

- For each Adult or Family program presented by RRL staff, library staff will present one follow up program

2.1 Information Services

Information Services are provided as follows:

- Facilitating physical access to information services
- Facilitating remote access to information services
- Building and maintaining information collections
- Developing information services skills for all RRL staff appropriate to the needs of their clients

Riverina Regional Library Management Plan 2016-2017

Service	Performance Indicator
Inter library loans (ILL)	<ul style="list-style-type: none"> ▪ Requests from external libraries are responded to by RRL Central Staff within four working days of receipt as outlined in Australian Library & Information Association's (ALIA) ILL National Code
Branch information requests	<ul style="list-style-type: none"> ▪ 90% of enquiries responded to within 48 hours
Information Services staff training	<ul style="list-style-type: none"> ▪ Not less than one Information Services staff training course offered to branch staff per annum

2.2 **Community Learning, Programs and Promotions**

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

- Children's and youth programs and services
- Adult and family programs and services
- Media liaison / media releases
- Co-ordination of internal training programs
- Co-ordination of public training programs
- Development of internal exhibitions and displays
- Co-ordination of external exhibitions and displays
- Co-ordination of book launches and other events

Service	Performance Indicator
40 x children's storytime packs per year	<ul style="list-style-type: none"> ▪ 40 x children's storytime packs delivered ▪ Evaluation forms indicate suitability of packs
4 x children's programs per year, including one program presented or sourced by RRL Headquarters staff	<ul style="list-style-type: none"> ▪ 4 x children's programs delivered ▪ Evaluation forms indicate suitability of programs

Riverina Regional Library Management Plan 2016-2017

1 x storytime session presented in the Member Council LGA by RRL Headquarters staff per year	<ul style="list-style-type: none"> ▪ 1 x storytime session ▪ Evaluation forms indicate suitability of sessions
4 x adult/family programs per year, including one program either presented or sourced by RRL Headquarters staff	<ul style="list-style-type: none"> ▪ 4 x adult/family programs delivered ▪ Evaluation forms indicate suitability of sessions

2.3 Internal Delivery Service

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

The delivery schedule is as follows:

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

Service	Performance Indicator
Provide and maintain RRL internal delivery service vehicle	<ul style="list-style-type: none"> ▪ Internal delivery service vehicle is serviced at prescribed intervals
RRL internal delivery service is provided in accordance with prescribed delivery schedule	<ul style="list-style-type: none"> ▪ Internal delivery service adheres to prescribed schedule, with no more than 5% downtime

3. Support and eServices Division

The Support and eServices Division provides the support and eServices functions of Riverina Regional Library. Service provision is divided into the areas of:

- IT Services
- eLibrary Services
- Collection Services
- Mobile Library Services (applies to participating councils)

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

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

3.1 Information Technology Services

Information Technology (I.T.) staff support library service provision across the region through the supply and maintenance of I.T. hardware and software to operate the Libero library management system LMS, and by coordinating support issues relating to RFID hardware and software. It should be noted that RRL provides I.T. services and equipment to support the LMS only. Provision and maintenance of additional public access and/or library staff computers and associated support including virus protection on local & onsite RRL PC's is the responsibility of each member Council.

Riverina Regional Library Management Plan 2016-2017

Service	Performance Indicator
Library Management System (LMS) hardware provided for Member Shire Library (allocated according to I.T. Services Technology Plan)	<ul style="list-style-type: none"> ▪ LMS hardware provided and maintained in accordance with I.T. Services Technology Plan
Library Management System (LMS) licensing provided as required. (allocated according to I.T. Services Technology Plan)	<ul style="list-style-type: none"> ▪ LMS licences provided in accordance with I.T. Services Technology Plan
Library Management System (LMS) hardware and software support enquiries response time	<ul style="list-style-type: none"> ▪ LMS support enquiries will be responded to within 60 minutes of receiving a phone call and 90% of issues will be addressed within 2 working days
RFID hardware and software support enquiries	<ul style="list-style-type: none"> ▪ RFID support enquiries will be responded to within 60 minutes of receiving a phone call and 90% of issues will be addressed within 2 working days
I.T. training and onsite support	<ul style="list-style-type: none"> ▪ Support and instruction provided across library management system applications ▪ Onsite support as required
Procedural guides	<ul style="list-style-type: none"> ▪ Procedural guides will be provided and maintained in an electronic format
LMS Stationery & Consumables	<ul style="list-style-type: none"> ▪ Orders for LMS stationery and consumables will be supplied on next scheduled internal delivery service if held at RRL Headquarters, or will be ordered immediately and dispatched on arrival.
LMS Reports	<ul style="list-style-type: none"> ▪ Requests for LMS reports will be addressed within 5 working days providing raw data & table mapping exists

