

# Richmond Tweed Regional Library

## Meeting Notice

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A meeting of the Richmond Tweed Regional Library will be held at the Byron Shire Council Corporate Centre, Conference Room, and Online on Wednesday, 15 May 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**  
**RTRL Executive Officer**

9 May 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

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**1. Acknowledgement of Country and welcome to delegates**

**2. Apologies**

**3. Attendance by Audio-Visual link**

**4. Confirm Minutes from Previous Meetings**

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**5. Disclosure of Interest**

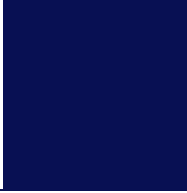
**6. Public Forum**

**7. Reports/Recommendations**

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# **Reports/Recommendations**

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## Reports/Recommendations

<b>Subject</b>	Business Manager's Report
<b>TRIM Record No</b>	BP24/442:EF09/74-6
<b>Prepared by</b>	Business Manager RTRL
<b>Item Number</b>	7.1

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### Overview of Report

This report seeks the Committee's consideration and provides information on a range of matters.

### Recommendation

That the Committee receive and note the report.

#### 1. WORKPLACE HEALTH AND SAFETY

Work has progressed on operational procedures to support the Committee-approved Patron Behaviour Policy, including: LCC Working Alone Procedure, LCC Work-Related Violence Procedure and RTRL Banning Patrons Procedure.

Patron behaviour continues to present the most frequent WHS risk to staff and patrons. RTRL staff have been managing these situations extremely well, and there are plans for additional training to be rolled out to ensure all staff are fully equipped and supported.

#### 2. DELIVERY PLAN FOR THE EXECUTION OF THE IMPROVEMENT WORK

Now that the RTRL budget is approved and funding for FY25 clearly defined, a high-level plan is being developed to enable work on the Organisation Review to commence in July 2024. The SLG will provide input to the plan and be kept up to date on details of progress.

#### 3. MOBILE LIBRARY STOPS

There has been a minor change made to the Lismore area mobile library stops. For the current school term, Blakebrook school has moved all their pupils to the Goolmangar School to enable post-flood refurbishment. The mobile library has adjusted the location of their stop accordingly.

The Mobile Library continues to be popular with additional communities in multiple Member Council LGA's requesting more stops. As demonstrated in the below photos:





*Image 1 Inside Mobile Library: staff working to assist a full load of Mobile Library patrons*



*Image 2 Outside Mobile Library: patron's bicycles parked outside*

## 4. MOBILE LIBRARY REPLACEMENT PROJECT UPDATE

Progress on the replacement project is moving forward, although not at the originally scheduled pace. Research and development of the tender specification have been progressing well. The detailed and technical nature of the trailer build necessitates careful attention to detail in the creation of the specification to ensure a successful outcome. Various factors such as key person dependencies, zero budget for backfill, staff vacancies, and unexpected leave have contributed to the slower than expected progress.

Funding for the project includes \$475,000 from the Public Library Infrastructure Grant funds, as well as additional reserve funds from RTRL. The State Library of NSW (SLNSW) and Library Council, who oversee the grants, understand that projects like RTRL's Mobile Library replacement, which involve specialised and customised components, may require more time to complete. Regular updates on grant funding progress are being provided to SLNSW, who are satisfied with the project's progress thus far.

A revised project plan and timeline will be submitted to the SLG in June.

## 5. GRANT APPLICATIONS

RTRL received notification of success for three grant applications:

- A \$10,000 grant was awarded to Byron Area this quarter from Foundation for Rural Regional Renewal. The funds were sought to supplement program funding provisions and will be used specifically to fund a series of youth-led workshops in the library which support social and economic opportunity.
- A \$7,000 Regional Youth Holiday Break Fund Grant was awarded to Lismore Area which will be utilised for a Crime Story literacy event, and other youth creative recovery workshops.
- Ballina secured \$4,000 for hosting the Medicare 40-year anniversary display in the Alstonville & Ballina branches.
- Tweed secured \$2,000 for hosting the Medicare 40-year anniversary display at Kingscliff.

## 6. REFURBISHMENT UPDATES – MURWILLUMBAH AND KINGSCLIFF

Acquittal of the grant-funded refurbishment to Murwillumbah branch is due at the end of May.

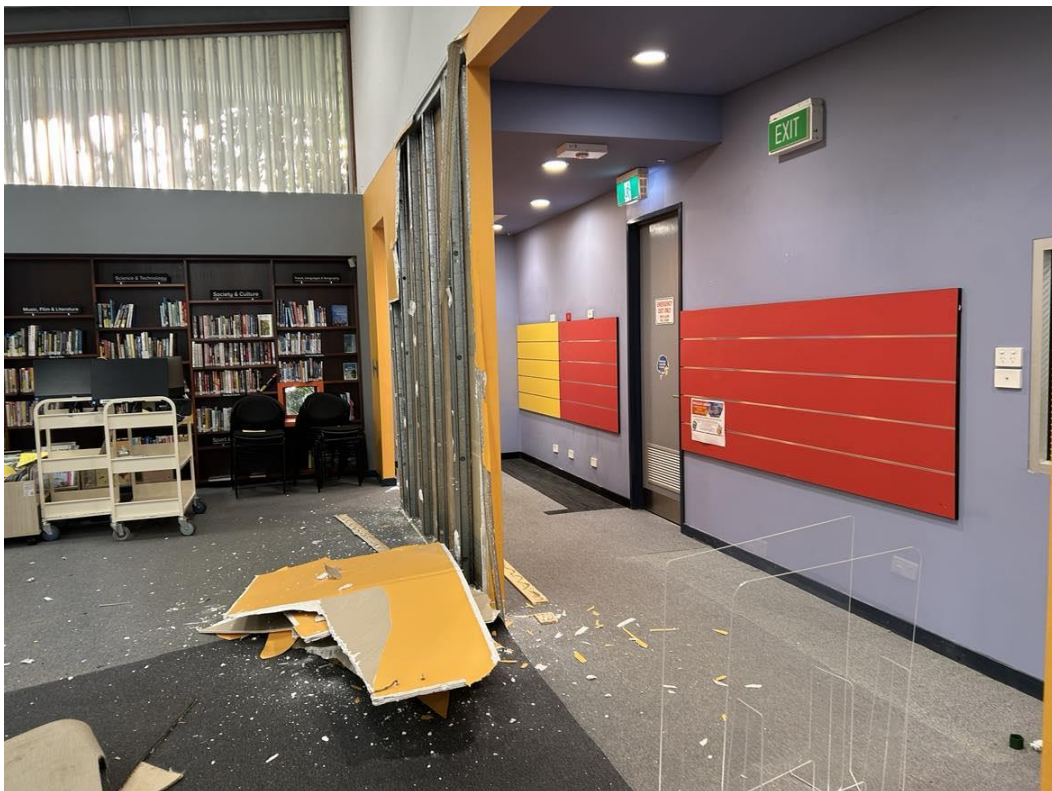
The refurbishment works at Kingscliff are also mostly complete. One item, the 24/7 book kiosk, is yet to be invoiced as a shelter needs to be constructed by Tweed Shire Council to ensure it is protected from the weather. When the Tweed maintenance manager, who will oversee construction, returns from leave, a timeframe for completion of the shelter will be established. An extension to September 2024 for grant acquittal has been requested from SLNSW. A few WHS issues relating to the circulation and returns areas were identified after delivery and are currently being resolved. As a result of the lessons learnt in this respect, WHS will be incorporated at the design phase of any future refurbishment project.



