

Richmond Tweed Regional Library

Meeting Notice

An Extraordinary meeting of the Richmond Tweed Regional Library
will be held Online via Microsoft Teams on
Wednesday, 10 April 2024 at 10am

Members of the Committee are requested to attend.

*Richmond Tweed Regional Library acknowledges the people of the Bundjalung nation,
traditional custodians of the land on which we meet.*

Sarah Sullivan
Executive Officer – RTRL

28 March 2024



ETHICAL DECISION MAKING AND CONFLICTS OF INTEREST

A guiding checklist for councillors, staff and community committees

Ethical decision making

- Is the decision or conduct legal?
- Is it consistent with government policy, Council's objectives and Code of Conduct?
- What will the outcome be for you, your colleagues, the Council, anyone else?
- Does it raise a conflict of interest?
- Do you stand to gain personally at public expense?
- Can the decision be justified in terms of public interest?
- Would it withstand public scrutiny? Conflict of interest

A conflict of interest is a clash between private interest and public duty. There are two types of conflict:

- Pecuniary – an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to yourself or another person or entity defined in part 4 of the Lismore City Council Code of Conduct with whom you are associated.
- Non-pecuniary – a private or personal interest that you have that does not amount to a pecuniary interest as defined in the Lismore City Council Code of Conduct. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.

The test for conflict of interest

- Is it likely I could be influenced by personal interest in carrying out my public duty?
- Would a fair and reasonable person believe I could be so influenced?
- Conflict of interest is closely tied to the layperson's definition of "corruption" – using public office for private gain.
- Important to consider public perceptions of whether you have a conflict of interest.

Identifying problems

- Do I have private interests affected by a matter I am officially involved in?
- Is my official role one of influence or perceived influence over the matter?
- Do my private interests' conflict with my official role?

Disclosure and participation in meetings

- A councillor or a member of a Council Committee who has a pecuniary interest in any matter with which the Council is concerned and who is present at a meeting of the Council or Committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable.
- The councillor or member must not be present at, or in sight of, the meeting of the Council or Committee:
 - a. at any time during which the matter is being considered or discussed by the Council or Committee, or
 - b. at any time during which the Council or Committee is voting on any question in relation to the matter.

No Knowledge - a person does not breach this clause if the person did not know and could not reasonably be expected to have known that the matter under consideration at the meeting was a matter in which he or she had a pecuniary interest.

Non-pecuniary Interests - Must be disclosed in meetings.

There are a broad range of options available for managing conflicts & the option chosen will depend on an assessment of the circumstances of the matter, the nature of the interest and the significance of the issue being dealt with. Non-pecuniary conflicts of interests must be dealt with in at least one of the following ways:

- It may be appropriate that no action be taken where the potential for conflict is minimal. However, councillors should consider providing an explanation of why they consider a conflict does not exist.
- Limit involvement if practical (eg. participate in discussion but not in decision making or vice versa). Care needs to be taken when exercising this option.
- Remove the source of the conflict (eg. relinquishing or divesting the personal interest that creates the conflict)
- Have no involvement by absenting yourself from and not taking part in any debate or voting on the issue as of the provisions in the Code of Conduct (particularly if you have a significant non-pecuniary interest)

Whilst seeking advice is generally useful, the ultimate decision rests with the person concerned.

Agenda

- 1. Acknowledgement of Country and welcome to delegates**
- 2. Apologies**
- 3. Disclosure of Interest**
- 4. Reports/Recommendations**
 - 4.1 Draft 2024-2025 Budget and Fees and Charges6

Reports/Recommendations



Reports/Recommendations

Subject	Draft 2024-2025 Budget and Fees and Charges
TRIM Record No	BP24/318:EF09/74-6
Prepared by	Manager Finance
Item Number	4.1

Overview of Report

A draft 2024-2025 Budget and Fees & Charges has been prepared and a full copy attached. It is based on 2023-2024 service levels, however there are some changes and cost impacts with commentary to clearly define, cost and state how it will impact member council contributions.

In summary, member council contributions are proposed to increase on average by 11.41%. This comprises an increase to the recurring operating base of \$643,400 (or year on year - 7.87%) and a one-off contribution from member councils of \$289,000 (3.54%) in 2024-2025.

The majority of the recurring increases relate to net staffing costs \$389,400, cleaning, electricity & rates \$25,600 and information services costs \$102,900.

The one-off contribution is for a project role to undertake a review of the Richmond Tweed Regional Library (RTRL) organisation and for a Systems Manager to develop more effective and efficient delivery of services. It is anticipated that System Manager role will continue past 2024-2025 but will be funded in future years from savings identified, as part of the review, from within operations.

The Committee initially considered the draft 2024-2025 Budget and Fees & Charges at its 28 February 2024 meeting and resolved to defer the matter pending further consultation with the General Managers of the constituent Councils. Consultation has been undertaken and a revised 2024-2025 Budget and Fees & Charges developed based on the feedback received. The purpose for this report is to update the Committee on those changes and seek the adoption of the revised document.

A full timeline outlining the process to date has been included in this report.

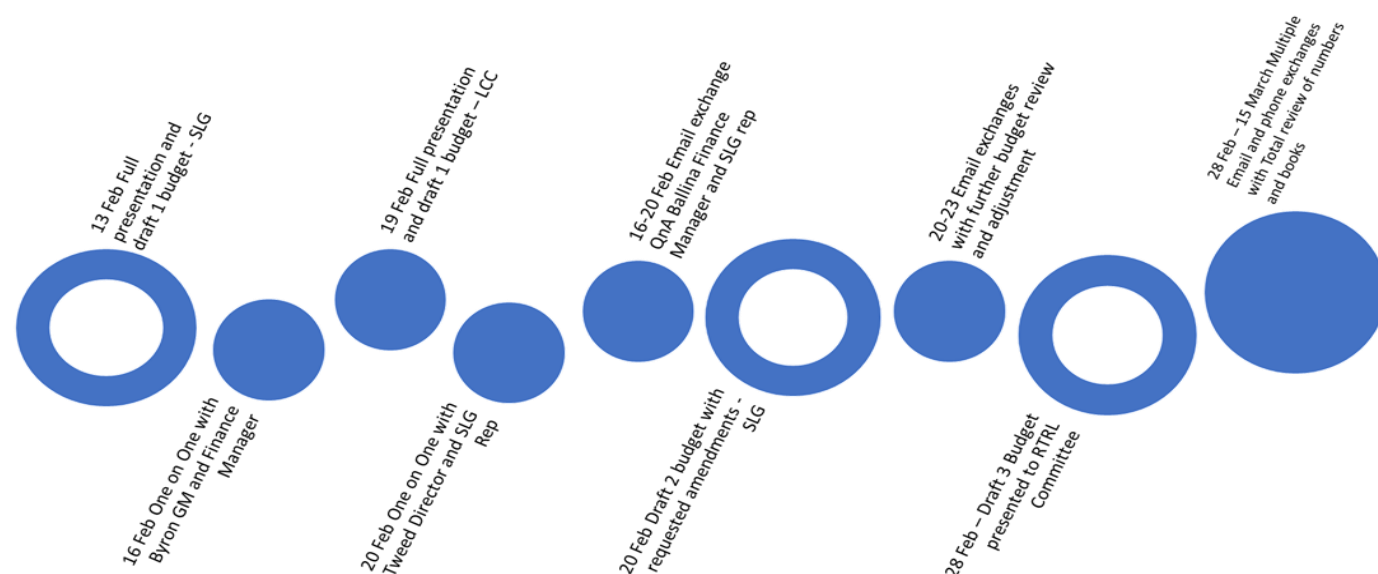
Recommendation

That:

1. the draft 2024-2025 Budget and Fees & Charges is endorsed for member council adoption.
2. the Committee resolve to defer the preparation of the RTRL Strategic Plan project to 2025-2026 or a later date pending completion of the organisational review.
3. the Committee resolve that items requested to be phased over two years as well as items agreed to be moved from the 2024-2025 budget into the following year be agreed for inclusion in the 2025-2026 budget
4. if a member council requires a reduction in its member council contribution, the Executive Council will consider options from relevant member councils regarding a decrease in services/service levels in the member council local government area.
5. the Committee resolve that the Senior Leadership Group appoint an independent consultant, to be paid proportionately for by member councils, to conduct a thorough review of the RTRL model and Executive Council costs and risks.