3.2 Collection Services

Collection Services are provided as follows:

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

Service	Performance Indicator
Shelf-ready provision of collection items funded from the RRL collection resources budget: <ul style="list-style-type: none"> • Provided through the strategic procurement of collections process 	<ul style="list-style-type: none"> ▪ Supplier KPIs are achieved
Shelf-ready processing of collection items not funded from the RRL collection resources budget: <ul style="list-style-type: none"> • No charge for processing of donations equaling up to 20% of total number of new items allocated in the previous year • The following schedule of shelf-ready processing fees is applied to donations beyond the SLA threshold (see Note 1 below) and to any other externally funded collection items that are processed by RRL (see Note 2 below): Book items: \$7.50 (inc GST) Non-book items: \$9.50 (inc GST) 	<ul style="list-style-type: none"> ▪ 80% of donations processed within 8 weeks of receipt ▪ Externally funded collection items processed within 8 weeks of receipt ▪ Processing of externally funded collection purchases adhere to the guidelines set out in Section 5 of the Strategic Procurement Procedures documents

Note 1 – there is a cost attached to processing donated items, and all member libraries must be judicious about which donated items are added to the library collection. In order to control this area of cost, the amount of donated material that will be processed at no charge is limited to 20% of the new items acquired (on average) by each library in the previous year. For example, if 15,000 items were acquired by RRL in the previous year and Cootamundra Shire Council was allocated 7.3% of the items (1,095) it would be entitled to have 219 donated items processed in the current year.

Riverina Regional Library Management Plan 2016-2017

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

Note 3 – Externally funded collection purchases adhere to the guidelines set out in Section 5 of the Strategic Procurement Procedures documents.

3.3 eLibrary Services

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

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

Service	Performance Indicator
Commitment to the ongoing provision of eResources across the RRL region	<ul style="list-style-type: none">▪ 20% of the RRL resources budget to be spent on eResources in 2016-2017
eResources training	<ul style="list-style-type: none">▪ Not less than one eResources training session provided per annum

3.4 Mobile Library Service

The Mobile Library service is provided to 7 member Councils areas (Coolamon, Greater Hume, Lockhart, Temora, Tumbarumba, Urana and Wagga Wagga). The cost of Mobile Library service provision is allocated on an hours of use basis in terms of staffing costs, operational costs and contribution to replacement reserves. Provision of the Mobile Library service and resources is allocated on the same basis as other member Council branch libraries. This provides for a consistent funding model across all RRL service points – member Councils are responsible for funding LGA specific staffing and infrastructure, and make a per capita contribution for provision of shared services.

Service	Performance Indicator
Provide and maintain Mobile Library vehicle	<ul style="list-style-type: none"> ▪ Mobile Library provides for a monthly mechanical service day
Mobile Library service provided according to RRL Agreement and Mobile Library schedule	<ul style="list-style-type: none"> ▪ Mobile Library adheres to prescribed schedule, with no more than 5% downtime

4. Value Added Fee-For-Service Items

Service	Additional Cost
Additional storytime pack	\$44.00 per additional pack (inc GST)
Additional holiday program	\$242.00 per additional holiday program (inc GST)
Processing fee for additional donations	Book items: \$7.50 (inc GST) Non book items: \$9.50 per item (inc GST)
Additional computer terminal	\$3,025.00 per additional terminal and associated peripherals (inc GST)
Additional Libero licences	\$1,001.00 per additional licence (inc GST)

FINANCIAL MANAGEMENT

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

The Riverina Regional Library Deed of Agreement provides that:

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

Appendix One

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

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

Copies of the Riverina Regional Library Member Council contributions and the 2016-2017 budget appear on the pages following.