## Reports and/or Recommendations



*Image 3 Kingscliff Library during refurbishment: front public entranceway to the left under roller door, view of enclosed walls (where new children's area is now)*



*Image 4 Kingscliff Library during refurbishment: walkway to staff areas (where 'Meeting Pod' is now)*





*Image 5 Kingscliff Library after refurbishment: removal of enclosed walls to expand children's area.*



*Image 6 Kingscliff Library after refurbishment: removal of enclosed walls to allow space for a 'Meeting Pod'.*

## 7. STAFF UPDATES

Christie Campbell resigned from her position of Kingscliff Branch Technician in February after starting as a Trainee at RTRL in 1998 and working for RTRL for 26 years. We are pleased that Christie has decided to stay on as a Casual Library Assistant.

Judith Trezise has retired from her position of Library Assistant from the Tweed Area after 24 years of service. Judith began as a casual in 1999 and joined as a permanent member of the team in 2000. We wish her all the very best with her next adventure.

Karen Joc resigned from her position as Tweed Area Librarian. Karen put a significant amount of time, expertise and effort into seeking and winning government grants to advance and improve our libraries including supporting programs, resources and refurbishments of branches. Planning for interim arrangements as well as permanent recruitment is underway.

Courtney Brown, who has been contracted since January to work in the temporary System Manager role, has concluded working with RTRL 5 weeks ahead of the planned contract end date due to the early arrival of her baby daughter. We wish Courtney and family all the very best and congratulate her on her daughter's arrival and also on the many achievements in the RTRL systems space. Systems work will be re-prioritised until the new role is established and filled in the new financial year.

## 8. COLLECTIONS AND SYSTEMS MANAGEMENT UPDATE

Prior staffing shortages in Collections have been resolved via temporary appointments, and work on the program of change is on track to be operational in the new financial year. Under review is acquisitions, cataloguing, interlibrary loans and bulk multicultural loans. This includes assessment of position descriptions, and resourcing, as well as establishing measures of success for the function.

The temporary Systems Manager role has yielded significant value for RTRL including: detailed budget review in collaboration with LCC IT, improved visibility into supplier spend and management, well-supported major upgrade of RTRL's Library Management System, organisational design gap analysis with recommendations and drafted/updated positions descriptions for the two RTRL technology and systems roles, systems asset register validations for records across RTRL, and establishment of technology roadmap for RTRL.

## 9. SERVICE LEVEL AGREEMENTS – PROGRESS REPORTS

Service Level Agreement progress reports for the third quarter (January to March 2024) for all Member Councils have been prepared and are attached.

### Attachment/s

1. Quarter 3 SLA Progress Report\_January to March 2024 Ballina (Over 7 pages)
2. Quarter 3 SLA Progress Report\_January to March 2024 Byron (Over 7 pages)
3. Quarter 3 SLA Progress Report\_January to March 2024 Lismore (Over 7 pages)
4. Quarter 3 SLA Progress Report\_January to March 2024 Tweed (Over 7 pages)

## Reports/Recommendations

<b>Subject</b>	Sale of vacant land: proposal of workshop dates
<b>TRIM Record No</b>	BP24/457:EF09/74-6
<b>Prepared by</b>	RTRL Executive Officer
<b>Item Number</b>	7.2

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### Overview of Report

This report presents a proposed a calendar of dates and location, suitable for the Committee to attend an extraordinary workshop(s), outside of the regular Committee meeting schedule. The purpose of the workshop is to investigate and discuss possible options in which the net proceeds of the sale of vacant land can be applied within the regional library service and/or distributed to Member Councils.

A series of suggested dates has been identified for the initial workshop. The need for a second workshop, if necessary, will be determined upon completion of the initial event.

Recommendations stemming from the workshops, will inform a proposed resolution for adoption by the Committee at its meeting on 14 August 2024, and prior to the caretaker period for Local Government in NSW.