Background

Below is a timeline summarising the budget development consultation to date.



A draft 2024-2025 RTRL Budget was prepared by the Executive Council, in accordance with the terms outlined in the Deed, and presented to the Senior Leadership Group (SLG) for their initial feedback on 13 February 2024. This budget proposed an initial variance of \$1.568 million additional investment. This figure was made up of a combination of 'outside council control' items such as requirements of the Award, superannuation, corrections to income, and standard year on year operating increase, as well as a range of proposed investments to address outstanding operational and strategic risks for the RTRL.

This draft budget was presented in conjunction with an organisation assessment presentation, to provide the business case and full transparency for member councils on the key considerations in developing the budget. This presentation highlighted key performance achievements and challenges as well as areas of strategic and operational risk for the RTRL, items not previously identified or presented to the SLG or RTRL Committee.

Following the initial SLG meeting where the first draft budget was presented, the Executive Council offered additional meetings to present the contextual report, and draft budget, one on one to member council executive management teams and nominated Committee Councillors.

Subsequent meetings were held with: Byron Shire Council's General Manager and Manager Finance, Lismore City Council's General Manager and full Council, and Tweed Shire Council's Director Sustainable Communities and Environment. Ballina Council corresponded via email with a sequence of questions and items to be considered and addressed.

All SLG and member council feedback was then collated and used to inform a second draft of the 2024-2025 Budget.

Reports and/or Recommendations

The efficiencies identified in this step of the process reduced the year-on-year increase by \$302,180 from \$1.568 million to \$1.265 million as represented below:

2023-2024 Adopted	\$
Removed additional 1 full-time equivalent for Byron \$63K (correction of error)	(80,280)
Removed strategic plan cost (\$60K) conditional upon the Committee resolving to defer this Deed requirement.	(63,000)
Reduced increase in Bryon resources to a 3.5% increase, noting that LPG funds will be investigated to fund the 1.29% gap	(1,300)
Recruitment reduced from \$20,000 to \$3,000	(17,000)
Income adjustment - Byron PC usage to \$6,000	(5,500)
Income adjustment - Byron printing to \$70,000	(69,000)
Income adjustment - Lismore printing \$8000	2,000
Income adjustment - Tweed printing to \$35000	(25,000)
Surplus Redistributed	(43,100)
	(302,180)

An additional and extraordinary SLG meeting was then held on 20 February 2024 to present the second draft 2024-2025 budget. This meeting was used to obtain further feedback and guidance from member councils based on the SLG consultation that had occurred within their respective councils and in accordance with the terms of the Deed.

Advice received at this meeting informed the third draft proposed RTRL budget for 2024-2025.

The efficiencies identified in this step of the process reduced the year-on-year increase by a further \$215,100 from \$1.265 million to \$1.049 million, to be shared across all four member councils.

The major changes being:

Change	\$
Back Fill increased to 70% from the 35% of 2023-2024	(95,000)
Admin project Officers	(115,200)
Audit Fees	(3,100)
Interest on Investment	(20,000)
	(233,300)

This budget was presented to the RTRL Committee on 28 February 2024 alongside a business case/contextual presentation. At this meeting the RTRL Committee resolved that:

1. the item Draft 2024-2025 Budget and Fees & Charges and related recommendations is deferred to an extraordinary meeting, to be held in one month's time.
2. the Committee encourages the collaboration between the General Managers respectively, and Finance Managers respectively, of the Executive and Member Councils, to convene and review the Draft 2024-2025 Budget and Fees & Charges, with input to be provided at the extraordinary meeting.
3. Management is to provide a revised report and Draft 2024-2025 Budget and Fees & Charges, to the Committee at the extraordinary meeting.

Reports and/or Recommendations

4. As part of the revised report, Management is to indicate if any costs could be acceptable to be spread across multiple years in order to reduce the initial impact of an increased Member Council contribution for FINANCIAL YEAR 2024-2025.

As an additional outcome from discussions with SLG representatives, the Committee, and member council General Managers, it has also been agreed that once the structure has been stabilised, major risks addressed, and a strategic direction determined that the RTRL should:

- Develop a Long-Term Financial Plan rather than continue annual 'survival mode' budgeting. The benefits could include:
 - Providing sustainability and certainty around funding for Libraries, Management and Member Councils;
 - Addressing systemic undermanagement and underinvestment into RTRLs assets including the RTRL building and IT infrastructure; and
 - Address the future direction of the service.
- Review service operating hours via an analysis of activity data at the branch level to inform adjustments to service levels.
- Reconsider reservations/book club and interlibrary loan fees. The Committee decision to reduce these fees in August 2023 by 20% and 44% respectively impacted the budget negatively by a minimum of \$13,000 annually. Based on the organisation assessment, it is now clear that RTRL is operating within a very constrained budget environment. Given the effective date of this decision (22 November 2023), these reductions have been maintained in this draft budget, compounding this negative budget impact.

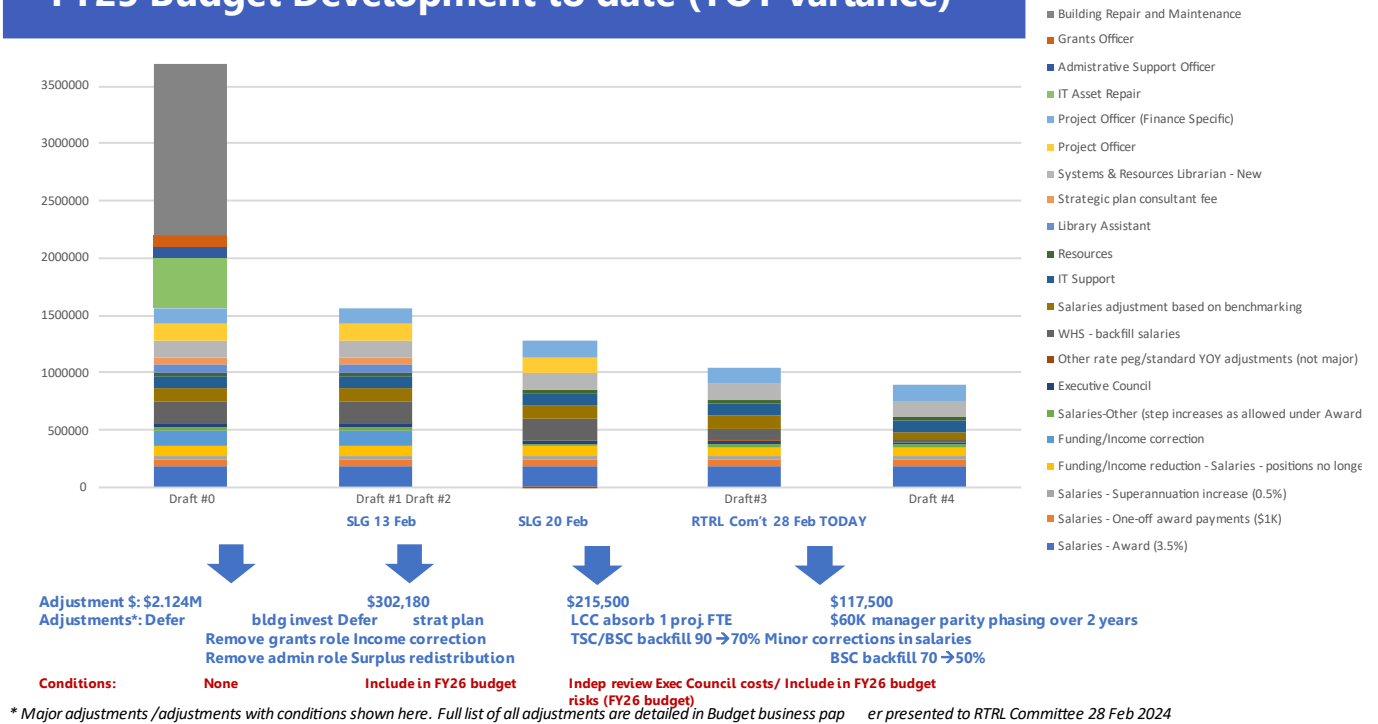
Advice received from the additional meetings at the General Manager level, as well as ongoing engagement with Member Council finance managers and SLG representatives, have informed the fourth draft proposed RTRL budget for 2024-2025.

