

A meeting of the Richmond Tweed Regional Library will be held at the
Online on June 11, 2025, 10:00 AM

Attachments Excluded From Agenda

Alex Geikie
Acting RTRL Executive Officer

5 June 2025

Attachments

5.2	Financial Year 2025/2026 SLA Targets	
	Attachment 1: RTRL SLA Byron Area - 2025/2026	3
	Attachment 2: RTRL SLA Tweed Area - 2025/2026.....	24
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Richmond Tweed Regional Library

Service Level Agreement between Lismore City Council and Byron Shire Council

Richmond Tweed Regional Library
Connect. Discover. Escape.

July 2025

Service Level Agreement for provision of library services by Lismore City Council to Byron Shire Council

Policy Framework

1. Legislative Framework

Library services are to be compliant with the NSW Library Act 1939 and the Local Government Act 1993

2. Richmond Tweed Regional Library Governance

In accordance with the Local Government Act and NSW Library Act, the governance and management of Richmond Tweed Regional Library (RTRL) is set out in the Richmond Tweed Regional Library Deed of Agreement (RTRL DOA) between the Lismore City, Ballina Shire, Byron Shire, and Tweed Shire Councils. Lismore City Council is appointed as the Executive Council of RTRL. Member Councils delegate to the Executive Council their functions relating to the provision and management of libraries, library services and information services within their local government areas (LGA).

3. Service Level Agreement Objectives

Service level agreements (SLA) between the Executive Council and a Member Council set out the nature and extent of Library Services required to be provided by the Executive Council in the Member Council's LGA in a financial year in exchange for the Member Council's financial contribution to the RTRL for that year. The level and content of service provision is set out in Appendix 1 which is reviewed and updated annually as part of the RTRL budget process. Each party may choose to exceed the minimum level of service by mutual agreement at any time.

SLAs are not intended to quantify every service provided, but to detail the key services provided. Further service detail is provided in the RTRL Core Activity Statement.

4. Service Level Agreement Principles

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

- SLAs shall not contravene, overrule, or otherwise change the terms and requirements as set out in the RTRL DOA. SLAs should be read and considered in conjunction with the requirements of the RTRL DOA.
- SLAs remain current for the term of the RTRL DOA with the level and content of service delivery shown at Appendix 1 to be reviewed and updated annually as part of the RTRL budget process.
- Minimum core service provision is detailed in the RTRL Core Service Activity Statement which forms the basis of service provision.
- Core service levels may be changed but only by mutual agreement between the parties.
- Costs associated with changes to the SLA will be borne by the relevant Member Council
- The RTRL Core Service Activity Statement and SLAs will be reviewed in collaboration with Member Councils in accordance with the RTRL DOA.
- SLA outcomes will be reported to the Member Council's nominated representative quarterly in September, December, March, and in June, and be summarised in the RTRL Annual Report

5. Related Documents

Service Level Agreements are consistent with: *Guidelines, standards and outcome measures for Australian public libraries* produced by the Australian Library and Information Association (ALIA) and the Australian Public Libraries Association (APLA); *Living learning libraries: standards and guidelines for NSW public libraries* produced by the Library Council of NSW; *People places: a guide for planning public library buildings* produced by State Library of NSW (SLNSW).

6. Responsibilities of Richmond Tweed Regional Library

- RTRL will operate and deliver library services in accordance with the RTRL DOA and SLA
- RTRL will support Member Council grant applications for library services

7. Responsibilities of Richmond Tweed Regional Library Member Councils

- Member councils will adhere to terms of the RTRL DOA
- Provide representation and relevant delegations for the RTRL Senior Leadership Group member and Regional Library Committee as set out in the DOA

8. Dispute Resolution

Disputes will be managed in accordance with the terms set out in the RTRL DOA Section 20.

9. Agreement

The undersigned representatives of Lismore City Council and Byron Shire Council agree with the terms, conditions, and content of the Richmond Tweed Regional Library Service Level Agreement for the period 1 July 2025 to 30 June 2026.



Signed Date & Time: 30 May, 2025 16:11:51 AEST Date _____

Mark Arnold
General Manager
Byron Shire Council



Signed Date & Time: 02 Jun, 2025 16:47:44 AEST Date _____

Eber Butron
Acting General Manager
Lismore City Council

Appendix 1

Service Delivery 2025-2026

Richmond Tweed Regional Library

RTRL will provide library services, programs, and activities which are responsive to community needs and in line with contemporary library service delivery including:

- collections in a variety of formats
- content that covers diverse views and opinions
- programs and activities to support learning and leisure
- spaces for the community to connect, create and learn
- services that meet the community where they are including online services and collections, popup library events, community event participation, Mobile Library and Home Library services
- championing literacy and reading
- support our community to acquire new skills and literacies to navigate, and participate in, the contemporary world.

Library staff are engaged, enthusiastic and knowledgeable. Our IT systems are robust, cost effective, and fit for purpose.