### Recommendation

That the Committee resolve one of the following dates and times, to conduct an extraordinary workshop to investigate and discuss each of the options in which the net proceeds of the sale of vacant land can be applied within the regional library service and/or distributed to Member Councils:

#### Either session time, date 1

1. Wednesday, 19 June 2024, 10am-1pm at RTRL Support Services, 6 Centenary Drive, Goonellabah
2. Wednesday, 19 June 2024, 2-5pm at RTRL Support Services, 6 Centenary Drive, Goonellabah

#### Either session time, date 2

1. Friday, 21 June 2024, 10am-1pm at RTRL Support Services, 6 Centenary Drive, Goonellabah
2. Friday, 21 June 2024, 2-5pm at RTRL Support Services, 6 Centenary Drive, Goonellabah

#### Either session time, date 3

1. Wednesday, 26 June 2024, 10am-1pm at RTRL Support Services, 6 Centenary Drive, Goonellabah
2. Wednesday, 26 June 2024, 2-5pm at RTRL Support Services, 6 Centenary Drive, Goonellabah

### Background

After considering the report 'Sale of vacant land: report on how the net proceeds of the sale can be applied' at its 28 February 2024 meeting, the Richmond Tweed Regional Library (RTRL) Committee resolved:

That the Committee resolve to conduct an extraordinary workshop to investigate and discuss each of the options in more detail to inform the final decision.

# Reports and/or Recommendations

Richmond Tweed Regional Library management are recommending dates and times for this extraordinary workshop to be held in the month of June 2024. If required, a second workshop may be called at the completion of the initial workshop.

The location for this workshop would most appropriately be the RTRL Support Services building for the following reasons:

1. Councillors can view the Support Services building in its present state including associated risks.
2. Councillors can view the vacant land (Lot 2 DP 1061931, 1 Lancaster Drive Goonellabah), which adjoins to the RTRL Support Services building.
3. Councillors can view zoning and geographical location of both assets.

## Conclusion

Before the scheduled workshop date, the Committee will receive the investigations and presentations related to the options presented at the meeting on 28 February. The four options discussed at the 28 February 2024 meeting are included as attachments to this report.

The findings from the workshop(s) are expected to be presented at the Committee meeting on 14 August 2024, with a proposed resolution for approval prior to caretaker period for NSW local governments. Following the resolution made at this meeting, Library management will proceed accordingly.

## Attachment/s

1. Sale of Vacant Land: options reported to 28 February 2024 Committee meeting



### Options reported to 28 February 2024 Committee meeting

In response to resolution number 5 from the report 'Feedback from Member Councils - Proposed Sale of Vacant Land', the following options are recommended to the Committee. The feedback from Member Councils received prior to 16 August 2023, have been considered in the following options:

**Option 1: The sale of land progress with full proceeds returned to the RTRL for the purpose of reinvestment and rectification required to address current risks associated with subpar and end of life library assets.**

Rationale: A recent review into the state of RTRL hard and soft IT assets has determined that assets are subpar or near end of life. In addition, the age and condition of these assets is a point of poor customer experience in branches with many hard assets not meeting accessibility standards for members and visitors to the library. The rectification of IT assets required to address this risk and improve outcomes for staff and community is estimated at \$435,445.

This option would address a high-level risk for the RTRL but would involve sacrificing the long-term financial benefits of retaining a property asset in its portfolio.

**Option 2: The sale of land progress with full proceeds returned to the RTRL for the purpose of reinvestment and rectification required to address current risks associated with the state of the RTRL management building at 6 Centenary Drive, Goonellabah NSW 2480.**

The RTRL building at 6 Centenary Drive, Goonellabah NSW 2480 was assessed, and a valuation reported provided by Herron Todd While on 9 August 2022. This undertaking followed the 2022/23 budget submission to Committee, where it was resolved that an investigation be undertaken into both the Support Services building in its present state, and the sale of adjoining land.

The report included an assessment of the building. It stated: "The building suffers from a high degree of obsolescence, not only due to its age and condition but also due to the type and style of improvements, its current fit out for use with regard to its industrial location and potential future uses."

The report also states that it did not include a detailed structural survey or inspection and could not state that the building was free from defect, rot or infestation.

The RTRL building was purchased in 2001 with no significant improvements or renovations taking place since that period. At the request of staff who have reported hazards and safety matters, Lismore City Council Work Health and Safety and Property teams have attended the property for inspections and have identified hazards in the building including infestations, rot, roof leaks and deterioration of ceilings. These teams have recommended a thorough building inspection be undertaken to understand the state of disrepair and risk to the safety and well-being of staff.

It is also recommended that a full condition assessment including a comprehensive cost to repair report be undertaken to determine if the cost of refurbishing the building does not exceed the value of the property.

**Option 3: The sale of the land to include the sale of the RTRL administration building at 6 Centenary Drive, Goonellabah NSW 2480 with full proceeds reinvested into a new asset for the RTRL to house the RTRL administration function.**

As above this option will address identified risks associated with the current state of the RTRL administration building and retain the asset benefit for long term financial benefit.

**Option 4: The sale of the land progress and proceeds be distributed appropriately amongst member councils.**

This option would restrict the RTRL's ability to address identified risks.



## Reports/Recommendations

<b>Subject</b>	Scope of work: review of RTRL model and Executive Council costs and risks
<b>TRIM Record No</b>	BP24/456:EF09/74-6
<b>Prepared by</b>	RTRL Executive Officer
<b>Item Number</b>	7.3

### Overview of Report

This report provides a brief update to the Committee concerning the resolution regarding an independent review of the RTRL model and Executive Council costs and risks during the meeting on 10 April 2024.

### Recommendation

That the Committee receives and notes the report.

### Background

After considering the report 'Draft 2024-2025 Budget and Fees and Charges' at its 10 April 2024 meeting, the Richmond Tweed Regional Library (RTRL) Committee resolved:

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.

Following the Committee meeting, the RTRL Senior Leadership Group (SLG) convened on 7 May 2024, as per their regular meeting schedule to discuss general business items. During the meeting, a member of the SLG was appointed to oversee the administration of the review project. It was determined that selecting a representative not affiliated with the Executive Council (Lismore City Council) would be most suitable.

The SLG member from Byron Shire Council will take the lead on project administration, working closely with the rest of the SLG members. The initial phase will involve scoping of the work to be undertaken which is expected to commence within the next month. Plans to begin the search for an independent consultant will be initiated in the upcoming financial year.

### Conclusion

All development with this project will be reported to the Committee as it progresses.