Riverina Regional Library Management Plan 2016-2017

DRAFT RIVERINA REGIONAL LIBRARY MEMBER COUNCIL CONTRIBUTIONS 2016-2017

	BLAND	COOLAMON	COOTAMUNDRA	COROWA	GREATER HUME	GUNDAGAI	JUNEE	LOCKHART	TEMORA	TUMBARUMBA	TUMUT	URANA	WAGGA WAGGA	TOTAL
	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17
% Population of RRL	4.35%	3.13%	5.62%	8.31%	7.44%	2.72%	4.57%	2.23%	4.39%	2.60%	8.25%	0.83%	45.56%	
Mobile Library Running & Capital Costs		\$10,880			\$32,734			\$25,695	\$5,467	\$15,662		\$22,713	\$21,169	\$134,319
Mobile Library Wages		\$11,102			\$33,402			\$26,220	\$5,578	\$15,981		\$23,177	\$21,601	\$137,062
WWCC Base Contribution													\$128,700	\$128,700
Distribute Balance of RRL Admin Centre Costs	\$40,655	\$29,220	\$52,559	\$77,696	\$69,577	\$25,469	\$42,711	\$20,891	\$41,035	\$24,268	\$77,153	\$7,780	\$425,945	\$934,958
Additional Bland Shire Collections Funding	\$16,000													\$16,000
RRL Admin Centre Wages	\$56,538	\$40,635	\$73,092	\$108,049	\$96,759	\$35,419	\$59,396	\$29,052	\$57,067	\$33,749	\$107,295	\$10,819	\$592,352	\$1,300,223
SUB-TOTAL	\$113,194	\$91,837	\$125,651	\$185,745	\$232,741	\$60,888	\$102,107	\$101,858	\$109,147	\$89,661	\$184,448	\$64,489	\$1,189,767	\$2,651,262
GST	\$911,319	\$8,184	\$12,565	\$18,574	\$23,247	\$6,089	\$10,211	\$10,186	\$10,915	\$8,966	\$18,445	\$6,449	\$118,977	\$265,126
TOTAL AMOUNT PAYABLE	\$124,513	\$101,021	\$138,217	\$204,319	\$255,718	\$66,977	\$112,318	\$112,044	\$120,062	\$98,627	\$202,892	\$70,938	\$1,308,743	\$2,916,388

<i>council</i>	<i>population</i>	<i>% of region</i>
<i>Bland</i>	5,994	4.35%
<i>Coolamon</i>	4,308	3.13%
<i>Cootamundra</i>	7,749	5.62%
<i>Corowa</i>	11,455	8.31%
<i>Greater Hume</i>	10,258	7.44%
<i>Gundagai</i>	3,755	2.72%
<i>Junee</i>	6,297	4.57%
<i>Lockhart</i>	3,080	2.23%
<i>Temora</i>	6,050	4.39%
<i>Tumbarumba</i>	3,578	2.60%
<i>Tumut</i>	11,375	8.25%
<i>Urana</i>	1,147	0.83%
<i>Wagga Wagga</i>	62,799	45.56%
	137,845	100%

<i>council</i>	<i>sq km</i>	<i>% of region</i>
<i>Bland</i>	8,558	17.86%
<i>Coolamon</i>	2,431	5.07%
<i>Cootamundra</i>	1,524	3.18%
<i>Corowa</i>	2,329	4.86%
<i>Greater Hume</i>	5,749	12.00%
<i>Gundagai</i>	2,457	5.13%
<i>Junee</i>	2,030	4.24%
<i>Lockhart</i>	2,896	6.04%
<i>Temora</i>	2,802	5.85%
<i>Tumbarumba</i>	4,392	9.17%
<i>Tumut</i>	4,567	11.53%
<i>Urana</i>	3,356	7.00%
<i>Wagga Wagga</i>	4,826	10.07%
	47,917	100%

Riverina Regional Library Management Plan 2016-2017

RIVERINA REGIONAL LIBRARY 2016-2017 BUDGET AND SUMMARY OF FUNDS HELD

Following is the Riverina Regional Library 2016-2017 budget detailing projected income and expenditure for the year.

