



# Management Plan 2021-2022



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## **CHAIRPERSON'S WELCOME**

It is my pleasure to introduce the 2021-2022 Riverina Regional Library (RRL) Management Plan. This important document provides an overview of the primary strategies and documents that summarise the service intent of the organisation over the coming 12 months.

In the five years since being elected to the position of Chairperson of the RRL Advisory Committee, I have gained a much deeper appreciation of the value of a high functioning regional library service to its member councils, libraries and their communities. The RRL Administration Centre continues to demonstrate its capacity for responsive and effective service provision against a backdrop of increasing demand for existing and emerging library services. The RRL model provides high quality agreed centralised services from the RRL Administration Centre, with the management of individual libraries, staff and facilities undertaken at the local level, providing the best outcome for the many communities that RRL serves.

Libraries across the region responded with promptness and ingenuity to the NSW COVID-19 shutdown of libraries from late March to early June 2020. Supported by their colleagues at the RRL Administration Centre, staff at all libraries reimaged their service provision models to best meet the needs of local communities. Some libraries offered "click and collect" borrowing services whilst others implemented home deliveries; a number of libraries took their children's storytimes and other library programs online; and many took the opportunity for collection stocktakes and other administrative jobs that are difficult to fit into regular library operations. The RRL Administration Centre provided support to staff at all libraries across the region in many forms, increased the budget for online resources, and instigated weekly region wide Zoom meetings to ensure that staff were well supported.

After the exceptional success of the 2018-19 Renew Our Libraries funding campaign, which delivered an extra \$60m for NSW libraries over the 4-year period 2019-20 to 2022-23, the NSW Public Libraries Association (NSWPLA), of which I am President, continued to work on Phase 2 of the campaign. On behalf of its 128 member councils across the state, NSWPLA is asking the government to secure the new funding package in legislation and commit to ongoing indexation to cost of living increases, thereby ensuring the long term sustainability of the NSW public library network. Although COVID-19 has delayed the lobbying for this important change to funding for NSW libraries, the Association is at the ready to resume discussions when the time is right.

In the final two years of my last term as NSWPLA President, I remain committed to continue working with NSWPLA members and partner organisations, the State Library of NSW and communities across the state, to ensure that the value of public libraries will continue to be recognised by government for the exceptional benefit they provide to communities across the state.

In closing, I would like to acknowledge the contribution of RRL's 10 member councils to the ongoing success of the organisation. This strong commitment will ensure that RRL moves into the future as an exemplar of regional collaboration, demonstrating the exceptional benefits that can accrue from a robust and resilient mutual association of councils.

**Councillor Dallas Tout**  
**Chairperson**

### EXECUTIVE DIRECTOR'S INTRODUCTION

I am pleased to present the Riverina Regional Library (RRL) Management Plan 2021-2022. This document provides an overview of the service intent of the organisation by aggregating our organisational planning and financial mechanisms.

RRL is the largest regional library service, in terms of participating Councils, in NSW. The organisation includes 10 member Councils in a geographic area of 47,915 sq km, served by a network of 19 branch libraries, 2 deposit stations, and a mobile library that visits 27 communities.

Libraries continue to evolve as the needs of their diverse communities trigger new collection, program and service requirements. There are some 1,500 public libraries across Australia, all recognised as community focal points where people can be informed, educated, entertained and integrated. They are safe places where people can meet, socialise, share experiences, or simply just enjoy the ambience.

The RRL network is experiencing the same demands for increased collections, programs, services and spaces. Whilst the RRL Administration Centre (RRLAC), which develops and delivers a range of centralised services to its branch library network, has well established processes in place to ensure high quality service provision, the organisation has a variety of challenges that need to be mitigated in the short term. With an aging workforce of just 14.3 FTE employees and an average age of 50 years, succession planning is a critical success factor for the future prosperity of the organisation. We need to consider what our emerging workforce will look like, and how it may differ from the current roles and associated skillsets.

The prominence of technology across almost everything that we do highlights the need for new skills and capabilities to ensure that optimum digital engagement is achieved across the RRL network. As part of a rolling restructure that is being implemented as staff retire, the new role of Digital Engagement Coordinator was filled during 2020. This transformative role will consider all things digital, from the capability of the current library management system, to the redevelopment of the RRL website, and onwards to the establishment of a regionwide digitisation strategy for the preservation of historical records and items that are held in libraries and communities across the region.

The COVID-19 NSW library shutdown from late March to early June 2020 placed libraries across the country in an unprecedented position – libraries without people. Whilst libraries have for many years incorporated a growing range of online resources and programs into their service offerings, in the main they augmented physical resources and in-house presentations. For the first time in living memory, online resources and programs took centre stage as the dominant library offerings in the absence of physical access to library services. The Australian public library sector is in the fortunate position to have a well established and effective network of collaboration at national, state, regional and local levels, which provided a beneficial platform for libraries across the country to optimise capacity, share innovations, and strengthen partnerships. RRLAC worked closely with its regional, interstate and national networks to ensure that all libraries across the RRL network were well supported to continue offering services to their communities even while libraries were closed. Additional online resources were purchased to help fill the gap created by library closures.

Staff at all RRL branches pivoted services to suit local needs, demonstrating their amazing capacity to continue meeting the needs of their communities, even under the most challenging of circumstances. Although the mobile library had to be withdrawn from service for the duration of the shutdown, the combined efforts of RRL libraries and RRLAC staff ensured that mobile library borrowers also had access to collections.

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

The 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 2021-22 to provide an inspiring range of library spaces, collections, programs and services for the constituents across our region.

**Robert Knight**  
**Executive Director – Riverina Regional Library**

### **ABOUT THE RIVERINA REGIONAL LIBRARY**

The Riverina Regional Library (RRL) is the largest regional library service in NSW in terms of participating member Councils, and the second largest in terms of population served. It provides library services to 140,761 constituents of 10 local government areas, those being the Councils of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Lockhart, Snowy Valleys, Temora and the City of Wagga Wagga. The service consists of 19 stationary library branches, as well as a mobile library serving 27 communities.

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

RRL has for some years been considered a leader amongst regional libraries. Staff from across the organisation participate in a number of statewide projects, provide representation on various State Library of New South Wales committees, contribute to the development of policy and other documentation at the State level, and demonstrate leadership in a range of service and technology innovations. RRL has also taken a lead role regionally, and has instigated various collaborative initiatives with other libraries in the South-West Zone as well as willingly sharing its capacity with libraries across 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 undertakes the role of “Executive Council” under the current Riverina Regional Library Deed of Agreement, and the Riverina Regional Library operates under the policies of the Executive Council in order to comply with the requirements of the Local Government Act.

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

The Riverina Regional Library Advisory Committee meets twice each year.