The efficiencies identified in this step primarily related to phasing costs over two years. This reduced the year-on-year increase by a further \$117,500 from \$1.049 million to \$932,400 to be shared across all four member councils.

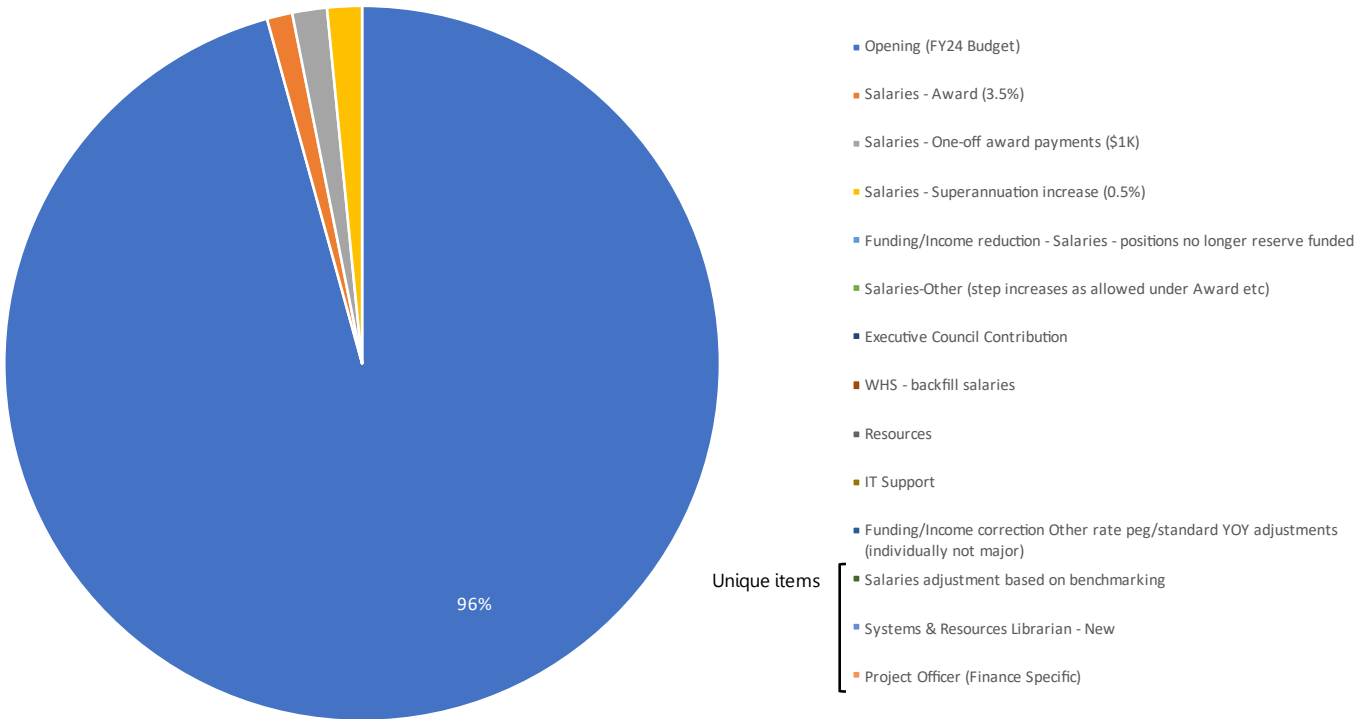
The below chart summarises the changes in the draft budget and associated conditions from Draft zero (internal estimates never presented/proposed) to Draft 4.

Reports and/or Recommendations

FY25 Budget Development to date (YOY variance)



The final position, as presented in this budget paper, provides for an **'outside of council control' year on year base contribution** from member councils, with a **small additional ask to invest** in beginning the work toward a more efficient operating model. It is also important to note that of the additional ask of \$932,400, \$289,000 is not recurring (only for one year). This is depicted in the below chart.



Member contributions including the base contribution and cost of the small additional investment is provided in the table below:

Reports and/or Recommendations

Member Council Contributions	2023-2024	Base 2024-2025	Base 2024-2025 %	One-off	Total Contributions 2024-2025	%
Ballina Council	\$ 1,731,800	\$1,900,700	9.75	\$ 61,200	\$ 1,961,900	13.29
Byron Council	\$ 1,669,000	\$1,790,900	7.30	\$ 47,400	\$ 1,838,300	10.14
Lismore Council	\$ 1,892,000	\$2,045,600	8.12	\$ 55,400	\$ 2,101,000	11.05
Tweed Council	\$ 2,877,500	\$3,076,500	6.92	\$ 125,000	\$ 3,201,500	11.26
	\$ 8,170,300	\$8,813,700	7.87	\$ 289,000	\$ 9,102,700	11.41

This final draft budget is also contingent on the resolution of the committee that the following items be transferred into the 2025/26 and 2026/2027 budget years.

Items deferred to 2025-2026 Budget	Estimated Costs
Tweed Backfill 70% to 90%	\$ 37,100
Ballina Backfill 50% to 70%	\$ 27,200
Strategic Plan development	\$ 60,000
Independent Review Exec Council - costs and risks	\$ 60,000
Pay parity - remaining managers	\$ 45,000
	\$229,300

Items deferred to 2026/2027 Budget	Estimated Costs
Ballina Backfill 70% to 90%	\$ 28,200
	\$ 28,200

RTRL Budget 2024-2025

The funding identified in the final draft 2024-2025 RTRL Budget is primarily made up of the baseline standard operational expenditure required to maintain current service levels. A small additional portion of the budget has been identified to begin to address strategic and operational risks associated with structural, Industrial Relations and work health and safety risks, and to enable a more cost effective and fit for purpose service to the community.

The purpose of this report and attachments is to provide the RTRL Committee with all available contextual and financial information to enable an informed decision on the budget.

A draft 2024-2025 RTRL Budget and Fees & Charges (Budget) has been prepared and a full copy attached. It is based on 2023-2024 service levels however there are some changes and cost impacts with commentary, to clearly define, cost and state how it will impact Member Council Contributions, provided in the report.

The assumptions adopted for the formation of the RTRL final 2024-2025 budget draft are outlined below.