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

INCOME	2015/16 Budget	2016/17 Budget	Variance
Contribution from Member Councils	-2,552,426	-2,651,262	-98,836
Mobile Library Victorian Council Contributions	0	0	0
Fines, Subs & Charges	-16,000	-18,000	-2,000
Inter Loan Charges	-1,500	-1,500	0
South West Zone Libero UNO Consortium	-8,900	-9,150	-250
State Library Reimburse Travel Costs	-3,000	-2,000	1,000
Vehicle Lease	-4,500	-4,500	0
Consultancy Fees	0	0	0
Investment Income	-20,000	-20,000	0
Children's Youth Services	-2,500	-2,500	0
Collections Service Income	-1,000	-1,000	0
Reservations and Replacement Cards	-3,000	-5,000	-2,000
Victorian Mobile Library Reservations	0	0	0
Sundry Income	-6,000	-4,000	2,000
	-2,618,826	-2,718,912	-100,086

Riverina Regional Library Management Plan 2016-2017

EXPENDITURE	2015/16 Budget	2016/17 Budget	Variance	Notes
RRL Administration Centre				
Salaries	1,005,000	1,045,376	40,376	1,300,223
Long Service Leave	39,465	35,879	-3,586	
Superannuation	137,575	151,699	14,124	
Workers Compensation	49,750	52,269	2,519	
ELE Timing Adjustment Expense	15,000	15,000	0	
Mobile North				
Salaries	88,976	91,487	2,511	137,063
Overtime	2,254	3,928	1,674	
Labour Hire/Relief	19,208	20,736	1,528	
Long Service Leave	2,605	4,443	1,838	
Superannuation	10,277	10,661	384	
Workers Compensation	5,522	5,808	286	
Mobile South				0
Salaries	0	0	0	
Labour Hire/Relief	0	0	0	
Overnight Accommodation and Meals	0	0	0	
Long Service Leave	0	0	0	
Superannuation	0	0	0	
Workers Compensation	0	0	0	
Other Expenses				
Audit Fees	4,750	4,750	0	
Rental Headquarters	27,470	27,964	494	
Corporate Uniforms	1,000	1,000	0	
Recruitment Expenses	500	500	0	
Training & Travel	21,874	19,700	-2,174	
FBT	7,500	10,000	2,500	
South West Zone Libero UNO Consortium	8,900	9,150	250	
Postage	6,000	9,000	3,000	

Riverina Regional Library Management Plan 2016-2017

Freight	2,000	2,000	0
Telephone	3,000	5,000	2,000
Stationery	4,000	4,000	0
Printing	3,500	3,000	-500
Computer Licenses	56,000	56,200	200
M & R Computers	8,000	8,000	0
RRL Member Cards	3,000	3,000	0
Overdue Notices - Printing	3,000	3,000	0
Advertising	7,000	7,000	0
Administration charge	69,707	70,962	1,255
Website Maintenance and Development	7,000	6,000	-1,000
Memberships	2,500	2,500	0
Collections & Equipment Maintenance	12,000	12,000	0
Outreach & Promotions Program Materials	12,000	12,000	0
RFID Services	3,750	3,750	0
RFID Materials	0	0	0
SMS Messaging	4,000	4,000	0
Libraries Australia Subscription	6,000	6,000	0
Running Expense Library Vehicles	48,000	48,000	0
Running Expense Mobile Library	86,944	89,319	2,375
Running Expense Mobile Library South	0	0	0
Insurance	42,000	40,000	-2,000
Photocopying and Printing	3,000	3,000	0
ILL Postage/Freight	4,000	3,000	-1,000
Training Recharges from Skills Centre	3,302	3,202	-100
Depreciation	570,000	700,000	130,000
Team Development Activities	2,000	2,000	0
RRL Advisory Committee Expenses	1,000	1,000	0
Misc Sundries	8,550	8,000	-550
	2,428,879	2,625,283	196,404

Riverina Regional Library Management Plan 2016-2017

	2015/16 Budget	2016/17 Budget	Variance
CAPITAL INCOME			
RRL Book Club Contributions	-25,000	-29,000	-4,000
South West Digital Library Contribution	-98,370	-125,305	-26,935
Howlong Library Collection Income	0	0	0
Additional Bland Shire Collections Contribution	-16,000	0	16,000
Book Replacement Income	-300	-300	0
TOTAL CAPITAL INCOME	-139,670	-154,605	-14,935
CAPITAL EXPENDITURE			
Collections	438,371	446,297	7,926
Additional Bland Shire Collections Contribution	16,000	16,000	0
RRL Book Club Books	8,000	12,000	4,000
Mobile Library South Book Collection	0	0	0
Howlong Library Collection Expenditure	0	0	0
Book Replacement	300	300	0
RRL E Resources	109,593	111,574	1,981
Office & Other Equipment	9,000	12,000	3,000
Shelf Ready Processing	52,000	48,775	-3,225
Cataloguing	62,000	58,000	-4,000
RFID tags/labels	12,000	8,000	-4,000
RRL IT Development	30,000	30,000	0
LIAC Tool Kit Collections	2,400	2,400	0
South West Zone Digital Library Collection	98,370	125,305	26,935
TOTAL CAPITAL EXPENDITURE	838,034	870,651	32,617