## **RIVERINA REGIONAL LIBRARY DEED OF AGREEMENT**

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

The content of the Agreement is as follows:

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## **RIVERINA REGIONAL LIBRARY**

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

**2018 - 2022**



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

**1. RIVERINA REGIONAL LIBRARY SERVICE**

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

1.2 The Mission Statement of the RRL shall be:

*Creatively connecting people, information and knowledge*

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

**2. RIVERINA REGIONAL LIBRARY ADVISORY COMMITTEE**

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

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

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

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

- 4.1 The Committee shall meet on not less than two occasions each year.
- 4.2 The meeting of the Committee immediately following the appointment of delegates by each of the Member Councils in Local Government election years shall be the meeting for the election of Office Bearers and the Executive Committee (see section 4.7) for the period until the next Local Government election and shall be known as the Annual General Meeting (AGM). The order of business to be conducted at the first AGM after a Local Government election shall be as follows:
  - i) Election of Chairperson
  - ii) Election of Deputy Chairperson
  - iii) Election of Executive Committee

- iv) Any other business that is necessary for the due and proper conduct of the RRL, including receipt of Annual Reports for financial year preceding
- v) Meeting places for the forthcoming year shall be decided

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

- i) Any business that is necessary for the due and proper conduct of the RRL, including receipt of Annual Reports for financial year preceding
  - ii) Meeting places for the forthcoming year shall be decided
- 4.3 The election for the Chair, Deputy Chair and Executive Committee will be carried out in accordance with Schedule 7 of the Local Government General Regulation 2005. (See Appendix One for Election Procedure)
- 4.4 The Executive Director shall call an extraordinary meeting on the request of the Chairperson or any three members of the Committee.
- 4.5 The procedure for the conduct of Meetings and General Business of Councils as provided for in the Local Government Act, 1993, (as amended), and the Regulations made there under shall apply to the conduct of Meetings and General Business of the Committee.
- 4.5.1 The quorum for a meeting of the RRL Advisory Committee is a majority of delegates or alternate delegates appointed by Member Councils
- 4.5.2 If a quorum is not present at a meeting, the Executive Committee has the power to make recommendations on behalf of the Advisory Committee to the Executive Council on matters arising from that meeting
- 4.6 WWCC has five votes and each other Member Council has two votes. Delegates or alternate delegates must be present at meetings to cast their vote.

- 4.7 The Executive Committee, comprising the Chairperson, Deputy Chairperson and four other delegates appointed by the Committee, two of which must be elected members, and two of which must be Council officers together with the Executive Director, shall form a Working Group within the Committee to act on urgent issues as required by the Committee and develop plans and policies for presentation to the Committee. Business shall not be transacted at any meeting of the Executive Committee unless a majority of members be present.
- 4.8 In the event of a vacancy occurring in the Executive Committee by reason of death, resignation, disqualification or otherwise, the Committee shall fill the vacancy by appointment of a member of the Committee to the Executive Committee.
- 4.9 Any notice of motion recommending amendment of this Agreement by the Committee shall be given in writing by the Member Councils at least one month before the meeting of the Committee at which the motion is to be discussed.
- 4.10 No alteration shall be made to this Agreement unless the proposal for alteration has the support of two thirds of the Member Councils.

## **5. RESPONSIBILITIES OF THE MEMBER COUNCILS**

- 5.1 Member Councils aim to conduct public library and public information services at a standard no less than that recommended from time to time by the Library Council of New South Wales.
- 5.2 The Member Councils shall provide suitable Branch Library facilities complete with the necessary fittings and furnishings, and any computer and RFID equipment required beyond that specified in the RRL Information Technology Plan. Maintenance, cleaning, lighting and security of the facilities will be provided by member Councils. The number of Branch Libraries to be serviced under this agreement shall be limited to those approved by the Committee from time to time.
- 5.3 Should any member Council require an additional Branch facility, that Member Council shall, at its own expense and after consultation with the Library Committee, provide suitable Branch Library buildings within their respective council area complete with the necessary fittings and furnishings, computer and RFID equipment and establishment collection at a standard agreed to by the Committee. (Establishment stock is defined as a core collection of library material that is of a comparable quantity and standard to the collections held by other branch libraries in the region of a similar size.) Such buildings, fittings and furnishings and establishment stock shall remain the property of the individual member Council.

- 5.4 In planning new buildings for branch libraries or the refurbishment of existing libraries, the Member Councils shall seek the advice of the RRL Executive Director. The RRL Executive Director is to be consulted on all library resourcing matters which relate to the Riverina Regional Library.
- 5.5 Staff required at Branch Libraries shall be employed by the Member Council concerned. Parties to the Agreement agree to confer with the RRL Executive Director on matters concerning employment, conduct, performance, discipline and promotion of staff.
- 5.6 The Member Councils shall determine the opening hours of the Branch Libraries in their areas in consultation with the RRL Executive Director.
- 5.7 RRL shall administer a Mobile Library Service for member Councils that request a Mobile Library Service. All costs for the mobile service shall be met by those Member Councils receiving service in proportion to the extent of service provided and agreed to for each Member Council as provided for in the funding formula. Mobile Library timetables will be established by negotiation.
- 5.8 Any member Council that utilises the Mobile Library Service must provide not less than two years notice of its intention to withdraw from, or reduce its level of, service provision. Requests for increased levels of mobile library service by member Councils currently utilising the service, or requests for the provision of Mobile Library service from member Councils currently not utilising the service, will be considered if service hours become available. Councils currently utilising the service will be given priority for additional service hours.
- 5.9 The Member Councils shall make payment in full of half-yearly membership contributions, as agreed in the annual RRL budget, during the months of July and January each year.

## **6. RESPONSIBILITIES OF THE COMMITTEE**

- 6.1 To conduct its meetings and business and to ensure its records and accounts are kept in accordance with the provisions of the Local Government Act and Regulations, 1993, the Library Act Section 11 and Regulations, 1939 (as amended), and of this agreement.
- 6.2 To provide annually to member Councils the estimates of expenditure and income for the ensuing year in accordance with the requirements of Section 9.5
- 6.3 To provide member Councils with copies of the Minutes of each meeting of the Library Committee.

- 6.4 To submit to the Councils an annual report which shall include details of the activities of the Library Committee and the Regional Library service over the preceding twelve months.
- 6.5 To make recommendations on matters pertaining to the provision of library and information services.
- 6.6 To develop, maintain and monitor the implementation of a RRL Management Plan as required of Councils under the Local Government Act, 1993.
- 6.7 To prepare policy statements on relevant aspects of service for adoption by all Member Councils and periodically review policies as determined by the Committee when adopting the policy in order to improve the provision of library services for residents of the RRL area.
- 6.8 To use its best endeavours to obtain the full benefit of grants and maximum subsidies made available by the Commonwealth, the State and other respective instrumentalities and agencies for Libraries and Library Services.
- 6.9 To co-operate with libraries and library systems in the wider library network on such terms and conditions as may be agreed.
- 6.10 The Committee shall pay rental for the workspace, furniture, fittings, equipment used by Riverina Regional Library Administration Centre staff in accommodation provided by the Wagga Wagga City Council. The charge shall be based upon the rental charge contained in the 2018-2019 budget with rate pegging applied as prescribed in the adopted funding formula. This amount to be included as part of the annual budget for the Riverina Regional Library.
- 6.11 To pay to the Executive Council each year an administration fee to compensate for the accounting, financial, human resources, fleet management and any other agreed functions performed by the Executive Council. This amount to be included as part of the annual budget for the Riverina Regional Library.
- 6.12 The Committee shall be responsible for meeting the costs of insuring:
  - collection of the Riverina Regional Library
  - mobile library and collections
  - library management system and RFID hardware and software at branches and regional headquarters
  - motor vehicles used by regional headquarters staff
  - regional headquarters public liability and professional indemnity

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

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

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

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

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

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

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

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

- 7.2 The keeping and auditing of all records and accounts in accordance with the provision of all Acts, regulations and by-laws.
- 7.3 The preparation of agendas and business papers for Committee meetings, the keeping of minutes of the meetings and the implementation of all decisions of the Committee.
- 7.4 The lodgement of all accountability documents and the signing of all contracts relating to the library service as required by law on decision of the Committee.
- 7.5 The employment conditions of RRL Administration Centre staff.
- 7.6 The maintenance of all vehicles owned on behalf of the Committee.
- 7.7 The powers and duties of a local authority relating to the provision, control and management of the RRL as prescribed in Section 12 (1) (c) Library Act 1939.