### Attachment/s

There are no attachments for this report.

## Reports/Recommendations

**Subject** Finance Related Matters

**TRIM Record No** BP24/474:EF09/74-6

**Prepared by** Manager Finance

**Item Number** 7.4

### Overview of Report

The purpose of this report is to provide the Richmond Tweed Regional Library (RTRL) Committee with reporting on a range of finance related matters.

### Recommendation

That the Committee endorse the budget changes reported in the 2023/2024 Budget Review.

That the Committee resolve receive the report via flying minute for endorsement or agree to a special June 2024 meeting for the presentation of the audit findings.

### 2023/24 Budget Review

**Net Operating Result** - There are no recommended changes to the overall result for the year, anticipated to be a deficit of (\$116,800).

**Net Operating Result excluding Capital Revenues** - There are no recommended changes to the overall result for the year, with the overall result for the year anticipated to be a deficit of (\$351,800).

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

The following table shows the budgeted financial results for 2023/24:

Key Financial Performance	2023/24 Adopted Budget	2023/24 Forecast Budget Dec 2023	2023/24 Forecast Budget Ytd Mar 2023
Net Operating Result – Surplus/(Deficit)	(\$126,800)	(\$116,800)	(\$116,800)
Net Operating Result before Capital Grants & Contributions – Surplus/(Deficit)	(\$126,800)	(\$351,800)*	(\$351,800)*
Net Cash – Surplus/(Deficit)	Balanced	Balanced	Balanced

## Reports and/or Recommendations

Source and Application of Funds	2023/24 Adopted Budget	2023/24 Forecast Budget Dec 2023	2023/24 Forecast Budget Mar 2023
Assets Purchased	(\$599,500)	(\$1,125,200)	(\$1,125,200)
Transfer from Reserves	\$85,100	\$600,800*	\$600,800
Transfer to Reserves	(\$30,000)	(\$30,000)	(\$30,000)
Depreciation – No cash Item	\$671,200	\$671,200	\$671,200

\*RTRL received two capital grants in the September quarter being for Murwillumbah Library and Kingscliff Library. These grants total \$225,000 relate to acquisition of assets and not operational expenses. They are therefore excluded in the Net Operating Result before Capital Grants & Contributions – Surplus/(Deficit) result as this relates only to operational expenses.

Historically, RTRL has budgeted for a deficit net operating result.

### Budget Commentary

There are no proposed changes identified within the March 2024 Quarter.

### Cash, Investments, and Interest on Investments

All RTRL cash and investments are consolidated with those of Lismore City Council. As such, there is not a separate bank account or separate investments held for RTRL funds.

To fully account for RTRL cash and investments, all RTRL cash transactions are processed through the Councils' General Fund bank account, and separately accounted for as RTRL's transaction in the Financial System. This allows for the reporting of RTRL funds at any time.

As of 30 April 2024, RTRL cash and investments balance was \$2,772,713.

Interest on RTRL funds is calculated on a daily basis. The interest rate used is the average interest rate for Councils' overall investment portfolio.

For 2023/24 to date approximately \$124,121 in interest has been generated on RTRL funds at an average interest rate of 4.768%. This is compared to a bank bill index rate of 4.35%.

### Member Council Contributions

All Member Councils have paid their contributions.

### 2022/23 Financial Reports

The 2022/23 Financial Reports are in the process of being audited and were due to be presented to the Committee at the May meeting.

There have been several delays in the audit due the lack of information available which has meant the audit will not be completed until the end of May.

Key Management Personnel returns are required to be completed for senior staff and Councillors before the audit can be completed. We also have minor issues around the treatment of asset as a result of the flood event.

### Attachment/s

There are no attachments for this report.

## Reports/Recommendations

<b>Subject</b>	Senior Leadership Group Meeting Minutes
<b>TRIM Record No</b>	BP24/443:EF09/74-6
<b>Prepared by</b>	RTRL Executive Officer
<b>Item Number</b>	7.5

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### Overview of Report

The Senior Leadership Group (SLG) meeting minutes from the third quarter (January to March 2024) are provided to the Committee as information.

Meetings were not held in the months of January and March. Two meetings were held during the month of February 2024.

Note: the December 2023 meeting minutes from the second quarter was confirmed and are attached.

### Recommendation

That the Committee receive and note the attached December 2023 and February 2024 confirmed Senior Leadership Group (SLG) meeting minutes.

### Attachment/s

1. SLG Confirmed Meeting Minutes 15 December 2023
2. SLG Confirmed Meeting Minutes 13 February 2024
3. SLG Confirmed Meeting Minutes 20 February 2024

## Richmond Tweed Regional Library

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CONFIRMED MINUTES OF THE RICHMOND TWEED REGIONAL LIBRARY  
SENIOR LEADERSHIP GROUP (SLG) MEETING  
HELD AT ONLINE ON FRIDAY, 15 DECEMBER AT 12.33PM

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

### Present

- 1.0** Sarah (Chair – Executive Officer RTRL, Lismore), Brenda (Business Manager RTRL) Caroline (Manager Communications and Customer Service Ballina), Esmeralda (Director Corporate and Community Services Byron), Shannon (Manager Inclusive & Creative Communities), Ellie (Administration Officer RTRL, Minute Taker)

### Apologies

- 2.0** Nil

### Welcome and Acknowledgement of Country

- 3.0** Sarah acknowledged Country and welcomed members to the meeting.

Sarah also noted that in conjunction with current work in progress for a Conditions of Entry sign, library management are also looking into an Acknowledgement of Country sign, to be produced for each library site in consult with the traditional owners from that library region.

### Confirmation of Minutes

- 4.0** Minutes of the previous SLG Meeting held on 10 October 2023 were confirmed.

### Discussion Items

**5.1 WHS**

**All**

Sarah is working on a draft workplace related violence policy with Lismore City Council, for Council sites and RTRL libraries. This policy will also act as a checklist, ensuring emergency procedures are current and in place at locations.