Riverina Regional Library Management Plan 2016-2017

TRANSFERS FROM RESERVES

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

RRL Admin Centre Employee Entitlements		5,000	5,000
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Mobile Library South			0
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Mobile Library	45,000	45,000	0
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IT Development	15,000	15,000	0
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Office Equipment Renewal	15,000	26,000	11,000
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TOTAL TRANSFERS TO RESERVES	75,000	91,000	11,000
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	2015/16 Budget	2016/17 Budget	Variance
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TOTAL OPERATING INCOME	-2,618,826	-2,718,912	-100,086
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TOTAL OPERATING EXPENDITURE	2,428,879	2,625,283	196,404
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TOTAL CAPITAL INCOME	-139,670	-154,605	-14,935
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TOTAL CAPITAL EXPENDITURE	838,034	870,651	32,617
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TRANSFER TO RESERVES	75,000	91,000	16,000
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TRANSFER FROM RESERVES	-13,417	-13,417	0
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ADD BACK DEPRECIATION	-570,000	-700,000	-130,000
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ESTIMATED RESULT FOR YEAR (SURPLUS)/DEFICIT	0	0	0
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Riverina Regional Library Management Plan 2016-2017

DRAFT RESERVES	Proposed Opening Balance 2016/17	Transfers To	Transfers From	Proposed Closing Balance 2016/17
RRL Admin Centre Employee Entitlements	383,392	5,000		388,392
Mobile Library Replacement	293,912	45,000	-13,417	325,495
Mobile Library South Replacement	-			-
Mobile Library Communications	-			-
Mobile Library Operations	4,760			4,760
IT Development	79,933	15,000		94,933
Collections Reserve	55,957			55,957
RFID Equipment Renewal	45,908			45,908
RRL Book Club	42,459			42,459
New Member Councils	28,200			28,200
South West Zone Digital Library	29,490			29,490
eResources Reserve	31,008			31,008
Office Equipment Renewal	15,000	26,000		41,000
RRL Building Reserve	353,700			353,700
Upper Murray Regional Library Funds	166,500			166,500
	1,530,219	91,000	-13,417	1,607,802

Riverina Regional Library Management Plan 2016-2017

FEES AND CHARGES

EXTERNAL CHARGES

<i>Item</i>	<i>basis</i>	<i>fee</i>	<i>gst</i>	<i>total</i>
Inter Library Loan search fee	each	4.00	.40	\$4.40
Inter Library Loan – fee for loan requests from non-reciprocal libraries	each	15.00	1.50	\$16.50
Library Loan from overseas	each	cost recovery		cost recovery
Inter Library Loan – Rush fee	each	30.00	3.00	\$33.00
Inter Library Loan – Express fee	each	45.00	4.50	\$49.50
Reservation fee	each	1.00		\$1.00
An exemption applies to reservations placed under the following member categories: Class Cards; Book Clubs; Branch Libraries; Housebound; Home Library; Hospitals & Nursing Homes; Inter Library Loans; Wagga Community Links	each	-	-	-
Replace member card	each	2.00		\$2.00
Replacement charge for lost/damaged periodicals and articles	flat fee plus replacement cost	\$5.00 plus replacement cost		\$5.00 plus replacement cost
Replacement charge (lost/damaged collection items other than periodicals and articles)	flat fee plus replacement cost	\$10.00 plus replacement cost		\$10.00 plus replacement cost
Replace lost or damaged CD/DVD case (One-Time CD/DVD/MP3 cases)	each	3.00	.30	\$3.30
Replace lost or damaged CD/DVD case (multi-CD sound recording cases)	each	10.00	1.00	\$11.00
Overdue item fines - Charge per item per work day plus overdue notice fee	total fines	\$0.10 per work day plus \$2 overdue notice fee		maximum \$12.00 per item
An exemption applies to fines on overdue items borrowed under the following member categories: Mobile Library; Book Clubs; Branch Libraries; Housebound; Home Library; Hospitals & Nursing Homes; Inter-Library-Loan Libraries; Wagga Community Links. This exemption does not extend to lost or damaged items.	each	-	-	-