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

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

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

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

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

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

## **9. MANAGEMENT PLAN**

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

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

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

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

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



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

## **10. ASSETS**

- 10.1 All Library materials, equipment and other assets held by the Committee on behalf of the Member Councils prior to the execution and following the execution of this agreement shall be held by the Executive Council on behalf of Member Councils until termination of this agreement.
- 10.2 The Executive Director shall maintain a current register of the assets owned by the Executive Council on behalf of RRL. The Assets Register will be tabled at the Committee's Annual General Meeting.
- 10.3 Member Councils, unless otherwise agreed to, are to give a minimum of two years notice in writing of its intention to withdraw assets from the use of the RRL.
- 10.4 The Executive Council shall be responsible for the maintenance, repair, replacement and operating costs of assets owned by the Executive Council on behalf of the RRL. The costs will be budgeted for and borne by the RRL.
- 10.5 Member Councils shall, unless otherwise agreed to by all Member Councils, be responsible for the maintenance, repair, replacement and operating costs of assets owned by the respective Councils and provided for the use of the RRL.

## **11. ENTRY AND EXIT OF PARTIES**

- 11.1 A Council which is not a party to this Agreement may, by supplementary agreement with the Member Councils, be admitted as a party to this Agreement and subject to the provisions of the supplementary agreement, shall have the same rights, duties and obligations of the Councils under this Agreement. The amount payable by the new Council for admission to membership in the RRL shall be as recommended by the Committee and resolved by the Executive Council.
- 11.2 A Member Council may withdraw from this Agreement having given not less than two years' notice in writing to the Executive Director of its intention. The final date for providing notice of withdrawal from this Agreement is two years prior to the expiry of the Agreement.
- 11.3 A Member Council which has given notice under Section 11.2 must, unless otherwise agreed to by all Member Councils, withdraw from this Agreement on 30 June in any year.

- 11.4 A Member Council which withdraws from this Agreement shall be entitled to:
- i) the physical library collection currently allocated to libraries in the Council's area
  - ii) the computer hardware and RFID hardware currently allocated to libraries in the Council's area in accordance with the RRL Information Technology Plan
  - iii) a portion of the unrestricted funds held by the RRL (those being funds not held in reserves for a specific purpose) as at the date of its withdrawal from the Agreement, less an agreed amount which represents the administration costs to RRL of the withdrawal
- 11.5 The portion of unrestricted funds to which a Member Council is entitled:
- i) Shall be calculated according to the value of the unrestricted funds as disclosed by the relevant audited financial statements
  - ii) Shall be in the same proportion as its financial contribution to the RRL over the five-year period prior to exit date, or since joining the RRL if the period is less than five years
  - iii) Will be taken as a cash payment
- 11.6 A Member Council which withdraws from this Agreement shall be liable for a portion of the liabilities, including contingent liabilities, of the RRL as at the date of its withdrawal from the Agreement.
- 11.7 The portion of the liabilities and contingent liabilities to which a Member Council is liable:
- i) Shall be calculated according to the liabilities and contingent liabilities as disclosed by the relevant audited financial statements and reports, and any notes attached to them
  - ii) Shall be in the same proportion as its financial contribution to the RRL over the previous five-year period or since joining the RRL if less than five years.
- 11.8 It is agreed by all Member Councils that the decision of the group comprising the Chairperson of the Committee the RRL Executive Director and a delegate from the withdrawing Council, shall be final and binding in respect of calculating the unrestricted funds and liabilities of the Committee at any time and of the books, computer and RFID hardware, and cash to be apportioned or paid to a Member Council upon termination, withdrawal or expulsion pursuant to this Agreement.
- 11.9 All Member Councils agree that there shall be a right of appeal in respect of any such decision with the Library Council of New South Wales to act as arbitrator in any dispute regarding the allocation of assets to Regional Libraries on the exit of a Member Council.

## 12. DISPUTE RESOLUTION

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

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

## 13. DISSOLUTION

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

13.2 If the RRL is dissolved under this Section:

- i) Each Member Council shall be entitled to a portion of the Riverina Regional Library's assets calculated according to its proportion of financial contribution and the assets held at its branch libraries. Distribution of assets shall be determined as follows:
  - a) Each Member Council shall be entitled to retain the computer and RFID hardware at the library premises within their local authority area.
  - b) Each Member Council shall be entitled to retain the current collection of books and other library resource materials at the library premises within their local authority area. Items on loan to other libraries should be returned to the home branch.
  - c) The software licences used by the libraries within a Member Council's area should be retained by that Member Council, or assigned to that Member Council for the remainder of the period for which software licences are paid
  - d) The Mobile Library is to be sold at public auction and the proceeds of the sale be distributed between the Member Councils who use the mobile library on the same basis that they contributed to it.

- e) The remaining tangible property (not dealt with above) which is held at the RRL Administration Centre by the Executive Council on behalf of the member Councils of the RRL shall be sold at public auction and the proceeds of the sale be distributed between the Member Councils in the same proportion as its financial contribution to the RRL over the previous five-year period or since joining the RRL if less than five years.
- f) If there are any funds left over after all liabilities have been met by the Executive Council in relation to the RRL, then these funds should be distributed to the Member Councils in the same proportion as their financial contribution to the RRL, over the previous five-year period or since joining the RRL if less than five years.
- ii) Each Member Council shall be liable for a portion of the liabilities and contingent liabilities of the RRL in the same proportion as its financial contribution to the RRL over the duration of this agreement.

#### **14. EXPULSION OF A MEMBER COUNCIL**

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

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

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

#### **15. STANDARDS OF SERVICE**

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

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

## **16. CURRENCY OF AGREEMENT**

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

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

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

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

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

## **18. REVIEW OF AGREEMENT**

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

## **19. OTHER**

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

## APPENDIX ONE

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

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

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

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

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

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

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

## APPENDIX TWO

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

- i) The base contribution for this agreement will be the adopted 2018-2019 RRL budget.
- ii) The WWCC will pay the first \$100,000 of RRL operational costs each year in recognition of its status and benefits received as the Executive Council, and will continue such while ever it holds the position of Executive Council. The amount of \$100,000 will be indexed to rate pegging each financial year commencing 2008-2009.
- iii) Adequate provision shall be made for replacement of IT equipment and Mobile Library vehicles through annual contribution to reserves.
- iv) The funding provided for Riverina Regional Library Administration Centre staffing in year one of the Agreement shall not be less than the amount allocated in the adopted 2018-2019 budget. Annual adjustments to actual employment costs of RRL Headquarters staff shall be applied as prescribed in the funding formula. Any proposed variations to the adopted RRL organisational structure shall be endorsed by the RRL Advisory Committee and administered by the Executive Council.
- v) 100% provision for employee entitlements (excluding sick leave) of RRL Headquarters staff for the period of this agreement will be held in reserve.
- vii) Increases in contributions for operational, reserves and resourcing costs shall be based on annual rate pegging increases, unless varied in accordance with Section 9.6.
- viii) Increases in contributions for employee costs will be based on actual costs.
- ix) Total expenditure on collection resources in the adopted 2018-2019 budget will be the base amount for future rate pegging adjustments for collection resources expenditure.
- x) Any increase will apply to the per capita contribution in order to reflect population variances between Member Councils.
- xi) Mobile Library costs will be shared amongst Councils receiving mobile library services based on an hours of service calculation, which includes travel time and opening hours.
- xii) Member Councils shall pay the required contribution to the RRL in accordance with the agreed funding formula and retain all state government payments and grant funding other than grant funding for specific projects administered by the RRL Administration Centre.