Brenda thanked Caroline and Ballina Council for their prompt responses to asset issues at Ballina Library. Malfunctioning automatic entry doors were causing WHS concerns, although Caroline, and Ballina Council were quick to arrange a contractor to site, supporting the library and resolving the issue.

**ACTION REQUIRED:**

- Sarah to circulate the pending workplace violence policy to the SLG as it progresses.

**5.2 RTRL Manager Update**

**Brenda**

Brenda spoke of the broad range of activities happening in the libraries, noting; staffing changes at Support Services, the Lismore Merry Markets library engagement, the morning tea event acknowledging the donation of funds to replace the circulation desk at Brunswick Heads library, the

Kingscliff refurbishment project currently being on time and on budget and the proposal to move a Lismore LGA Mobile Library stop to another village within the Lismore LGA to better suit visitation in the rural areas.

Brenda also noted that the Mobile Library Replacement project timeline for delivery is behind schedule. This was reported to the Committee at the 22 November 2023 meeting. There is discussion by management to possibly propose an extraordinary meeting to the Committee, for this item specifically, however this will be assessed in January and February of 2024.

**ACTION REQUIRED:**

- Brenda to circulate an updated Mobile Library Replacement Plan, when available.

### 5.3 Meeting Terms of Reference Draft

**Sarah**

Sarah has drafted a Terms of Reference for the SLG, covering topics of purpose, composition, authority, roles, responsibilities, meeting arrangements, and primary objectives of the group.

Feedback was invited during the meeting. Initial feedback related to item 6 in the document, which states quorum and voting targets.

**ACTION REQUIRED:**

- Sarah to amend the draft Terms of Reference with recommendations from the meeting to review the quorum targets and send to the SLG members in a sharable or word tracking format, for further input.
  - Sarah to also ensure the Terms of Reference does not contradict what is stated in the Deed of Agreement, regarding the SLG's role and responsibilities.

### 5.4 2024/25 Budget assumptions

**Sarah**

Brenda provided an overview of the 2024/25 Budget Assumptions document which was provided to the SLG prior to the meeting.

Brenda reported that the reduction of reservation fees (on 22 November 2023) has been very well received by the community and it is assumed that these fees will not be increased in the 2024/25 budget.

The Deed of Agreement (DOA – adopted 1 July 2023) also requires that a revised RTRL Strategic Plan is to be considered by the SLG during the annual budget process and adopted by the Committee within one year of the DOA being adopted. Brenda, in consultation with Sarah and the management team have proposed to defer this requirement.

The topic of rate pegging increases as determined by the Independent Pricing and Regulatory Tribunal (IPART) was also discussed, however further clarification is required.

**DECISIONS:**

- The SLG were supportive of the proposal to defer the project of the revised RTRL Strategic Plan, until feasibility and funding for the project could be achieved.

**ACTION REQUIRED:**

- SLG members to review the assumptions and provide feedback to Sarah and Brenda
- Sarah and Brenda to clarify the rate pegging percentage from IPART.

### 5.5 2024 Meeting Dates

**Ellie**

A range of SLG meeting dates for 2024 were presented to the SLG. The meeting schedule would be implemented, noting that some occurrences may be cancelled, depending on business needs. Esmeralda also requested the meeting duration be changed from 2 hrs to 1 hr, which was agreed.

**ACTION REQUIRED:**

- Ellie to set up meeting arrangements before the end of the year.



#### 5.4 Outstanding Actions

All

The remaining outstanding action on the list relates to the implementation of CCTV technology hardware at the libraries. Sarah to provide an update when information is available.

#### 6.0 Other Business

Shannon provided a brief update to the Tweed Heads Library WHS Action Plan, noting the implementation of improved automatic doors, new outside signage and improved directional outside lighting.

Shannon also highlighted that Tweed Council enlisted a consultant to perform a business improvement case on the outputs for their community. The case highlighted areas for efficiencies in outputs and impacts for the community. Shannon to share with the SLG for information.

**Closure:** This concluded the business and the meeting closed at 1.20pm

**Upcoming Meetings:** **SLG:**  
Tuesday, 6 February 2024  
Tuesday, 5 March 2024  
**COMMITTEE:**  
TBA

## Richmond Tweed Regional Library

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CONFIRMED MINUTES OF THE RICHMOND TWEED REGIONAL LIBRARY  
SENIOR LEADERSHIP GROUP (SLG) MEETING  
HELD AT SUPPORT SERVICES AND ONLINE, ON TUESDAY, 13 FEBRUARY 2024 AT 11.02AM

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

### Present

- 1.0** Sarah (Chair – Executive Officer RTRL, Lismore), Brenda (Business Manager RTRL) Caroline (Manager Communications and Customer Service Ballina), Esmeralda (Director Corporate and Community Services Byron), Shannon (Manager Inclusive & Creative Communities Tweed), Eber (Chief Community Officer Lismore – arrived at 11:21am), John (Manager Finance Lismore), Courtney (Systems Manager RTRL – left at 11:20am), Ellie (Administration Officer RTRL, Minute Taker)

### Apologies

- 2.0** Nil

### Welcome and Acknowledgement of Country

- 3.0** Sarah (Chair) acknowledged the traditional owners of the land, Widjabul Wia-bal people, and welcomed members to the meeting.

### Confirmation of Minutes

- 4.0** Minutes of the previous SLG Meetings held on 15 December 2023 were not confirmed, held over until the next meeting.

### Discussion Items

#### 5.1 WHS

**All**

Sarah gave a brief update to the draft workplace related violence policy for Lismore City Council sites and RTRL libraries. The draft is near to being circulated to the SLG, as per the action item from the December SLG meeting. Draft templates for warning letters are also being created.

As per Tweed Library's Action Plan, Tweed City Council acknowledges the required environmental design changes to address the safety issues at the branch.