Reports and/or Recommendations

Budget Assumptions and Reference Data

Reference data

Input	%	Comment	Source
Rate pegging	4.6 to 4.8	Apply maximum determination as advised by IPART. The amount applied is the base rate plus the population factor.	IPART Determination
Inflation	4.5	RBA Monetary policy targets 3-4.5% long term forecast. Short term inflation is running at 5.4%.	RBA Forecast Monetary Policy November 2023
Staff Award - general	3.5	Year 2 of 3-year award.	Based on organisational chart and structure as at December 2023.
Staff Award - One off Cost of Living payment	\$1000 or 0.5 per FTE	A requirement of the Award	Based on organisational chart for and structure as at December 2023 (with conditions)
Superannuation increase	0.5	Superannuation Guarantee Contribution Rate Non-negotiable regulatory requirement	Based on organisational chart and structure as at December 2023.
Interest Rates – Investments	4.5	Expected to stabilise as Monetary policy impacts	RBA Forecast Monetary Policy

Assumptions

Assumption	Recommended	Comment
Overall budget	4.6% to 4.8%	Apply maximum determination as advised by IPART.
Salaries	Min. 3.5%	Staff award. Note staff structure and pay scales is being reviewed by the manager and may impact costs.
Resources	4.7%	Last year plus applicable Rate Peg.
Contribution to the Executive Council (amount RTRL pays Exec Council)	TBC	Subject to required independent review in 2023/24.
Member Council contributions	4.7% plus population increase	Change in service levels to be advised by individual member Councils
RTRL Deed	Specific forecast TBA	Deed terms and conditions requiring funding to implement: Revised RTRL strategic plan to be adopted by RTRL Committee within 1 year of commencement date.
Backfill	50%	Ballina branches (partial correction to financial year 2024 budget anomaly)
	70%	Tweed branches (partial correction to financial year 2024 budget anomaly)
	90%	Byron and Lismore branches
	50%	Key person dependency roles at RTRL Support Services
Fees and charges	Up to 4.5%	Consider inflation in developing proposed fees and charges, noting the recent reversal of two charges be maintained but acknowledge cumulative impact on budget income of these reductions.
Manager pay parity for 7 managers	Phased over two years	4 managers to receive pay parity in 2024-2025 with the remaining 3 to receive pay parity in the 2025-2026 budget

Reports and/or Recommendations

Budget risks

There are three known budget risks that warrant highlighting to the Committee:

- The second 12-month project officer role, which has been removed from the budget, is required in order to address significant risk in the organisation. Lismore City Council has offered to absorb the costs of this work as part of Executive Council business support to the RTRL on the condition that this is fully costed and included in an independent review of Executive Council costs. This role has been removed from the final draft RTRL budget in order to make the additional ask of member councils more palatable but further exemplifies the issues of financial sustainability and the lack of shared risk inherent in the current business model.
- Deferral of items to the 2025-2026 and 2026-2027 budget years: As outlined in this paper, a total of \$257,500 has been deferred to future budget years which almost equates to the cost of unique items for 2024-2025 that will be funded under (this) Draft budget 4.
- Unaddressed risks: there are a number of risks as outlined to the RTRL Committee in the Confidential organisation assessment on 28 March which remain unaddressed based on budget decisions incorporated into (this) Draft 4 of the budget.

Financial Results

The following table shows the budgeted financial results for 2024-2025 and the 2023-2024 comparison:

Key Financial Performance	2023-2024 Original Budget	2023-2024 Forecast Budget	2024-2025 Draft Budget
Net Operating Result – Surplus/(Deficit)	(\$126,800)	(\$116,800)	(\$39,000)
Net Operating Result before Capital Grants & Contributions – Surplus/(Deficit)	(\$126,800)	(\$351,800)	(\$39,000)
Net Cash – Surplus/(Deficit)	Balanced	Balanced	Balanced

The Net Operating Result is anticipated to be a deficit of (\$39,000).

The Net Operating Result excluding Capital Revenues is also anticipated to be a deficit of (\$39,000).

The Net Cash Position is balanced. This simply means all cash expenditure is matched by a cash funding source.

Historically, a deficit budget has been adopted for RTRL. The underlying deficit for 2024/25 is (\$39,000). This is the difference between the annual funding provided for new assets, and the annual cost of depreciating existing assets. This can be an issue when high value assets like the mobile library or support services building, require reinvestment. The historical approach to managing these situations has been to seek ad-hoc grant funding to offset the funding shortfall.

Other key financial information and compared to the 2024-2025 Original Budget includes:

- a) Total Income – \$9,494,900. This is an increase of \$695,100 or 7.90%.
- b) Total Expenditure – \$10,159,900. This is an increase of \$688,900 or 7.27%.
- c) Asset Expenditure – \$626,000. This is an increase of \$26,500 or 4.42%.

Member Council Contributions

The calculation of member council contributions uses the following categories and contribution drivers:

Reports and/or Recommendations

Branch Costs – Each Member Council pays for all direct staffing costs associated with the provision of library services in its local government area.

Mobile Library Costs – Each Member Council pays a percentage of all costs associated with the mobile library. The percentage is based on the number of mobile library's opening hours in their local government area over the total number of mobile library's opening hours in all Member Council local government areas.

Library Resources Costs – Each Member Council pays a percentage of all costs associated with library resources. The percentage is based on the estimated population in their local government area over the total estimated population in all Member Council local government areas.

Computer Systems Costs – Each Member Council pays a percentage of all costs associated with computer systems. The percentage is based on the number of PC equivalents in their local government area over the total number of PC equivalents in all Member Council local government areas.

Support Services Costs – Each Member Council pays a percentage of all net costs associated with Support Services. The percentage is based on the estimated population in their local government area over the total estimated population in all Member Council local government areas.

Executive Council Costs – Each Member Council pays a percentage of the costs incurred by the Executive Council in providing executive support and administrative services such as human resources, finance, administration, property, and fleet to the RTRL. The percentage is based on the estimated population in their local government area over the total estimated population in all Member Council local government areas.

After applying the above categories and contribution drivers to the draft 2024-2025 Budget, an overall increase in Member Council Contributions of \$932,400 or 11.41% from the 2023-2024 Original Budget is proposed. The following table shows individual Member Council Contributions, keeping in mind the impact of population growth varies amongst member councils and is a key driver in increasing member contribution requirements as per the Deed:

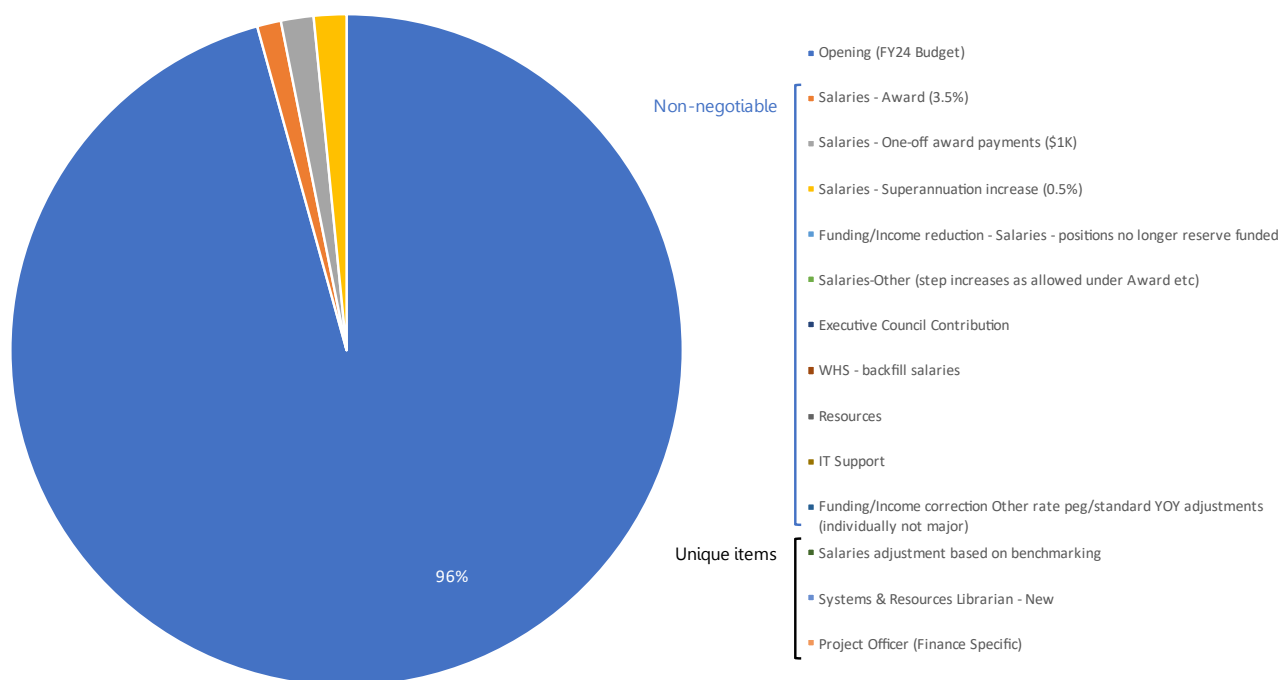
This comprises an increase to the recurring operating base of \$643,400 (or year on year - 7.87%) and a one-off contribution from member councils of \$289,000 (3.54%) in 2024/25. The majority of the recurring increases relates to net staffing costs \$389,400, cleaning, electricity & rates \$25,600 and information services costs \$102,900.