## OUR VALUES

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

*Respect for people, ideas and knowledge*

*Commitment to fostering learning communities*

*Integrity, equity and quality of service*

## OUR PEOPLE

The RRL Administration Centre is staffed by 17 staff members for a combined total of 14.9 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 12.5 FTE staff members provide a broad range of centralised library services to the 20 libraries (including the Mobile Library) across the RRL network in the areas of:

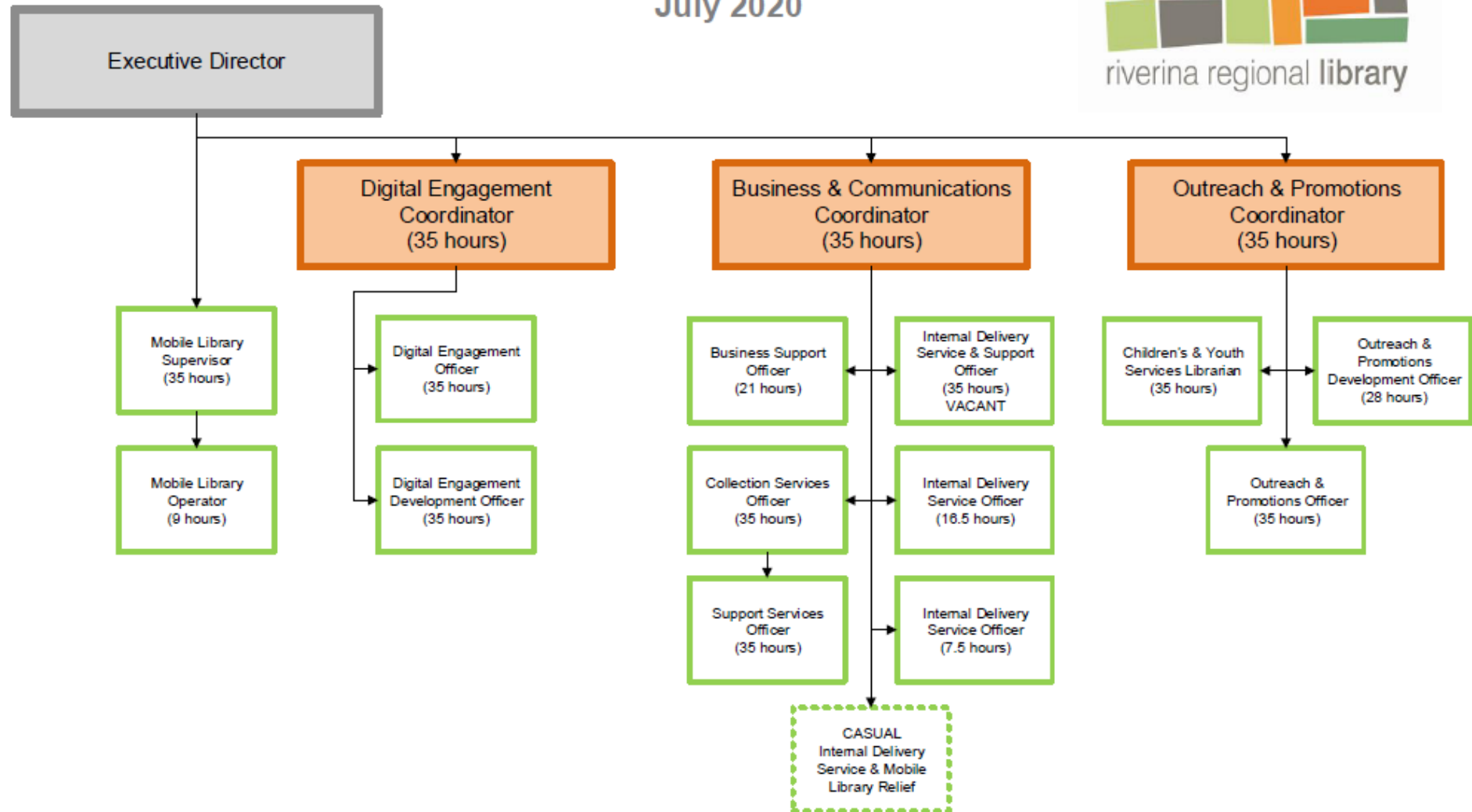
- Administration and Governance
- Collection Services
- Information Services
- eLibrary and IT Services
- Outreach programs and promotions
- Mobile library services

Service provision is split across the Office of the Executive Director and three divisions:

<p><b>Office of the Executive Director</b>, which undertakes:</p> <ul style="list-style-type: none"> <li>• Administration and Governance</li> <li>• Strategic Development</li> <li>• Political Alignment</li> <li>• Mobile Library Service</li> </ul>	<p><b>Business &amp; Communications Division</b>, which undertakes:</p> <ul style="list-style-type: none"> <li>• Support for the office of the RRL Executive Director</li> <li>• Support of the RRL Advisory Committee</li> <li>• General administrative support</li> <li>• Development and maintenance of policy and strategy</li> <li>• Development and monitoring of budgets</li> <li>• Internal Delivery Service</li> <li>• Collection Services</li> </ul>	<p><b>Outreach &amp; Promotions Division</b>, which undertakes:</p> <ul style="list-style-type: none"> <li>• Information Services</li> <li>• Community Learning</li> <li>• Programs and Promotions</li> </ul>	<p><b>Digital Engagement Division</b>, which undertakes:</p> <ul style="list-style-type: none"> <li>• IT Services</li> <li>• eLibrary Services</li> </ul>
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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 July 2020



## OUR STRATEGIC DIRECTION

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

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

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

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

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

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

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

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

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

## RIVERINA REGIONAL LIBRARY INTEGRATED PLANNING STRATEGY 2018-2022

### Our Vision

*Inspiring people, engaging communities, enriching lives*

### Our Mission

*Creatively connecting people, information and knowledge*

### Our Values

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

## Riverina Regional Library Strategy Map

### ***Our Strategic Priorities:***

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

## Riverina Regional Library Management Plan 2021-2022

### Strategic Priority: Build Capacity

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

## Riverina Regional Library Management Plan 2021-2022

### Strategic Priority: Shape the Future

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

## Riverina Regional Library Management Plan 2021-2022

### Strategic Priority: Create Connections

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



## OUR SUSTAINABILITY PRINCIPLES

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

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

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

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

### What We Do

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

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

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

## Sustainability Focus

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

## **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 basis. A sample Service Level Agreement for *Provision of Library Services by Riverina Regional Library to a Riverina Regional Library Member Council* during 2021-22 appears on the pages following.