#### **ACTION REQUIRED:**

- Nil

#### 5.2 Draft 2024/25 RTRL Budget RTRL Budget and Fees & Charges and Presentation

**Brenda**

Brenda had invited Courtney Brown, Systems Manager for RTRL, to present a slideshow of present-day figures regarding RTRL technology assets and statistics. Courtney gave context to the additional funds being asked for in the draft budget for IT, how the funds would offer significant customer

experience improvements for both library patrons and staff delivering the library service. Courtney acknowledged that there is still clarification on some figures and can bring details back to the group.

Eber arrived at the meeting, online at 11:21am.

Brenda gave a business case (slideshow presentation) which supported the proposed budget. The additional budget asks (increases to the 2023/24 budget) include:

1. A non-negotiable total of \$494,400 for legislated increases outside the control of RTRL
2. Standard year on year service cost increases of \$162,800
3. A budget ask to correct critical areas of operational inefficiency and risk that have not been addressed in at least the past 10 years. This new budget request is \$665,000 and as a reminder only includes first step mitigation measures to address the highest risk areas for the RTRL.
4. A budget ask of \$60,00 for a strategic plan consultant fee.

Further to this, Brenda spoke in detail of the critical items relating to safety and psychosocial hazards in the workplace. A full organisational review is essential to identify ways to mitigate the stress and impacts of key person dependencies, and task saturation for specific roles.

The group thanked Brenda for presenting such a thorough business case, and acknowledged the familiar position local governments are often in.

A decision to meet in one weeks' time to circle back on the draft budget was reached. The full Draft 2024/25 Budget and Fees & Charges would be circulated before COB, day of the meeting.

Both Brenda and Sarah offered to speak and present to the General Managers, and Finance Managers or Councillors at the member Councils, if that would be beneficial.

#### DECISIONS:

- Set an Extraordinary SLG meeting for Tuesday 20 February 2024, allowing time for the group to assess the draft budget and provide feedback.

#### ACTION REQUIRED:

- Shannon requested the specific data from Brenda's presentation for the Tweed area.

### 5.3 Sale of Vacant Land: report to the Committee (28 February) – verbal update

Sarah

Sarah is preparing a report to the Committee meeting, which will look at the timeline of the decision to sell the RTRL owned vacant land block and will make recommendations on the use of the proceeds, based on the feedback provided by the member Councils.

#### ACTION REQUIRED:

- Nil

### 5.4 Service Level Agreement SLA 2nd Quarter reports

Brenda

The quarterly SLA reports were provided as information. Esmeralda suggested receiving the quarterly reports via email, though an annual presentation of the Service Level Agreements could be suitable.

#### ACTION REQUIRED:

- Nil

### 5.5 Outstanding Actions

Sarah

#### DECISIONS:

- The item and actions were moved to the next meeting.

**Closure:** This concluded the business and the meeting closed at 12.17am

**Upcoming Meetings:** **SLG:**  
Tuesday, 20 February 2024, online at 1pm  
Tuesday, 5 March 2024, online at 10am  
**COMMITTEE:**  
Wednesday, 28 February 2024



## Richmond Tweed Regional Library

Connect. Discover. Escape.

### CONFIRMED MINUTES OF THE RICHMOND TWEED REGIONAL LIBRARY EXTRAORDINARY SENIOR LEADERSHIP GROUP (SLG) MEETING HELD ONLINE ON TUESDAY, 20 FEBRUARY 2024, 1PM

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

## Present

- 1.0** Sarah (Chair – Executive Officer RTRL, Lismore), Eber (Chief Community Officer, Lismore), Brenda (Business Manager RTRL) Caroline (Manager Communications and Customer Service Ballina), Esmeralda (Director Corporate and Community Services Byron), Shannon (Manager Inclusive & Creative Communities), Ellie (Administration Officer RTRL, Minute Taker) John (Finance Manager LCC)

## Apologies

- 2.0** Nil

## Welcome and Acknowledgement of Country

- 3.0** Chair acknowledged Country and welcomed members to the meeting.

## Confirmation of Minutes

- 4.0** Minutes of the previous SLG Meetings were omitted from the agenda.

## Discussion Items

### **5.1 Draft 2024/25 RTRL Budget RTRL Budget and Fees & Charges: Feedback All**

This Extraordinary SLG meeting was scheduled following the 13 February SLG meeting, to evaluate the draft budget and reconvene regarding requested modifications from the previous week. Questions and feedback were thoroughly reviewed, and several areas were pinpointed for adjustment. John outlined the updated budget, highlighting the changes and their impact, which resulted in some noticeable overall percentage decreases. Notably these were:

Adjustments implemented:

- Removed additional 1 FTE for Byron **\$63K** (correction of error).
- Removed strategic plan cost (**\$60K**) conditional upon the Committee resolving to defer this Deed requirement.
- Reduced increase in Bryon resources to a 3.5% increase, noting that LPG funds will be investigated to fund the 1.29% gap.
- Removed transfer to reserves of (currently **\$43,100**) so that net result is \$0 and Member contributions are slightly reduced.
- Note with regards to fees and charges: the impact of the Committee's decision to reduce reservation/book club fees from \$2.40 to \$2.00 (resolved in August, effective 22 November)

impacted the budget negatively by \$13,000 p.a. Given this decision was recent, the draft budget proposes keeping these fees as is at \$2.00.

- IT budget – the revised figure agreed with LCC IT is \$770K.
- Increased PC usage and printing revenues figures.
- Recruitment costs reduction.

Other items investigated:

- Investigation of other revenue streams – PC usage for visitors (complete), room bookings (in progress)
- Re-examined backfill amounts.

Longer-term tasks/projects:

- Development of a Long-Term Financial Plan.
- Assessment of service hours overall for each Member Council.
- Assessment of Suffolk Park mobile library stop (due to proximity to Byron branch).

During discussions, it was agreed that the General Manager of Lismore City Council would be asked to schedule meetings with the General Managers of Member Councils. The General Manager of Byron Shire Council met with Brenda and Sarah at the Support Services building on Friday, 16 February to further discuss the draft budget, with Es and John also in attendance.