The one-off contribution is for the review a project role to undertake a review of RTRL and for a Systems Manager to develop more effective and efficient delivery of services. It is anticipated that the System Manager will continue past 2024-2025 but will be funded in future years from savings identified from within operations as a part of the review.

Member Council Contributions	2023-2024	Base 2024-2025	Base 2024/25 %	One-off	Total Contributions 2024-2025	%
Ballina Council	\$ 1,731,800	\$1,900,700	9.75	\$ 61,200	\$ 1,961,900	13.29
Byron Council	\$ 1,669,000	\$1,790,900	7.30	\$ 47,400	\$ 1,838,300	10.14
Lismore Council	\$ 1,892,000	\$2,045,600	8.12	\$ 55,400	\$ 2,101,000	11.05
Tweed Council	\$ 2,877,500	\$3,076,500	6.92	\$ 125,000	\$ 3,201,500	11.26
	\$ 8,170,300	\$8,813,700	7.87	\$ 289,000	\$ 9,102,700	11.41

Reports and/or Recommendations

Major drivers for the baseline year on year movement:



Budget Commentary

The following commentary is provided on significant changes compared to the 2023-2024 Original Budget:

Note 1 – Salaries and Overhead Expenses, Grants:

An increase of \$560,900 or 9.03% is proposed.

The key factors that impact this are:

- Award Indexation – All salaries will increase by Award Indexation. An allowance of 3.5% from 1/7/23 has been included in the Budget.
- Award – Cost of Living payments – In accordance with the award, staff employed as at the 1 July 2024 will receive a cost-of-living payment of \$1,000 or 0.5% which every is greater. This payment is subject to a pro-rata for those employers engage in part-time work. The impact across all of RTRL is \$64,095 however the impact will be different for each Council.

HQ	\$	10,771
Mobile Lit	\$	1,514
Ballina	\$	12,314
Byron	\$	11,085
Lismore	\$	11,485
Tweed	\$	16,924
	\$	64,093

- Superannuation Guarantee Contribution Rate – The employer contribution rate increases to 11.50% from 11.00%. The new rate is applicable from 1 July 2024.
- Trainees – the provision for trainees has been removed as the positions are funded through a grant that was provided to Lismore City Council. The associated grant revenue has also been removed (\$154,000) this change is cost neutral.
- Backfill of staff – casual staffing

Reports and/or Recommendations

The level of backfill has been reviewed and corrected to reflect the level required to address appropriate service levels and staff welfare.

Summary of the proposed backfill levels and comparison to 2023/24, the changes are highlighted below:

	RTRL Casual Provision	2025 - 05/03/2024			2024		
		AL	SL	LSL	AL	SL	LSL
12	SS - Changes - Management	50%	50%	50%	0%	0%	0%
13	SS - Changes - Administration	50%	50%	50%	50%	50%	50%
14	SS - Changes - Systems	50%	50%	50%	25%	25%	25%
15	SS - Changes - Courier	100%	100%	100%	100%	100%	100%
16	Ballina	50%	50%	50%	35%	35%	35%
17	Byron	90%	90%	90%	90%	90%	90%
18	Lismore	90%	90%	90%	90%	90%	90%
19	Tweed	70%	70%	70%	45%	45%	45%
20	Bookmobile	100%	100%	100%	100%	100%	100%

The following table shows the weekly staffing hours in each Local Government Area:

Location	2023-2024	2024-2025	Change	Comment
Ballina	434.50	434.50	0.00	N/A
Byron	402.01	402.00	N/A	N/A
Lismore	498.00	498.00	0.00	Project Officer , Systems & Resources Librarian Trainee appointed.
Tweed	627.33	592.33	(35)	N/A
Mobile	50.66	53.00	2.34	N/A
Support Services	563.00	633.00	70.00	Project Officer - A full time position has been created to address identified structural and systemic issues and to address strategic and operational risks to RTRL Systems & Resources Librarian - A full time position has been created to focus on uplifting performance and maturity of RTRL's systems management and in alignment with strategic goals and changing consumer environments*
Totals	2,575.50	2,612.83	37.63	
Full Time Equivalent	73.59	74.65	1.06	

*Support Services:

Project Officer - Two full time temporary (12 month) positions were identified and proposed to conduct a full organisation review and implement approved changes. The review will include review of organisational elements such as all RTRL position descriptions, analysing and changing the structure and roles in order to solve the most pressing IR and WHS risks and inefficiencies within the workplace, reviewing and updating all policies, procedures, role KPIs, KPI reporting, change consultation, management and communications, rostering workload, and resourcing and system options.

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The second project officer is to focus on all finance-related improvement projects such as grants, finance workflows and delegations, budget management assets register, standardised/coordinated approach to LPG funding applications across the region, reviewing service offering and analysis of ROI of certain opening times with a view to improving financial sustainability etc.

Both project roles were presented as part of the first draft budget however, due to SLG/Member Council feedback, one of the two roles has been removed from the final draft budget. Due to the significant risks revealed as part of the organisation assessment, Lismore will look to absorb the cost of the second role as part of Executive Council business support on the condition that the full costs are included in an independent review of Executive Council costs of operating the current RTRL model.

The former Systems & Resources Librarian role has been split into 2 management roles – a Systems Manager, and a Collections Manager – effectively adding 1 FTE for a 12 month period into the RTRL staffing. The reasons for this are threefold: 1) solving significant resource/workload issues; 2) scarcity of talent skilled in both library collection management/development as well as IT, and; 3) opportunity to optimise our entire approach to systems (particularly given the spend). Just four weeks into the temporary holding pattern in this space – which involves a Systems Manager on a temporary contract – we are realising the benefits of this approach. This role is being proposed to be funded for 12 months with internal efficiencies to be identified for the position to continue beyond the initial 12-month contract.

Note 2 – Contribution to Executive Council

An increase of \$24,700 or 3.75% is proposed. This increase is linked to the staff Award Indexation percentage and the cost of living payment.

Note 3 – Administration (excluding Contribution to Executive Council which has been commented on in Note 2) Changes have been made based on 2023-2024 YTD actuals. Overall, there has been a reduction of \$7,600 or 11.67%.

Note 4 - Expenses of Providing Assets

Additional funding of \$16,500 has been included with the major change being associated with costs associated with Cleaning, Electricity and Rates of \$25,000. This has been offset by a reduction in vehicle running costs of \$11,500.

Note 5 – Library Service Working Expenses

A net increase of \$1,500 or 0.35% is proposed. This increase is significantly lower than the base rate peg increase and as savings have been identified based on YTD actuals.

Note 6 - Information Services

There is an increase of \$102,900 or 14.55%.

The main drivers are telecommunication \$16,800, Operating Lease - PC's & MFD's \$42,100 or 26.31% and Software Maintenance & Purchase \$41,600 or 10.87%. Information services budget line items are still under a detailed review and any savings identified will be reprioritised to address RTRL-specific IT asset and systems-related risks, for which there is currently \$0 budgeted.

Note 7 – Fixed Assets

An increase of \$26,500 or 4.42% is proposed.