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### **SERVICE LEVEL AGREEMENT 2021-2022**

**for**

### **PROVISION OF LIBRARY SERVICES**

**by**

**RIVERINA REGIONAL LIBRARY**

**to**

**MEMBER COUNCIL**

**(Revised January 2021)**

## **Riverina Regional Library Service Level Agreements**

### **Policy Framework**

#### **1. Legislative Framework**

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

#### **2. Riverina Regional Library Governance**

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

#### **3. Service Level Agreement Objectives**

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

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

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

#### **4. Service Level Agreement Reporting**

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

## **5. Service Level Agreement Agreed Principles**

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

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

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

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

**7. Responsibilities of Riverina Regional Library Member Councils**

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

**8. Agreement**

The undersigned representatives of Greater Hume Shire Council and Riverina Regional Library agree with the terms, conditions and content of the Riverina Regional Library Service Level Agreement for the period 1 July 2021 – 30 June 2022.

Signed: \_\_\_\_\_  
General Manager  
Member Council

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

Signed: \_\_\_\_\_  
Robert Knight  
Executive Director  
Riverina Regional Library

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

## **Riverina Regional Library Service Level Agreements**

### **Service Levels**

#### **1. Executive Director**

The Executive Director is responsible for the overall administration and governance of Riverina Regional Library. Responsibilities are broadly divided into the areas of:

- Administration and Governance
- Strategic Development
- Political Alignment
- Mobile Library Service

The Executive Director undertakes to provide the goods and services listed in this section of the SLA in accordance with the associated performance indicators.

##### **1.1 Administration and Governance**

Administration and Governance are provided as follows:

- Ongoing communication with and advice to RRL member Councils
- Reporting to the RRL Advisory Committee and the RRL Executive Committee
- Reporting to and liaising with the Executive Council
- Strategic development of policy and strategy
- Development and review of the RRL organisation structure
- Development of budgets and financial plans

<b>Service</b>	<b>Performance Indicator</b>
Provide a written report to the 2 meetings of the RRL Advisory Committee each year	<ul style="list-style-type: none"> <li>▪ Timely, quality, advice with no significant oversights</li> </ul>
Convene meetings of the RRL Executive Committee as determined by the RRL Advisory Committee and/or the RRL Chairperson.	<ul style="list-style-type: none"> <li>▪ Meetings of the RRL Executive Committee convened in a timely manner</li> </ul>
Present an annual budget and member Council contribution advice to the first RRL Advisory Committee meeting each year	<ul style="list-style-type: none"> <li>▪ Annual budget and contribution advice presented at first RRL Advisory Committee meeting each year</li> </ul>
Undertake an annual review of the RRL organisation structure	<ul style="list-style-type: none"> <li>▪ Organisation structure update presented at first RRL</li> </ul>

## Riverina Regional Library Management Plan 2021-2022

### 1.2 Mobile Library Service

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

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

## 2. Business and Communications Division

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

- Administration and Governance Support
- Internal Delivery Service
- Collection Services

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

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

### 2.1 Administration and Governance Support



Administration and Governance services are provided as follows:

- Support for the RRL Executive Director
- Administration 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

<b>Service</b>	<b>Performance Indicator</b>
Progress on RRL Integrated Planning Strategy reported on a half-yearly basis to member Councils	<ul style="list-style-type: none"> <li>▪ Progress on RRL Integrated Planning Strategy reported to member Councils in February and August</li> </ul>
Progress on RRL Service Level Agreements reported on a half-yearly basis to member Councils	<ul style="list-style-type: none"> <li>▪ Progress on RRL Service Level Agreements reported to member Councils in February and August</li> </ul>

## **2.2 Internal Delivery Service**

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

The delivery schedule is as follows:

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

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

## **2.3 Collection Services**

## Riverina Regional Library Management Plan 2021-2022

Collection Services are provided as follows:

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

<b>Service</b>	<b>Performance Indicator</b>
<p>Shelf-ready provision of collection items funded from the RRL collection resources budget:</p> <ul style="list-style-type: none"> <li>• Provided through the RRL outsourced shelf-ready collections process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supplier KPIs are achieved</li> </ul>
<p>Shelf-ready processing of collection items not funded from the RRL collection resources budget:</p> <ul style="list-style-type: none"> <li>• No charge for processing of donations within the amount allocated to each LGA for the current financial year. If the annual cap for the cost of processing donations is exceeded, any further costs will be charged to the member Council in accordance with the fee schedule below (<i>see Note 1 below</i>). Reports on funds expended on donations processing will be provided to each member Council on a quarterly basis.</li> <li>• The following schedule of shelf-ready processing fees is applied to donations beyond the SLA threshold (<i>see Note 1 below</i>) and to any other externally funded collection items that are processed by RRL (<i>see Note 2 below</i>):</li> </ul> <p>Book item: \$7.50 - \$33.00* (inc GST)</p> <p>Non book item: (incl. one time CD/DVD/MP3 cases): \$11.00 - \$27.00* (inc GST)</p> <p>Non book item: (incl. multi CD sound recording cases): \$16.50 - \$36.00* (inc GST)</p> <p>Digitised item: (cataloguing and linking): \$11.00 - \$27.00* (Inc GST)</p> <p style="text-align: right;">* depending on specifications</p>	<ul style="list-style-type: none"> <li>▪ 100% of accepted donations processed within 10 weeks of being received</li> <li>▪ Processing of donations does not exceed the amount allocated to the LGA for donations that may be processed at no charge in the current financial year</li> <li>▪ Processing of externally funded collection purchases is the responsibility of individual libraries. (<i>See Note 2 below</i>).</li> <li>▪ Processing of donations above the “free” quota are charged at the item processing costs as published in the annual RRL Fees &amp; Charges schedule (Internal Charges) – <i>see also the costs in the opposite column.</i></li> </ul>

## Riverina Regional Library Management Plan 2021-2022

*Note 1 – There is a cost attached to processing donated items, and all member libraries must be judicious about which donated items are added to the library collection. In order to control this area of cost, RRL has quarantined an amount of \$20,000 per year (allocated on a per capita basis) for the processing of donated items at no charge to member libraries. Donations exceeding the annual cap will be charged to the member Council in accordance with the fee schedule above.*

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

### **3. Outreach and Promotions Division**

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

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

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

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

#### **3.1 Information and Digital Learning Services**

Information and Digital Learning Services are provided as follows:

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

## Riverina Regional Library Management Plan 2021-2022

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

### 3.2 Community Learning, Programs and Promotions

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

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

<b>Service</b>	<b>Performance Indicator</b>
Children's storytime packs as required	<ul style="list-style-type: none"> <li>Requested children's storytime packs delivered</li> <li>Evaluation forms indicate suitability of packs</li> </ul>
5 programs per year per LGA, including two training-based programs presented or sourced by RRL Headquarters staff	<ul style="list-style-type: none"> <li>5 programs provided per LGA</li> <li>Evaluation forms indicate suitability of programs</li> </ul>