Shannon, Esmeralda, and Caroline agreed that the rationale behind this draft budget is clear. However, they acknowledged that the Member Councils' financial constraints may present challenges. As such, the Long-Term Financial Plan is a common objective for all parties involved.

Furthermore, the SLG discussed the potential for increasing particular items over multiple year terms, careful to consider the implications in comparison to the identified risks. Brenda cautions against addressing remuneration packages in isolation without taking into account the staffing structure at the branch level. Additionally, Brenda emphasized the objectives of the organizational structure review, emphasizing the need to implement change while conducting the review. The focus is on addressing current risks and developing a more sustainable model for the future. Brenda is also exploring potential opportunities for grants from the State Library NSW to help supplement salaries.

Esmeralda highlighted it is worth reconsidering the revenue streams, to fully assess the impact of changes in revenue, specifically the decrease in reservation fees that occurred in November 2023. This decision was made following a significant amount of community consultation, and it was acknowledged that increasing this fee could potentially go against the expectations of library patrons and the Committee.

Sarah expressed appreciation to the SLG for their insights, and informed that the business paper will be submitted to the Committee by the end of the week, in preparation for the meeting on 28 February. She also noted the potential for further discussions after the Committee's decision next week.

**ACTION REQUIRED:**

- John is requested to provide the following information to Esmeralda: whether the maximum rate peg increase per Member Council could be applied, and if any of the resourcing or operational increases could be reduced to that amount while ensuring that mandatory expenses such as staff salaries are covered at the maximum rate peg.

**Closure:** This concluded the business and the meeting closed at 1.46pm

**Upcoming Meetings:** **SLG:**  
 Tuesday, 5 March 2024 – online  
 Tuesday, 2 April 2024 – online  
**COMMITTEE:**  
 Wednesday, 28 February 2024 – Lismore City Council Chambers



# Richmond Tweed Regional Library Draft Minutes

## 28 February 2024

**DRAFT MINUTES OF THE RICHMOND TWEED REGIONAL LIBRARY HELD IN LISMORE CITY COUNCIL CHAMBERS, AND ONLINE ON WEDNESDAY 28 FEBRUARY 2024 AT 12:36PM**

*Please note: These minutes are subject to confirmation at the next Committee meeting. Decisions recorded in the draft minutes are subject to the Executive Council's Code of Meeting Practice in relation to rescinding decisions.*

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

### Welcome

Chairperson Councillor Darlene Cook welcomed delegates and attendees to the meeting and made an acknowledgement of country.

Chairperson Councillor Darlene Cook also welcomed Mr Gibbons, General Manager Lismore City Council, attending as an observer to the meeting and Mr Hartley, Finance Manager Lismore City Council.

### Present

Chairperson, Councillor Darlene Cook (Lismore), Deputy Chair Councillor Simon Chate (Ballina), Councillors: Peter Colby (Lismore), Eva Ramsey (Ballina), Asren Pugh (Byron – Audio Visual Link), Meredith Dennis (Tweed – Audio Visual Link), and Rhiannon Brinsmead (Tweed – Audio Visual Link)

### In Attendance

Ms Sullivan (Executive Officer RTRL, Lismore), Ms Gradwell (Business Manager RTRL), Ms Klose (Director of Corporate and Community Ballina – Audio Visual Link), Ms Black (Acting Manager Communications and Customer Service Ballina – Audio Visual Link), Ms Davis (Director Corporate and Community Services – Audio Visual Link), Ms Carruth (Manager Inclusive & Creative Communities – Audio Visual Link), Ms Birch (Acting Area Librarian Ballina – Audio Visual Link), Ms Shepherd (Area Librarian Byron), Mr Dardengo (Mobile Library Officer), Ms Brown (Systems Manager), Ms Kelly (Collections Manager), Ms Misdale (Administration Officer, Minute Taker), Mr Hartley (Finance Manager Lismore), Mr Gibbons (General Manager Lismore)

## Apologies

RTRL27 **RESOLVED** that the apology be received from Councillor Mark Swivel.  
369/24

(Councillors Chate/Colby)

**Voting for:** Councillors Brinsmead, Chate, Colby, Cook, Dennis, Pugh and Ramsey

**Voting against:** Nil

## Attendance by Audio-Visual Link

The attendance by Audio-Visual Link be received from:

- Councillor Asren Pugh with reason: at place of work,
- Councillor Meredith Dennis with reason: attending meeting before and after the RTRL Committee meeting,
- Councillor Rhiannon Brinsmead: at place of work.

## Confirmation of Minutes

RTRL27 **RESOLVED** that the minutes of the Richmond Tweed Regional Library held on 22  
370/24 November 2023 be confirmed, noting a typing error be remedied for the meeting closure from PM to AM.

(Councillors Ramsey/Dennis)

**Voting for:** Councillors Brinsmead, Chate, Colby, Cook, Dennis, Pugh and Ramsey

**Voting against:** Nil

## Disclosures of Interest

Nil

## Public Forum

Nil

## Reports/Recommendations

### 7.1 Business Managers Report

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RTRL27371/24 **RESOLVED** that the Committee receive and note the report.

(Councillors Colby/Chate) (BP24/72)

**Voting for:** Councillors Brinsmead, Chate, Colby, Cook, Dennis, Pugh and Ramsey

**Voting against:** Nil

## Confidential Matters – Closed Committee Meeting

RTRL27372/24 **RESOLVED** that the Committee exclude the public and meet in Closed Session at 12:45pm to consider the following matters;

**Items** 7.1 Section 5 – Business Managers Contextual presentation for RTRL Budget 2024/25 and 7.2 Draft 2024/2025 Budget and Fees and Charges

**Grounds for Closure** Section 10A(2) (a):

**Public Interest** Discussion of these matters in an open meeting would on balance be contrary to the public interest because it relates to: personnel matters concerning particular individuals (other than councillors).

(Councillors Ramsey/Chate)

**Voting for:** Councillors Brinsmead, Chate, Colby, Cook, Dennis, Pugh and Ramsey

**Voting against:** Nil

Ms Birch (Audio Visual Link), Ms Shepherd, Mr Dardengo, Ms Brown and Ms Kelly, left the meeting at 12.46PM.