Riverina Regional Library Management Plan 2016-2017

Periods of amnesty apply when no overdue item fines are charged for specified periods - Specific days to be announced	each	-	-	-
Library Bags	each	1.82	.18	\$2.00
Library Backsacks	each	4.55	.45	\$5.00
Mobile Library – A4 printing/photocopying (black & white)	per page	.18	.02	\$0.20
Mobile Library – A4 printing/photocopying (colour)	per page	.50	.05	\$0.55
Programs	each	\$2.00 - \$50.00 depending on content		\$2.00 - \$50.00 depending on content
Professional Research Fee – per hour (includes photocopying & postage)	per hour	60.00	6.00	\$66.00
Visitor's Fee (non-refundable) – one month	each	30.00	3.00	\$33.00
Visitor's Fee (non-refundable) – three months	each	80.00	8.00	\$88.00
RRL Membership Fee for non-residents (excluding eligible reciprocal members and residents of Wahgunyah and Yarrawonga) - twelve months	each	100.00	10.00	\$110.00
RRL Membership Fee for Victorian residents of Wahgunyah and Yarrawonga – full membership - twelve months	each	50.00	5.00	\$55.00
RRL membership for Victorian residents of Wahgunyah and Yarrawonga - limited membership no charge (a limit of 4 physical loans at any one time and no access to any other physical or electronic collections, programs or services)	each	nil	nil	nil
RRL Book Club Membership fee (per club of up to 10 members)	each	363.64	36.36	\$400.00
Replacement charge for lost or damaged Book Club collection items	each	36.36	3.64	\$40.00
Replacement charge for e-Readers that are lost or damaged beyond reasonable repair (repair cost more than \$75)	each	150.00	15.00	\$165.00
Replacement charge for lost or damaged e-Reader charging cords	each	33.00	3.30	\$36.30

Riverina Regional Library Management Plan 2016-2017

INTERNAL CHARGES

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

RISK MANAGEMENT

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

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

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

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

Risk management is a systematic process that involves establishing the context of risk management, 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 Riverina Regional Library deliver quality services, improve decision making, set priorities for competing demands/resources, minimise the impact of adversity and loss, ensure regulatory compliance and support the achievement of its objectives.

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

INFORMATION TECHNOLOGY MANAGEMENT

**Riverina Regional Library
Information Technology Plan
2016 - 2017**

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2. IT Support and Services
3. Hardware
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9. Vision for the future

Appendix 1: Current IT Environment

1. INTRODUCTION

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

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

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

2. IT SUPPORT AND SERVICES

GOALS

The objectives of information technology support and services are:

- To provide all branches of RRL with interactive real time access to a single regional database.
- To provide all branch libraries of RRL with an equitable level of IT support.
- To support and assist the Outreach & Promotions Division in the delivery of programs and services identified in the RRL Integrated Planning Strategy.
- To provide all clients of RRL with the highest quality provision of information services through the use of information technology facilities, regardless of location.
- To optimize RRL's online presence on the basis that an ever increasing proportion of clients gain access to information online.
- To collect and disseminate statistics on RRL operational areas.
- To optimize the application of RFID technology by RRL with a view to improved services and process efficiency.
- To ensure that RRL staff have access to appropriate training in IT skills.
- To ensure RRL continually improves its level of service provision by constantly reviewing and updating information technology facilities as new and innovative technology emerge.

RESPONSIBILITIES

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

- Support branch libraries with all aspects concerning the installation, upgrading, operation and maintenance of the automated library management system, RFID and related technologies.
- Be aware of new and emerging technologies that can assist in improving the provision of library services to the entire region, and endeavour to implement these technologies among in the most cost effective manner.
- Act as the liaison between RRL and branch library staff and hardware/software companies and/or IT consultants to ensure all service and support provided is equitable and uniform, and any associated costs are fairly warranted.
- Provide the Executive Director - RRL with the necessary information concerning any planned changes in the IT area, and to fully address any concerns about the changes before implementation occurs and make any necessary modifications.
- Regularly review the hardware and software needs of all branch libraries and RRL Administration divisions to ensure any necessary updates or new additions are approved and obtained in the most cost effective manner.
- Develop specifications, investigate options and evaluate future software development requirements.
- Represent RRL interests at User Group level and other appropriate forums.
- Evaluate staff training needs and develop / implement appropriate training strategies
- Liaise with other Divisions of RRL in the development of best-practice online engagement strategies and other aspects of service provision.
- Ensure timely provision of RRL statistical reports and enhance statistical collection to best reflect RRL operations.
- Liaise with the Executive Director – RRL regarding cost implications of proposed IT Services developments to ensure that appropriate levels of funding are available.
- Ensure that all IT services are provided within the parameters of current relevant RRL agreements (e.g. RRL Deed of Agreement; RRL Service Level Agreement).