## Riverina Regional Library Management Plan 2021-2022

Develop a volunteer recruitment and training program for presentation to branch library staff	<ul style="list-style-type: none"> <li>▪ Volunteer recruitment and training program developed</li> <li>▪ Volunteer recruitment and training program delivered in person or virtually to all branch libraries</li> </ul>
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### 4. Digital Engagement Division

The Digital Engagement Division provides services in the areas of:

- Information Communications and Technology Services (ICT)
- eLibrary Services

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

- Timely reporting of ICT related matters affecting the performance of the RRL library management system (LMS)
- Prompt notification of issues affecting the quality and accuracy of the RRL website and/or RRL content on member Council websites
- Timely responses to requests for information from the Digital Engagement Division

#### 4.1 Information Communications and Technology Services

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

<b>Service</b>	<b>Performance Indicator</b>
Library Management System (LMS) licensing provided as required (allocated according to ICT Services Plan)	<ul style="list-style-type: none"> <li>▪ LMS licences provided in accordance with ICT Services Plan</li> </ul>
Library Management System (LMS) hardware and software support enquiries response time	<ul style="list-style-type: none"> <li>▪ 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</li> </ul>

## Riverina Regional Library Management Plan 2021-2022

RFID hardware and software support enquiries	<ul style="list-style-type: none"> <li>Where required, RRL ICT staff will liaise with the technical support staff of equipment supplier in resolving issues arising on RFID equipment</li> </ul>
I.T. training and onsite support	<ul style="list-style-type: none"> <li>Support and instruction provided across library management system applications</li> <li>Remote support provided as required where issue relates to RRL resources</li> </ul>
Procedural guides	<ul style="list-style-type: none"> <li>Procedural guides will be provided and maintained in an electronic format</li> </ul>
LMS Reports	<ul style="list-style-type: none"> <li>Requests for LMS reports will be addressed within 5 working days provided raw data &amp; table mappings exist</li> </ul>

### 4.2 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 Digital Engagement 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

<b>Service</b>	<b>Performance Indicator</b>
Commitment to the ongoing provision of eResources across the RRL region	<ul style="list-style-type: none"> <li>20% of the RRL resources budget to be spent on eResources</li> </ul>
eResources training	<ul style="list-style-type: none"> <li>Not less than one eResources training program delivered in person or virtually to all branch libraries per annum</li> </ul>

## Riverina Regional Library Management Plan 2021-2022

### 5. Value Added Fee-For-Service Items

<b>Service</b>	<b>Additional Cost</b>
Additional storytime pack	\$44.00 per additional pack (inc GST)
Additional holiday program	\$242.00 per additional holiday program (inc GST)
Cataloguing and processing fee for additional donations	<div>Book item: \$7.50 - \$33.00* (inc GST)</div> <div>Non book item: (incl. one time CD/DVD/MP3 cases): \$11.00 - \$27.00* (inc GST)</div> <div>Non book item: (incl. multi CD sound recording cases): \$16.50 - \$36.00* (inc GST)</div> <div>Digitised item: (cataloguing and linking): \$11.00 - \$27.00* (Inc GST)</div> <div style="text-align: right;"><i>* depending on specifications</i></div>
Additional Libero licences	\$1,800.00 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*

The Riverina Regional Library 2021-2022 Member Council Contributions table and 2021-2022 Budget appear on the pages following.



# Riverina Regional Library Management Plan 2021-2022

## RIVERINA REGIONAL LIBRARY MEMBER COUNCIL CONTRIBUTIONS 2021-2022

	BLAND 2021/2022	COOLAMON 2021/2022	COOTA-GUND 2021/2022	FEDERATION 2021/2022	GREATER HUME 2021/2022	JUNEE 2021/2022	LOCKHART 2021/2022	SNOWY 2021/2022	TEMORA 2021/2022	WAGGA 2021/2022	TOTAL 2021/2022
% Population of RRL	4.24%	3.08%	7.98%	8.84%	7.65%	4.75%	2.33%	10.29%	4.48%	46.36%	
Mobile Library Running & Capital Costs		\$12,142		\$25,348	\$36,530		\$28,676	\$17,478	\$6,101	\$23,624	\$149,899
Mobile Library Labour Costs		\$13,061		\$27,266	\$39,295		\$30,846	\$18,801	\$6,563	\$25,412	\$161,243
Mobile Library Collections		\$1,782		\$3,720	\$5,361		\$4,208	\$2,565	\$895	\$3,467	\$21,998
Total Mobile Library Costs		\$26,984		\$56,334	\$81,186		\$63,730	\$38,844	\$13,559	\$52,503	\$333,140
Base Contribution										\$143,626	\$143,626
Distribute Balance of HQ Costs	\$44,268	\$32,178	\$83,280	\$92,190	\$79,789	\$49,538	\$24,350	\$107,327	\$46,751	\$483,731	\$1,043,403
Administration Centre Labour Costs	\$63,344	\$46,044	\$119,168	\$131,917	\$114,172	\$70,885	\$34,843	\$153,576	\$66,897	\$692,181	\$1,493,029
SUB-TOTAL	\$107,612	\$105,207	\$202,448	\$280,442	\$275,147	\$120,424	\$122,923	\$299,747	\$127,207	\$1,372,040	\$3,013,198
GST	\$10,761	\$10,521	\$20,245	\$28,044	\$27,515	\$12,042	\$12,292	\$29,975	\$12,721	\$137,204	\$301,320
TOTAL AMOUNT PAYABLE	\$118,373	\$115,727	\$222,693	\$308,486	\$302,662	\$132,466	\$135,216	\$329,722	\$139,928	\$1,509,244	\$3,314,518
<b>council</b>	<b>population</b>	<b>% of region</b>			<b>council</b>	<b>sq.km</b>	<b>% of region</b>				
Bland	5,972	4.24%			Bland	8,558	17.86%				
Coolamon	4,341	3.08%			Coolamon	2,431	5.07%				
Cootamundra-Gundagai	11,235	7.98%			Coota-Gundaga	3,981	8.31%				
Federation	12,437	8.84%			Federation	5,685	11.86%				
Greater Hume	10,764	7.65%			Greater Hume	5,749	12.00%				
Junee	6,683	4.75%			Junee	2,030	4.24%				
Lockhart	3,285	2.33%			Lockhart	2,896	6.04%				
Snowy Valleys	14,479	10.29%			Snowy Valleys	8,959	18.70%				
Temora	6,307	4.48%			Temora	2,802	5.85%				
Wagga Wagga	65,258	46.36%			Wagga Wagga	4,824	10.07%				
	140,761	100%				47,915	100%				
Source for LGA population and geographic area statistics: ABS population statistics S216.0 - Regional Population Growth, Australia; 25 March 2020											

## Riverina Regional Library Management Plan 2021-2022

### RIVERINA REGIONAL LIBRARY 2021-2022 BUDGET AND SUMMARY OF FUNDS HELD

Following is the Riverina Regional Library 2021-2022 budget detailing projected income and expenditure for the year.