# Richmond Tweed Regional Library Draft Minutes

## 28 February 2024

At this time the Business Manager gave a confidential presentation, providing context for the Draft 2024/2025 Budget and Fees and Charges report.

### Committee of the Whole

RTRL27373/24 **RESOLVED** that the session go into Committee of the Whole at 1:25pm to discuss the confidential presentation.

(Councillors Chate/Ramsey)

**Voting for:** Councillors Brinsmead, Chate, Colby, Cook, Dennis, Pugh and Ramsey

**Voting against:** Nil

General Manager Mr Gibbons left the meeting, the time being 1.58PM.

### Resumption of Committee Meeting

RTRL27374/24 **RESOLVED** that the Committee leave Committee of the Whole and return to the meeting at 2.22pm.

(Councillors Ramsey/Chate)

**Voting for:** Councillors Brinsmead, Chate, Colby, Cook, Dennis, Pugh and Ramsey

**Voting against:** Nil

#### **7.2 Draft 2024/2025 Budget and Fees and Charges**

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MOTION moved 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.

# Richmond Tweed Regional Library Draft Minutes

## 28 February 2024

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 FY 2024/25.

(Councillors Chate/Ramsey)

RTRL27375/24 **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.
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 FY 2024/25.

(Councillors Chate/Ramsey) (BP24/230)

**Voting for:** Councillors Brinsmead, Chate, Colby, Cook, Dennis, Pugh and Ramsey

**Voting against:** Nil

## Resumption of Committee Meeting

RTRL27 376/24 **RESOLVED** that the Committee leave Confidential Session and return to the meeting at 2.28pm.

(Councillors Chate/Ramsey)

**Voting for:** Councillors Brinsmead, Chate, Colby, Cook, Dennis, Pugh and Ramsey

**Voting against:** Nil

Councillor Peter Colby left the meeting, the time being 2.30PM

Councillor Peter Colby returned to the meeting, the time being 2:30PM

# Richmond Tweed Regional Library Draft Minutes

## 28 February 2024

### 7.3 Photocopy charges and fee relief for Pension and Centrelink patrons

RTRL27377/24 **RESOLVED** that:

1. Photocopy charges are maintained at the current endorsed rate, noting the year-on-year budget approval process.
2. Management continues to promote and support free access to core library services, through promotion of free services including the Home Library Service.

(Councillors Ramsey/Chate) (BP24/138)

**Voting for:** Councillors Brinsmead, Chate, Colby, Cook, Dennis, Pugh and Ramsey

**Voting against:** Nil

### 7.4 Sale of vacant land: report on how the net proceeds of the sale can be applied

RTRL27378/24 **RESOLVED** that the Committee resolve to conduct an extraordinary workshop to investigate and discuss each of the options in more detail to inform the final decision.

(Councillors Pugh/Brinsmead) (BP24/139)

**Voting for:** Councillors Brinsmead, Chate, Colby, Cook, Dennis, Pugh and Ramsey

**Voting against:** Nil

### 7.5 Finance Related Matters

RTRL27379/24 **RESOLVED** that the Committee endorse the budget changes reported in the 2023/2024 Budget Review.

(Councillors Colby/Chate) (BP24/196)

**Voting for:** Councillors Brinsmead, Chate, Colby, Cook, Dennis, Pugh and Ramsey

**Voting against:** Nil



**7.6 Senior Leadership Group Meeting Minutes**

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RTRL27380/24 **RESOLVED** that the Committee receive and note the attached October 2023 confirmed Senior Leadership Group (SLG) meeting minutes.

(Councillors Chate/Ramsey) (BP24/135)

**Voting for:** Councillors Brinsmead, Chate, Colby, Cook, Dennis, Pugh and Ramsey

**Voting against:** Nil

## Closure

This concluded the business and the meeting terminated at 2.38PM.

# Richmond Tweed Regional Library Minutes

## 10 April 2024

**DRAFT MINUTES OF THE EXTRA ORDINARY RICHMOND TWEED REGIONAL LIBRARY HELD ONLINE VIA MICROSOFT TEAMS ON WEDNESDAY 10 APRIL 2024 AT 10.12AM**

*Please note: These minutes are subject to confirmation at the next Committee meeting. Decisions recorded in the draft minutes are subject to the Executive Council's Code of Meeting Practice in relation to rescinding decisions.*

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

## Welcome

Chairperson Councillor Darlene Cook welcomed delegates and attendees to the meeting, both online and in person, and acknowledged the Bundjalung people of the region.

## Present

Chairperson, Councillor Darlene Cook (Lismore), Deputy Chair Councillor Simon Chate (Ballina – Audio Visual Link), Eva Ramsey (Ballina), Meredith Dennis (Tweed – Audio Visual Link), Cate Coorey (Byron – Audio Visual Link)

## In Attendance

Ms Sullivan (Executive Officer RTRL, Lismore), Ms Gradwell (Business Manager RTRL), Ms Klose (Director of Corporate and Community Ballina – Audio Visual Link), Ms Davis (Director Corporate and Community Services – Audio Visual Link), Ms Carruth (Manager Inclusive & Creative Communities – Audio Visual Link), Ms Misdale (Administration Officer, Minute Taker), Mr Hartley (Finance Manager Lismore)

## Apologies

Councillors: Peter Colby (Lismore), Rhiannon Brinsmead (Tweed), Nola Firth (Tweed – Alternate)

## Disclosures of Interest

Nil.

## Reports/Recommendations

### **5.1 Draft 2024-2025 Budget and Fees and Charges**

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RTRL27381/24 AMENDMENT moved and **RESOLVED** 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 and progress towards establishing a long-term financial plan.
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.

(Councillors Ramsey/Chate) (BP24/318)

**Voting for:** Councillors Chate, Cook, Coorey, Dennis and Ramsey

**Voting against:** Nil

## Closure

This concluded the business and the meeting terminated at 10.44am.