Note 8 – Fees and Charges

A decrease of \$46,900 or -14.31% is proposed. This is primarily reflective of a decrease in printing revenues, a review has highlighted that previous budgets provisions were not reflective of actuals. The RTRL Committee also need to note that the impact of the August 2023 decision to reduce reservation/book club fees effective November 2023 from \$2.40 to \$20.00 impacted the budget negatively by \$13,000 and has an ongoing compounded negative impact to the budget year on year.

Reports and/or Recommendations

Note 9 – Interest on Investments

An increase of \$58,600 or 114% is proposed. This reflects increasing interest rates and improvement in the investment market.

Note 10 – Reserve movements.

2023-2024 included a utilisation of reserve funding to offset permanent staffing costs in relation to cataloguing of library reserves. This funding was taken from donations received in relation to the 2022 flood event. The positions are permanent positions and therefore are continuing in 2024-2025, however the use of donated funds has not been included in the draft 2024-2025 budget. There is an unfavourable impact of \$75,100 year on year.

Other Items

a) Deed – RTRL

The new Deed – RTRL (Deed) commenced from 1 July 2023. It has a number of clauses applicable to the Budget. The key clauses are:

8.9 – The Executive Council, in consultation with the SLG and Member Councils, is to prepare the RTRL Annual Budget for each financial year and is to submit it to the RTRL Committee for review and endorsement before it is adopted by the Executive Council.

14.5 – The Budget is required to be endorsed by the Committee and the Senior Leadership Group (SLG). The purpose of this report is to provide the Committee with the draft Budget and seek its endorsement. The SLG considered the Budget at its 13 February 2024 meeting and again at a special meeting on the 20 February 2024 meeting.

14.3 & 14.4 – Any increase in the Budget is required to satisfy these requirements:

- a) Any increase in the Member Council Contribution is to be based on the annual base rate peg (excluding the rate peg population factor). It is acknowledged that due to population cost driver impacts, individual Member Council Contributions may be above or below the rate peg.
- b) A proposal for a change in service or service levels which results in total Member Council Contributions increasing above the rate peg limit may also be provided however the proposal must be clearly defined, costed and state how it will impact a Member Council Contribution.

For 2024-2025, the rate peg ranges from 4.60% to 4.80%. The overall increase in Member Council Contributions is 12.85%. As the major driver of this increase are net staffing costs (10.92%) and information services costs (14.55%), and with change in service or service levels. It is recommended that if a Member Council requests a reduction in its Member Council Contribution, the Executive Council will consider options from member councils including a decrease in services/service levels in the Member Council Local Government Area.

b) Sale of Vacant Land

A report is being presented separately for Committee consideration on the sale of the vacant land (Lot 2 DP 1061931, 1 Lancaster Drive Goonellabah) adjoining the Support Services building.

This report includes independent valuation outcomes and a range of options for distribution of the proceeds.

No recognition of the net sale proceeds has been included in the RTRL 2024-2025 Budget.

c) Mobile Library Replacement

The RTRL has received \$475,000 in funding for the mobile library and has in reserves \$495,200.

No recognition of the replacement has been included in the Budget at this time.

Staff are likely to need to continue to seek additional grant funding.

Reports and/or Recommendations

Draft 2024/25 Fees and Charges

The Fees & Charges have been reviewed and changes recommended. Most have been increased after considering the cost increase factors such as the Based Rate Peg = 4.70%. It is proposed that two specific fees (reservations/book club and interlibrary loan fees) remain at financial year 2024 rates in line with the August 2023 Committee decision (effective November 2023) to reduce these fees substantially.

The complete Fees & Charges listing is attached.

Attachment/s

1. 2024-2025 Draft Budget
2. 2024-2025 Member Contributions
3. 2024-2025 ABS Population Estimates
4. 2024-2025 Draft Salaries
5. 2024-2025 Draft Fees & Charges

RICHMOND-TWEED REGIONAL LIBRARY				
Draft 2024/25 BUDGET				
EXPENDITURE	Original Budget	Draft Budget	Percentage	
	2023/24	2024/25	Change	Notes
Salaries and Overheads Expenses				
Staff Salaries	\$4,555,000	\$5,001,000	9.79%	
Employee Leave Entitlements	\$897,700	\$928,600	3.44%	
Superannuation	\$644,600	\$721,600	11.95%	
Workers Compensation Insurance	\$68,000	\$81,000	19.12%	
Staff Training & Professional Development	\$38,000	\$34,000	-10.53%	
Recruitment Expenses	\$5,000	\$3,000	-40.00%	
Fringe Benefits Tax	\$0	\$0	NA	
Private Vehicle Reimbursement	\$2,000	\$2,000	0.00%	
	\$6,210,300	\$6,771,200	9.03%	
Administration				
External Printing	\$1,500	\$1,500	0.00%	
Stationery	\$6,100	\$8,000	31.15%	
Postage	\$4,500	\$3,000	-33.33%	
Audit Services	\$10,800	\$12,000	11.11%	
Legal Expenses	\$5,000	\$5,000	0.00%	
Security	\$20,000	\$20,000	0.00%	
Special Projects	\$10,000	\$0	-100.00%	
NSWPLA Membership Fees	\$7,200	\$8,000	11.11%	
Contribution to Executive Council	\$657,800	\$682,500	3.75%	
	\$722,900	\$740,000	2.37%	3
EXPENDITURE	Original Budget	Draft Budget	Percentage	
	2023/24	2024/25	Change	Notes
Expenses of Providing Assets				
Building Maintenance	\$13,400	\$16,000	19.40%	
Cleaning, Electricity and Rates	\$51,000	\$76,000	49.02%	
Furniture & Equipment M & R	\$6,100	\$6,500	6.56%	
Equipment Maintenance	\$6,000	\$6,000	0.00%	
Vehicle Running	\$111,900	\$100,400	-10.28%	
	\$188,400	\$204,900	8.76%	4
Library Service Working Expenses				
Technical Aids	\$10,000	\$14,000	40.00%	
Maintenance of Books/AV Maintenance	\$37,000	\$30,000	-18.92%	
Periodicals	\$40,800	\$42,600	4.41%	
Freight	\$1,200	\$2,000	66.67%	
Insurance	\$28,800	\$33,000	14.58%	
Children's Services	\$6,400	\$7,000	9.38%	
Promotion and Advertising	\$20,000	\$10,000	-50.00%	
Consumables & Catering	\$8,500	\$6,300	-25.88%	
Inter Library Loans	\$12,000	\$5,000	-58.33%	
Libraries Australia Licence	\$9,200	\$9,200	0.00%	
Ancestry.com Expense	\$10,700	\$12,000	12.15%	
Councillors Professional Development	\$1,000	\$0	-100.00%	
Licenses & Fees	\$22,700	\$25,000	10.13%	
eResources	\$121,200	\$126,600	4.46%	
Merchandise Purchases	\$4,000	\$5,000	25.00%	
Local Priority Grants - Operational	\$0	\$0	NA	
Activities & Projects	\$0	\$0	NA	
Rental Charges	\$8,000	\$15,000	87.50%	
	\$341,500	\$342,700	0.35%	5