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

<b>INCOME</b>	<b>2020/21 Budget</b>	<b>2010/22 Budget</b>	<b>Variance</b>
Contributions from Member Councils	-2,955,357	-3,013,198	-57,841
Inter Loan Charges	-1,000	-1,000	0
South West Zone Libero UNO Consortium	-9,920	-10,247	-327
State Library Reimburse Travel Costs	-1,500	-500	1,000
Vehicle Lease	-5,000	-5,500	-500
Investment Income	-20,000	-20,000	0
Outreach & Promotions Income	-3,000	-5,000	-2,000
Collections Service Income	-1,000	-1,500	-500
Reservations and Replacement Cards	-11,500	-10,000	1,500
Sundry Income	-2,000	-2,500	-500
	<b>-3,010,277</b>	<b>-3,069,445</b>	<b>-59,168</b>

# Riverina Regional Library Management Plan 2021-2022

EXPENDITURE	2020/21 Budget	2021/22 Budget	Variance
<b>RRL Administration Centre</b>			
Salaries	1,179,386	1,222,996	43,610
Long Service Leave	44,388	44,312	-76
Superannuation - General Levy	72,012	82,006	9,994
Superannuation - Defined Benefit	96,105	72,565	-23,540
Workers Compensation	58,969	61,150	2,181
ELE Timing Adjustment Expense	15,000	10,000	-5,000
<b>Mobile Library</b>			
Salaries	101,827	103,388	1,561
Overtime	10,318	10,529	211
Relief Staff/Allowances	21,774	22,043	269
Long Service Leave	4,859	6,569	1,710
Superannuation	11,742	11,916	174
Workers Compensation	6,696	6,798	102
<b>Other Expenses</b>			
Audit Fees	7,000	7,000	0
Rental Headquarters	30,595	31,207	612
Corporate Uniforms	500	0	-500
Recruitment Expenses	2,000	2,000	0
Training & Travel	21,333	16,222	-5,111
FBT	11,250	11,350	100
South West Zone Libero UNO Consortium	9,920	10,247	327
Postage	7,500	6,500	-1,000
Freight	1,000	750	-250
Telephone	7,000	6,000	-1,000
Stationery	2,500	2,000	-500

## Riverina Regional Library Management Plan 2021-2022

Printing	3,000	3,000	0
Libero Hosting and Licences	110,483	106,381	-4,102
Miscellaneous IT Expenses	5,000	9,000	4,000
RRL Member Cards	3,000	3,000	0
Overdue Notices - Printing	100	0	-100
Advertising	4,000	4,000	0
Administration charge	77,639	79,192	1,553
Website Maintenance and Development	10,000	10,000	0
Memberships	2,500	2,000	-500
Collections & RFID Materials	10,000	14,000	4,000
Outreach & Promotions Program Materials	13,500	13,500	0
RFID Maintenance Agreement	2,500	2,500	0
SMS Messaging	3,000	3,250	250
Libraries Australia Subscription	6,000	5,000	-1,000
Running Expense Library Vehicles	49,840	50,840	1,000
Running Expense Mobile Library	81,960	83,600	1,640
Insurance	39,000	41,000	2,000
Photocopying	3,000	3,000	0
ILL Postage/Freight	2,500	2,500	0
Training Recharges from Skills Centre	3,202	3,202	0
Depreciation	800,000	900,000	100,000
Team Development Activities	2,000	2,000	0
RRL Advisory Committee Expenses	1,000	1,000	0
Sundries	8,000	8,500	500
Grounds Maintenance	5,000	7,500	2,500
	<b>2,969,897</b>	<b>3,105,513</b>	<b>135,616</b>

# Riverina Regional Library Management Plan 2021-2022

	2020/21 Budget	2021/22 Budget	Variance
<b>CAPITAL INCOME</b>			
RRL Book Club Contributions	-32,000	-32,000	0
SW Zone Digital Library Contributions (all members)	-151,838	-158,343	-6,505
Book Replacement Income	-2,000	-2,000	0
<b>TOTAL CAPITAL INCOME</b>	<b>-185,838</b>	<b>-192,343</b>	<b>-6,505</b>
<b>CAPITAL EXPENDITURE</b>			
Collections (Books & Magazines)	498,394	508,362	9,968
RRL Book Club Books	12,000	12,000	0
Mobile Library Book Collection	21,567	21,998	431
Book Replacement (Lost/Damaged Books)	2,000	2,000	0
RRL eResources	57,359	56,959	-400
SW Zone Digital Library eResources (RRL Share)	64,679	67,468	2,789
Office & Other Equipment	7,000	7,000	0
Shelf Ready Processing	50,000	50,000	0
Cataloguing	47,900	55,900	8,000
Donations Cataloguing and Processing	0	20,000	20,000
RFID tags/labels	8,000	0	-8,000
RRL IT Development	30,000	33,000	3,000
LIAC Tool Kit Collections	2,400	2,400	0
SW Zone Digital Library Content	115,762	121,551	5,789
SW Zone Digital Library Platform Fee (Bolinda)	19,000	19,000	0
SW Zone Digital Library RB Digital Platform	5,500	5,637	137
SW Zone Digital Library Administration Fee	11,576	0	-11,576
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>953,137</b>	<b>983,275</b>	<b>30,138</b>

## Riverina Regional Library Management Plan 2021-2022

<b>TRANSFERS FROM RESERVES</b>			
<b>TOTAL TRANSFERS FROM RESERVES</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS TO RESERVES</b>			
RRL Admin Centre Employee Entitlements	5,000	5,000	0
Mobile Library	65,000	65,000	0
IT Development	0	3,000	3,000
Office Equipment Renewal	3,000	0	-3,000
<b>TOTAL TRANSFERS TO RESERVES</b>	<b>73,000</b>	<b>73,000</b>	<b>0</b>
	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>	<b>Variance</b>
<b>TOTAL OPERATING INCOME</b>	<b>-3,010,277</b>	<b>-3,069,445</b>	<b>-59,168</b>
<b>TOTAL OPERATING EXPENDITURE</b>	<b>2,969,897</b>	<b>3,105,513</b>	<b>135,616</b>
<b>TOTAL CAPITAL INCOME</b>	<b>-185,838</b>	<b>-192,343</b>	<b>-6,505</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>953,137</b>	<b>983,275</b>	<b>30,138</b>
<b>TRANSFER TO RESERVES</b>	<b>73,000</b>	<b>73,000</b>	<b>0</b>
<b>TRANSFER FROM RESERVES</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ADD BACK DEPRECIATION</b>	<b>-800,000</b>	<b>-900,000</b>	<b>-100,000</b>
<b>ESTIMATED RESULT FOR YEAR (SURPLUS)/DEFICIT</b>	<b>-81</b>	<b>0</b>	<b>81</b>

**Riverina Regional Library Management Plan 2021-2022**

<b>DRAFT RESERVES</b>	<b>Proposed Opening Balance 2021/22</b>	<b>Transfers To</b>	<b>Transfers From</b>	<b>Proposed Closing Balance 2021/22</b>
RRL Admin Centre Employee Entitlements	1,054,780	5,000		1,059,780
Mobile Library Replacement	948,985	65,000		1,013,985
IT Development	112,963	3,000		115,963
Collections Reserve	28,027			28,027
RFID Strategy	45,141			45,141
RRL Book Club	50,603			50,603
Member Cards Reserve	1,441			1,441
eResources Reserve	54,810			54,810
Office Equipment Renewal	59,476			59,476
RRL Building Reserve	17,015			17,015
Overdue Notices Reserve	9,098			9,098
South West Digital Zone Library	10,979			10,979
	<b>2,393,318</b>	<b>73,000</b>	<b>0</b>	<b>2,466,318</b>