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

- Provide the telecommunications, networking and internet infrastructure for their branch libraries
- Ensure their library's telecommunication, networking structures, and Internet access is fully functioning.
- Provide and maintain any security and virus protection measures on RRL hardware existing on their local networks.
- Provide advice to the Coordinator: Support & eServices as new technologies are investigated that may benefit the regional library service.
- Inform the Coordinator: Support & eServices (RRL) of any changes made to branch library network infrastructure, policies, security measures etc.

3. HARDWARE

GOAL

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

STRATEGIES

- Procurement decisions for major hardware components should be made with the knowledge and support of the RRL Advisory Committee and in consultation with the Information Services Division, Wagga Wagga City Council and Library Management System suppliers.
- Hardware should be upgraded and/or replaced on a four year cycle to avoid obsolescence and degradation of library services. RRL funding for IT Services should reflect this requirement.
- Compatibility with existing equipment and software currently in the library, Shire/Council offices or other branch libraries must be taken into account when making purchases.
- All hardware acquired by the Regional Library will be registered as an asset on an asset register.
- In the procurement of hardware, all costs such as training, on-going maintenance, licenses and any appropriate ergonomic furniture should be factored in.

4. SOFTWARE – LIBRARY MANAGEMENT SYSTEM

GOAL

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

STRATEGIES

- Procurement decisions for major software such as a new library management system or optional system modules should be made with the knowledge and support of the RRL Advisory Committee and the Information Services Division, Wagga Wagga City Council.
- Any major purchase of software involving all branch libraries will only be made after extensive evaluation, reviewing, and any possible comparisons with competitor's programs, by nominated appropriate persons.
- Compatibility with existing equipment and software currently in use will be taken into account when making purchases.
- In the procurement of software, all costs such as training, ongoing maintenance, and license agreements should be factored in.

5. TRAINING

GOALS

- To ensure library staff from all branches are appropriately and adequately trained in the effective and efficient operation of the library management system as necessary in their individual library settings.
- To ensure that RRL Support & eServices staff have the knowledge and skills to train other library staff in the effective operation of the library management system as necessary in their individual library settings.
- To ensure that RRL Support & eServices staff are appropriately and adequately trained in operation of all library management system modules, hardware installation and maintenance, software installation, version upgrades and maintenance, and networking and telecommunication facilities in order to provide support and assistance to branch library staff.

STRATEGIES

- Allocate adequate funding as part of the RRL budget to allow Support & eServices staff to attend training as it becomes available, and as requisite skills are identified.
- Take advantage of shared training opportunities with other library services when available.
- Take advantage of shared training opportunities for RRL branch staff when available.

6. SECURITY

GOAL

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

STRATEGIES

- Any breaches of security should be reported to both the RRL Coordinator: Support & eServices and the appropriate library/LGA's IT Department or equivalent.
- Any necessary software or equipment that can most effectively prevent theft or damage of the IT resources, general library resources, and unauthorized access to the computer systems of RRL should be acquired after extensive evaluation, implemented, and regularly reviewed to ensure its purpose is being achieved.
- Keep an inventory of all RRL purchased hardware and software at each branch Library.

7. PUBLIC ACCESS INTERNET

GOALS

- To provide public access internet that is fast and reliable at all branch libraries.
- To provide sufficient computer terminals at each branch library to adequately meet the demand for public access internet.
- To facilitate information retrieval by Internet users through instruction by library staff.

STRATEGIES

It is the responsibility of RRL to:

- Advise member LGA's and branch library staff of appropriate policies, standards and requirements in relation to the provision of public access internet
- Collate region wide statistics in relation to public access internet usage.

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

- Provide public access internet that is fast and reliable at their branch libraries.
- Provide sufficient computer terminals at each branch library to adequately meet the demand for public access internet.
- Provide and maintain any necessary security and virus protection measures.
- Provide and maintain any computer terminal reservation or management software they deem necessary.