RICHMOND-TWEED REGIONAL LIBRARY				
Draft 2024/25 BUDGET				
EXPENDITURE	Original Budget 2023/24	Draft Budget 2024/25	Percentage Change	Notes
Information Services				
Hardware Maintenance	\$75,600	\$78,800	4.23%	
Software Maintenance & Purchase	\$382,600	\$424,200	10.87%	
Telecommunication Costs & Charges	\$56,800	\$72,800	28.17%	
Printing Equipment Expenses	\$32,200	\$32,200	0.00%	
Operating Lease - PC's & MFD's	\$160,000	\$202,100	26.31%	
	\$707,200	\$810,100	14.55%	6
Fixed Assets or Capital Items				
Library Resources	\$599,500	\$626,000	4.42%	
Local Priority Grant - Capital	\$0	\$0	NA	
	\$599,500	\$626,000	4.42%	7
Transfers to Restricted Assets (Reserves)				
Vehicle Replacement	\$30,000	\$0	-100.00%	
Surplus Funds	\$0	\$0	NA	
	\$30,000	\$0	-100.00%	
EXPENDITURE	Original Budget 2023/24	Draft Budget 2024/25	Percentage Change	Notes
Depreciation Expenses				
	\$671,200	\$665,000	-0.92%	
TOTAL EXPENDITURE	\$9,471,000	\$10,159,900	7.27%	
INCOME	Original Budget 2023/24	Draft Budget 2024/25	Percentage Change	Notes
Fees and Charges				
Lost Book Charges	\$18,500	\$18,500	0.00%	
Reservations/Registrations	\$90,000	\$80,000	-11.11%	
Inter Library Loans	\$5,000	\$5,000	0.00%	
Printing	\$189,300	\$154,800	-18.23%	
PC Usage Charges	\$9,500	\$7,100	-25.26%	
Book Club	\$10,000	\$10,000	0.00%	
Merchandise Sales	\$5,500	\$5,500	0.00%	
Sale of Second Hand Goods	\$0	\$0	NA	
	\$327,800	\$280,900	-14.31%	8
Grants				
Diesel Rebate Scheme	\$1,400	\$1,300	-7.14%	
Trainees	\$154,800	\$0	-100.00%	
	\$156,200	\$1,300	-99.17%	
Sundry Income				
Interest on Investments	\$51,400	\$110,000	114.01%	9
Leaseback Vehicle Charges	\$9,000	\$0	-100.00%	
Donations	\$0	\$0	NA	
	\$60,400	\$110,000	82.12%	

RICHMOND-TWEED REGIONAL LIBRARY Draft 2024/25 BUDGET				
INCOME	Original Budget 2023/24	Draft Budget 2024/25	Percentage Change	Notes
Transfers from Restricted Assets (Reserves)				
Library Resources	\$0	\$0	NA	
Funded Projects	\$0	\$0	NA	
Activities & Projects	\$0	\$0	NA	
Special Projects	\$10,000	\$0	-100.00%	
Other Positions - Funded by Reserves	\$75,100	\$0	-100.00%	
	\$85,100	\$0	-100.00%	10
Member Council Contributions				
Ballina Council	\$1,731,800	\$1,961,900	13.29%	4.60%
Byron Council	\$1,669,000	\$1,838,300	10.14%	4.80%
Lismore Council	\$1,892,000	\$2,101,000	11.05%	4.70%
Tweed Council	\$2,877,500	\$3,201,500	11.26%	4.60%
	\$8,170,300	\$9,102,700	\$932,400	2
TOTAL INCOME	\$8,799,800	\$9,494,900	7.90%	10
<u>Summary</u>				
Total Expenditure	\$9,471,000	\$10,159,900	7.27%	
Depreciation	(\$671,200)	(\$665,000)	-0.92%	
Net Expenditures	\$8,799,800	\$9,494,900	7.90%	
Total Income	(\$629,500)	(\$392,200)	-37.70%	
Total Council Contributions	(\$8,170,300)	(\$9,102,700)	11.41%	
Balance	\$0	\$0		
FINANCIAL RESULTS	Original Budget 2023/24	Draft Budget 2024/25		
Net Operating Result - Surplus/(Deficit)	(\$126,800)	(\$39,000)		
Net Operating Result before Capital Grants & Contributions - Surplus/(Deficit)	(\$126,800)	(\$39,000)		
Net Cash - Surplus/(Deficit)	\$0	\$0		

RICHMOND TWEED REGIONAL LIBRARY 2024/25 MEMBER COUNCIL CONTRIBUTIONS										
DETAILS	TOTAL	BALLINA		BYRON		LISMORE		TWEED		TOTALS
	NET COSTS	COSTS	SHARE	COSTS	SHARE	COSTS	SHARE	COSTS	SHARE	
1) Branch Costs:										
Salaries & Vehicle		\$1,091,000		\$1,065,500		\$1,214,500		\$1,473,100		
Total Branch Costs		\$1,091,000	22.52%	\$1,065,500		\$1,214,500		\$1,473,100		\$4,844,100
2023/24 Comparison & % Change		\$1,008,700	8.16%	\$1,009,000	5.60%	\$1,131,600	7.33%	\$1,424,000	3.45%	
2) Mobile Library Costs:										
Salaries	\$143,500									
Vehicle Running	\$64,400									
Transfer to Reserve	\$0									
% service time	\$207,900	\$22,068	10.61%	\$40,651	19.55%	\$72,010	34.64%	\$73,172	35.20%	\$207,900
Fortnightly Hours of Service in each LGA			4.75		8.75		15.50		15.75	44.75
2023/24 Comparison & % Change		\$23,915	-7.72%	\$44,053	-7.72%	\$78,037	-7.72%	\$79,296	-7.72%	
3) Resources Costs:										
Library Resources - LGA's		\$120,800		\$104,200		\$108,700		\$258,900		
Library Resources - Other	\$23,000									
Periodicals - LGA's		\$8,800		\$8,900		\$10,100		\$11,700		
Periodicals - Other	\$3,100									
Library eResources - LGA's		\$25,700		\$22,400		\$24,800		\$53,700		
Salaries - Acquisitions	\$253,600									
Salaries - Cataloguing	\$109,300									
Technical Aids	\$14,000									
Maintenance	\$30,000									
Licences and Fees	\$34,200									
% Population - ABS Population Estimates	\$467,200	\$254,024	21.13%	\$212,209	16.42%	\$233,174	19.17%	\$526,493	43.28%	\$1,225,900
2023/24 Comparison & % Change		\$218,843	16.08%	\$186,585	13.73%	\$211,616	10.19%	\$463,656	13.55%	
4) Computer System Costs:										
Executive Council - Support Costs	\$247,500									
Hardware Maintenance & Consumables	\$78,800									
MFD & PC Leasing	\$202,100									
Software Maintenance	\$424,200									
Printing Equipment Expenses	\$32,200									
Telecommunication Costs & Charges	\$72,800									
% Terminals	\$1,057,600	\$221,311	20.93%	\$229,381	21.69%	\$242,296	22.91%	\$364,612	34.48%	\$1,057,600
No of Computer Hardware items in each LGA			39.97		41.43		43.76		65.85	191.00
2023/24 Comparison & % Change		\$171,858	28.78%	\$177,697	29.09%	\$171,298	41.45%	\$310,947	17.26%	
5) Support Services Costs:										
Salaries	\$1,308,500									
NSWPLA Membership Fees		\$1,600		\$1,600		\$1,600		\$2,400		
Net Other	\$59,600									
% Population - ABS Population Estimates	\$1,368,100	\$290,694	21.13%	\$226,227	16.42%	\$263,900	19.17%	\$594,480	43.28%	\$1,375,300
2023/24 Comparison & % Change		\$161,689	79.8%	\$129,397	74.8%	\$152,531	73.0%	\$350,884	69.4%	
6) Executive Council Costs:										
Support Costs	\$682,500									
Less: Included in 4) Computer System Costs	-\$247,500									
% Population - ABS Population Estimates	\$435,000	\$91,920	21.13%	\$71,422	16.42%	\$83,401	19.17%	\$188,257	43.28%	\$435,000
2023/24 Comparison & % Change		\$81,213	13.18%	\$64,831	10.17%	\$76,567	8.93%	\$176,888	6.43%	
Less surplus retributed	-\$43,100	-\$9,107	21.13%	-\$7,077	16.42%	-\$8,263	19.17%	-\$18,653	43.28%	-\$43,100
2024/25 MEMBER COUNCIL CONTRIBUTIONS		\$1,961,900	12.97%	\$1,838,300	9.92%	\$2,101,000	10.79%	\$3,201,500	11.03%	\$9,102,700
POPULATION		48,837	21.13%	37,946	16.42%	44,310	19.17%	100,020	43.28%	231,114
PER CAPITA		\$40.17		\$48.44		\$47.42		\$32.01		
INCREASE IN CONTRIBUTION		\$225,300		\$165,900		\$204,700		\$318,000		\$913,900
2023/24 COMPARISON										
Council Contributions - Adopted Budget		\$1,736,600		\$1,672,400		\$1,896,300		\$2,883,500		\$8,188,800
Population		48,165	21.05%	37,313	16.30%	44,322	19.37%	99,055	43.28%	228,854
Per Capita Costs		\$36.05		\$44.82		\$42.78		\$29.11		\$35.78