## Riverina Regional Library Management Plan 2021-2022

### FEES AND CHARGES

#### EXTERNAL CHARGES

<i>item</i>	<i>basis</i>	<i>fee</i>	<i>gst</i>	<i>total</i>
RRL Administration Centre Meeting Room – room hire (full day)	each	436.36	43.64	\$480.00
RRL Administration Centre Meeting Room – room hire (half day)	each	309.09	30.91	\$340.00
RRL Administration Centre Meeting Room – IT technical assistance (business hours and for RRL equipment only)	per hour	95.45	9.55	\$105.00
RRL Administration Centre Meeting Room – late lock up fee (per half-hour after 5.00pm)	per half-hour after 5.00pm	40.91	4.09	\$45.00
RRL Administration Centre Meeting Room – photocopying (business hours only)	each (per page)	.45	.05	\$0.50
RRL Administration Centre Meeting Room – tea/coffee facilities	per person per day	3.27	.33	\$3.60
Inter Library Loan search fee	each	4.00	.40	\$4.40
Inter Library Loan – fee for loan requests from non-reciprocal libraries	each	25.91	2.59	\$28.50
Library Loan from overseas	each	cost recovery		cost recovery
Inter Library Loan – Rush fee	each	47.28	4.72	\$52.00
Inter Library Loan – Express fee	each	64.10	6.40	\$70.50
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 lost member card	each	2.00		\$2.00
Replacement charge for lost/damaged audio disc	flat fee plus replacement cost	\$15.00 plus replacement cost		\$15.00 plus replacement cost



### Riverina Regional Library Management Plan 2021-2022

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
An exemption applies to fines on overdue items borrowed under the following member categories: Mobile Library; Book Clubs; Branch Libraries; Housebound; Home Library; Hospitals & Nursing Homes; Inter-Library-Loan Libraries; Wagga Community Links. This exemption does not extend to lost or damaged items.	each	-	-	-
Periods of amnesty apply when no overdue item fines are charged for specified periods - Specific days to be announced	each	-	-	-
Library Bags	each	1.82	.18	\$2.00
Library Backpacks	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

## Riverina Regional Library Management Plan 2021-2022

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

### 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	7.50 – 33.00 depending on specifications		\$7.50 – \$33.00 depending on specifications
Processing/cataloguing fee for additional items – processed non-book item with cataloguing (includes One-Time CD/DVD/MP3 cases)	each	11.00 – 27.00 depending on specifications		\$11.00 – \$27.00 depending on specifications
Processing/cataloguing fee for additional items – processed digitised item with cataloguing and linking	each	11.00 – 27.00 depending on specifications		\$11.00 – \$27.00 depending on specifications
Processing/cataloguing fee for additional items – processed non-book item with cataloguing (includes multi-CD sound recording cases)	each	16.50 – 36.00 depending on specifications		\$16.50 – \$36.00 depending on specifications
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 31000:2018 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  
2021 - 2022**

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

### 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 for issues relating to shared services and resources where branch library IT support staff are unable to assist.
- 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 Digital Engagement Coordinator to:*

- Support branch libraries in aspects concerning the installation, upgrading, operation and maintenance of the automated library management system, RFID and related technologies where library IT or supplier support staff are unable.
- 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.
- Provide the Executive Director – RRL, and other parties where relevant, with the necessary information concerning planned changes to IT service provisions, and to ensure these directives are clearly communicated to staff and branch libraries.
- Regularly review the hardware and software needs of the 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 to develop and 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 most accurately 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 computer hardware, 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 hardware existing on their local networks.
- Provide advice to the Digital Engagement Coordinator as new technologies are investigated that may benefit the regional library service.
- Inform the Digital Engagement Coordinator of any changes made to branch library network infrastructure, policies, security measures etc.
- Inform the Digital Engagement Coordinator of any changes to third party IT support personnel or their contact details.

### **3. HARDWARE**

#### **GOALS**

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

#### **STRATEGIES**

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

### **4. SOFTWARE**

#### **GOAL**

- To ensure any software provisioned by RRL fully meets the needs of the library service, is cost effective, and library staff are appropriately trained to effectively use all relevant aspects of the software.

#### **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 ICT staff of The Executive Council.
- Any major purchase of software involving all branch libraries will only be made after extensive evaluation, reviewing, and any possible comparisons with competitor's programs, by nominated appropriate persons.
- Compatibility with existing equipment and software currently in use will be considered when making purchases.
- In the procurement of software, all costs such as training, ongoing maintenance, and license agreements will be factored in.

## **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 Digital Engagement 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.

## **6. PUBLIC ACCESS INTERNET**

### **GOALS**

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

### **STRATEGIES**

*It is the responsibility of RRL to:*

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

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

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

*It is the responsibility of branch library staff to:*

- Monitor usage of the Internet in accordance with RRL policy, to determine whether inappropriate material is being accessed, and if so, to ask patrons to leave.
- Determine whether the use of any software to censor or regulate internet access is necessary for their library, and if so liaise with their LGA's IT staff to evaluate the most suitable programs for possible implementation.
- Maintain accurate Internet usage statistics at each branch.
- 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.



## **7. 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 take advice from the Information & Communications Technology staff of the The Executive Council on risk management issues associated with RRL IT Services.

## **8. 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 (LMS) is an externally hosted "cloud-based" system managed by Insight Informatics Pty Ltd, providers of the Libero LMS.

All static branch libraries connect to this database through ADSL or NBN internet connections. The Mobile Library utilizes Telstra Broadband to connect to the RRL LMS.

#### **1.1 Hardware**

RRL currently owns 43 PCs and 8 laptops for staff use. Public access PCs are the responsibility of member LGA's. All RRL supplied PCs are HP SFF Elite. All PC's have LCD monitors. All headquarters PC's are connected to the The Executive Council Local Area Network (LAN). The majority of branch library PC's are connected to their LGA's LAN's.

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

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

Current PCs in branch libraries will not be replaced in subsequent years. As such, it is the duty of the LGA IT support staff to phase these machines out when required. This will result in a simpler solution for the LGA IT support staff and reallocation of funding to provide greater service to branch libraries in other areas. As Libero no longer requires a dedicated PC or software installation to function, the necessity of providing a PC for the client to run on has been superseded by the browser application and cloud hosting.

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 and Windows Server 2016

Library PC's are Windows 7 Professional SP1 and Windows 10 Professional

#### **1.3 Servers**

- HPE DL160 G9 server which consists of 3 virtual servers
- HP 1340 Back-up server (Shadow Protect)

#### **1.4 Backup**

The Executive Council manages the backup of all server machines.

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

RRL Headquarters uses the telecommunications, Internet and email infrastructure of the The Executive 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 6.4.1 as at 1 January 2021) – produced by Insight Informatics. RRL is the principle Australian Beta test site for the Libero Library Management Software

#### **1.7.1 Database Management Software**

- Cache (Release 2014 as at January 2021) – produced by Intersystems

#### **1.7.2 Reporting Software**

- Crystal Reports 2020 (as at January 2021)

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

- Logmein (as at January 2021)

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

- Libraries Australia/Libero

#### **1.7.5 Desktop Productivity**

- Microsoft Office Professional 2016, Adobe Indesign

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

- Simple Pixels

#### **1.7.7 RFID Technology**

- FE Technologies