It is the responsibility of branch library staff to:

- Monitor usage of the Internet in accordance with RRL policy, in particular to determine whether access to inappropriate material is being accessed, and if so, ask patrons to leave.
- Determine whether the use of any software to censor or regulate internet access is necessary for their library, and if so liaise with RRL IT Services and their LGA's IT staff to evaluate the most suitable programs for possible implementation.
- Maintain accurate Internet usage statistics at each branch.
- Where practical, arrange terminals and furniture in a way to allow Internet users some degree of privacy from other users, at the same time facilitating staff supervision.

8. DISASTER MANAGEMENT AND CONTINGENCY PLANNING

GOALS

- To minimize the loss of the information resources and library services at any or all locations of the RRL in the event of a disaster.
- To have appropriate systems in place to reduce exposure to possible threats to library systems.

STRATEGIES

- All branch libraries should have plans in place for coping with major system failures where loss of information would threaten the integrity of the library service, either as part of their LGA's disaster management plans, or individually.
- Riverina Regional Library will back-up the library database nightly and take measures to store the backed up data offsite.
- Riverina Regional Library will work with the Information Services Division of Wagga Wagga City Council in the event of server or network failure to ensure library management systems and network services are resumed as quickly as possible.
- Riverina Regional Library will take advice from the Information Services Division of the Wagga Wagga City Council on risk management issues associated with RRL IT Services.

9. VISION FOR THE FUTURE

GOALS

- To continually improve the level of services provided by the entire region through the use of information technology.
- To improve the telecommunications and networking capabilities between all libraries so as to provide a uniform regional library service.
- To widen the scope of the library service so it is available globally through the use of web technology.

STRATEGIES

- Investigate emerging new technology that can provide the best possible alternatives in a cost effective manner for the formation of one regional library database to serve all branches, with the view to implement this technology as soon as financially viable.
- Consult with IT specialists, State Library of New South Wales consultants, and telecommunications providers to receive expert advice on library IT trends and directions for the future.
- Ensure that RRL is financially capable of funding future RRL IT requirements.
- Endeavour to obtain external funding wherever possible to assist in meeting the costs of implementing new technology.
- To maintain and continually develop the Riverina Regional Library online presence including, but not limited to, searchable online catalogues and online member services that project a professional and positive image of the library service and utilize current technology for the benefit of library users.

APPENDIX 1

1. Current Information Technology Environment

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

The Central database is maintained at RRL headquarters situated at 99 Peter Street, Wagga Wagga. All static branch libraries connect to this database through ADSL internet connections. The Mobile Library utilizes Telstra NextG Broadband to connect to the RRL LMS.

1.1 Hardware

RRL currently owns 42 PCs and 7 laptops for staff use. Public access PCs are the responsibility of member LGA's. All RRL supplied PCs are HP Compaq. All PC's have LCD monitors. All headquarters PC's are connected to the Wagga Wagga City Council Local Area Network (LAN). The majority of branch library PC's are connected to their LGA's LAN's.

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

RRL headquarters uses networked Canon Photocopier/printers and Kyocera & HP printers for desktop printing and Epson thermal slip printers for stock circulation.

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

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

1.2 Operating Systems

Library servers are Windows 2008 R2 64 bit server.

Library PC's are Windows Windows 7 Professional SP1

1.3 Servers

RRL uses 4 HP Proliant servers:

- 1 Domain Control Server
- 1 Database Server
- 1 Web server
- 1 Back-up server (Shadow Protect)

1.4 Backup

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

1.5 Telecommunications, Internet, Email

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

1.6 Software

All software used by RRL is Windows based.

1.7 Library Management System

- Libero (Release 6.3.2 as at 1 January 2016) – produced by Insight Informatics. RRL is the Australian Beta test site for the Libero Library Management Software

1.7.1 Database Management Software

- Cache (Release 2014 as at January 2016) – produced by Intersystems

1.7.2 Reporting Software

- Crystal Reports (Version 11 as at January 2016)

1.7.3 Remote Branch PC management

- Logmein Free (as at January 2016)

1.7.4 Inter- Library Loans

- Libraries Australia/Libero

1.7.5 Desktop productivity

- Microsoft Office Professional 2010, Adobe Indesign

1.7.6 Website content management

- Livestream Australia, Web Ninjr Design

1.7.7 RFID Technology

- FE Technologies