Australian Bureau of Statistics

Regional population, 2021

Population estimates by LGA and electoral division (ASGS2021), 2001 to 2021

Table 1. Estimated resident population, Local Government Areas (ASGS2021), Australia

LGA	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Changes	2012-2022	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Percentage Share
Ballina (A)	41,118	41,510	41,881	42,336	42,993	43,626	44,333	44,927	45,569	46,172	46,850	13.94%	5,732	47,503	48,165	48,837	21.13%
Byron (A)	31,210	31,756	32,263	32,803	33,399	33,922	34,468	34,991	35,633	36,077	36,510	16.98%	5,300	36,690	37,313	37,946	16.42%
Lismore (C)	44,388	44,408	44,327	44,212	44,122	44,113	44,147	44,167	44,230	44,344	44,276	-0.25%	-112	44,333	44,322	44,310	19.17%
Tweed (A)	89,266	90,226	91,139	92,261	93,742	94,538	95,240	95,906	96,645	97,151	97,969	9.75%	8,703	98,098	99,055	100,020	43.28%
	205,982	207,900	209,610	211,612	214,256	216,199	218,188	219,991	222,077	223,744	225,605			226,624	228,854	231,114	100.00%

Council	2023/24	2024/25	Movement	
Ballina	20.78%	21.13%	0.35%	0.35%
Byron	16.37%	16.42%	0.05%	0.05%
Lismore	19.43%	19.17%	-0.26%	-0.26%
Tweed	43.42%	43.28%	-0.14%	-0.14%
Total	100.00%	100.00%		

RICHMOND TWEED REGIONAL LIBRARY													
2024/25 SUMMARY OF AREA STAFF COSTS													
2024/25										2023/24			
LOCATION	Total Staff Hours per Week	Permanent Salaries & Allowances	Casual Salaries	Annual Leave	Sick Leave	Public Holiday	Long Service Leave	Super-annuation	Total Employment Costs	Total Staff Hours per Week	Total Employment Costs	\$ Change	% Change
Support Services FTE	633.00 18.09	\$ 1,159,200	\$ 95,400	\$ 106,200	\$ 61,100	\$ 58,500	\$ 12,700	\$ 178,300	\$ 1,671,400	563.00 16.09	\$ 1,345,200	\$ 326,200	24.25%
Mobile FTE	53.00 1.51	\$ 92,700	\$ 15,300	\$ 8,500	\$ 4,900	\$ 4,700	\$ 1,800	\$ 15,600	\$ 143,500	50.66 1.45	\$ 135,500	\$ 8,000	5.90%
Ballina FTE	434.50 12.41	\$ 758,900	\$ 59,600	\$ 66,500	\$ 38,300	\$ 36,600	\$ 12,600	\$ 118,500	\$ 1,091,000	434.50 12.41	\$ 1,008,700	\$ 82,300	8.16%
Byron FTE	402.00 11.49	\$ 698,000	\$ 101,600	\$ 62,000	\$ 35,700	\$ 34,100	\$ 14,400	\$ 119,700	\$ 1,065,500	402.01 11.49	\$ 1,009,000	\$ 56,500	5.60%
Lismore FTE	498.00 14.23	\$ 807,900	\$ 112,400	\$ 70,600	\$ 40,600	\$ 38,800	\$ 12,500	\$ 131,700	\$ 1,214,500	498.00 14.23	\$ 1,179,900	\$ 34,600	2.93%
Tweed FTE	592.33 16.92	\$ 987,500	\$ 112,500	\$ 88,000	\$ 50,600	\$ 48,400	\$ 20,500	\$ 157,800	\$ 1,465,300	627.33 17.92	\$ 1,419,000	\$ 46,300	3.26%
TOTALS	2,612.83	\$4,504,200	\$496,800	\$401,800	\$231,200	\$221,100	\$74,500	\$721,600	\$ 6,651,200	2,575.50	\$6,097,300	\$553,900	9.08%

Variance 0

Staffing Hours - Per Week			
Locations	2023/24	2024/25	Change
Ballina	434.50	434.50	0.00
Byron	402.01	402.00	-0.01
Lismore	498.00	498.00	0.00
Tweed	627.33	592.33	-35.00
Mobile	50.66	53.00	2.34
Support Services	563.00	633.00	70.00
	<u>2,575.50</u>	<u>2,612.83</u>	<u>37.33</u>
FTE	73.59	74.65	1.07

RICHMOND TWEED REGIONAL LIBRARY 2024/25 Fees & Charges						
Description	GST	2022/23	2023/24	2024/25	% Increase	\$ Increase
Visitor's Membership Fee (non-refundable)	T	37.00	40.00	41.90	4.75%	1.90
Book Club per item	T	2.20	2.40	2.00	-16.67%	0.40
Reservations on Adult Richmond-Tweed Regional Library Items	N	2.20	2.00	2.00	0.00%	-
Inter-Library Loans - (Items not held by Richmond Tweed)	T	4.60	4.50	4.50	0.00%	-
Non-Public Library Inter-Library Loans: Non-public libraries charge different amounts. The actual fee payable will be 100% of the amount charged.	T	28.50+	33.00	34.60	4.85%	1.60
Lost or Damaged Items - Borrowed Item - Cost plus Processing Fee (excluding periodicals)	N	10.00+	10.50	11.00	4.76%	0.50
Lost or Damaged Items - Library Membership Card	T	2.50	3.00	3.20	6.67%	0.20
Printing/Photocopying B&W A4	T	0.40	0.50	0.60	20.00%	0.10
Printing/Photocopying Colour A4	T	0.80	1.00	1.10	10.00%	0.10
Printing/Photocopying B&W A3	T	0.80	1.00	1.10	10.00%	0.10
Printing/Photocopying Colour A3	T	1.50	2.00	2.10	5.00%	0.10
Scanning documents to email	T	0.30	0.40	0.50	25.00%	0.10
Photo Quality Prints (Ballina Local History Photos)	T	4.00	4.50	4.80	6.67%	0.30
USB Memory Stick	T	8.20	8.80	9.30	5.68%	0.50
Pens	T	0.50	0.60	0.70	16.67%	0.10
Plastic Sleeves	T	0.30	0.40	0.50	25.00%	0.10
Scanning library local history photos by staff (per photo)	T	4.00	4.20	4.40	4.76%	0.20
PC use (15 minutes) - Non-RTRL Members	T	1.50	2.00	2.10	5.00%	0.10
Headphones - per set	T	3.00	3.50	3.70	5.71%	0.20
Phone Charges - Local Call	T	0.30	0.40	0.50	25.00%	0.10
Promotional Sales - Library Bags (Basic, Blue non-woven)	T	4.00	4.20	4.40	4.76%	0.20
Promotional Sales - Library Bags (Small, Calico)	T	6.00	6.30	6.60	4.76%	0.30
Promotional Sales - Library Bags (Large, Jute)	T	10.00	10.50	11.00	4.76%	0.50
Talking Book Replacements - (CDs)	N	20.00	21.00	22.00	4.76%	1.00
Patron Research Fee - First hour is free	T	92.00+	96.60	101.20	4.76%	4.60
Lismore 150 Years Book	T	25.50	27.00	28.30	4.81%	1.30
Ballina/Byron/Lismore/Tweed/Support Services Library Room Hire						
Commercial Hirer per hour	T	33.00	35.00	36.70	4.86%	1.70
Community Hirer per hour	T	23.00	24.20	25.40	4.96%	1.20