Performance related to RTRL Cost Drivers

The following section sets out service delivery related to the RTRL cost drivers: **Branch, Mobile Library, Library Resources, Computer Systems, Support Services, and Executive Council** costs. The tables are set out in the following way:

- **Strategic Goals** are from the RTRL strategic plan
- **Measure** identifies how we will know we have achieved progress toward the goal
- **Targets per annum** state the target to be achieved for the measure
- **Initiatives/Activities** identifies the activities that will be undertaken to achieve the goal

Branch

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

Fulltime Equivalent Staff (35hrs/week)

Librarian	Library Technician	Library Assistant	Staffing Total
1	3	7.49	11.49

Library	Opening hours	Total hours open per week
Byron Bay Library Cnr Lawson and Middleton Street Byron Bay	Monday, Tuesday, Wednesday & Friday 9.30am-5.00pm Thursday 9.30am-6.00pm Saturday 9.00am-12 noon	41.5hrs pw
Brunswick Heads Library 11 Fingal Street Brunswick Heads	Monday-Friday 9.30am-5pm (closed 12.30pm-1.30pm) Saturday 9.00am-12noon	35.5hrs pw
Mullumbimby Library 70-90 Station Street Mullumbimby	Monday-Friday 9.30am-5.00pm Saturday 9.00am-12noon	40.5hrs pw

Branch (continued)

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Progress reported annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
We champion and support literacy and the joy of reading	1.1 Literacy & Lifelong Learning programs 1.2 Literacy & Lifelong sessions 1.3 Literacy & Lifelong participants 1.4 Participation in State, and National literacy and reading programs 1.5 Participants of State and National literacy and reading programs	≥ 22 Literacy & Lifelong Learning programs ≥ 3 State and National literacy and reading programs participated in	≥ 300 Literacy & Lifelong Learning sessions ≥ 6,000 Literacy & Lifelong Learning participants ≥ 1,100 participants of State and National literacy and reading programs	Focus on early literacy programs trialling new initiatives such as Junior Book Club State and National literacy and reading programs are endorsed by The Australian Library and Information Association and The Children's Book Council of Australia.
We continue to extend the reach of our library services into the community	1.6 Number of library members 1.7 Outreach programs & services	≥ 23,200 Library members Home Library Service delivered once monthly		Maintain the high percentage of library members in the community. Provide staff training in material selection. Engage in membership drives through promotion of ongoing programs. Introduce Home Library Service beyond Byron CBD, i.e., Bangalow and Mullumbimby. Actively engage and maintain Volunteers to provide support for selection and delivery services.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Progress reported annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
We support and provide inclusive collections, programs and services that inspire learning and creating	1.8 Loans of physical items 1.9 Total library programs 1.10 Total library program sessions 1.11 Total library program participants	≥ 50 Total library programs	≤ 291,000 Loans (physical items) ≥ 450 Total library program sessions ≥ 9,800 Total library program participants	Loans to reflect increase in use of online resources. Innovative displays reflect new items along with local community and special weeks/days. Investigate opportunities for programs relating to demographics other than children, which are currently catered for well in the Shire. Intergenerational programming.

We support and encourage active participation in the digital world	1.12 Digital Inclusion programs 1.13 Digital Inclusion sessions 1.14 Digital Inclusion participants	≥ 3 Digital Inclusion Programs	≥ 80 Digital Inclusion sessions ≥ 80 Digital Inclusion participants	Maintain availability of Digital Inclusion programs across the branches annually. Digital programs are endorsed by Australian Government Network Partners or State Library NSW. Participants for Digital Inclusion align with grant expectations of the endorsed program.
STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Progress reported annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
Our staff are engaged, knowledgeable, responsive and friendly	1.15 Training undertaken	Dealing with Difficult Behaviours – completed by 100% of staff		Attend relevant training sessions as required/available. Investigate increased use of State Library online training, cultural competency training and Active threat training.
We provide accessible engaging spaces at the heart of the community	1.16 Membership as % of population 1.17 Library visits	≥ 60% of population are registered library members	≥ 220,000 Library visits	Maintain high percentage of membership in the community.

Mobile Library

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.

Area	Mobile Library stops	Opening Times	Hours/minutes per stop	Total hours/minutes per fortnight total
Byron	Bangalow at Heritage House Federal at Federal Road near the General Store Ocean Shores at the Community Centre Suffolk Park at Beech Drive near Suffolk Park pump track	Every Saturday 9.30-11.30am Every 2nd Monday 9-10am Every 2nd Tuesday 10.15am – 12noon Every 2nd Tuesday 2-4pm	2 hrs 1 hr 1hr 45mins 2 hrs	8 hrs 45 mins

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We champion and support literacy and the joy of reading	2.1 Loans (physical items) 2.2 Participation in State and National literacy and reading programs	≥ 2 State and National literacy and reading programs participated in	≥ 7,500 Loans (physical items)	Full service available with plans for future replacement.
We continue to extend the reach of our library services into the community	2.3 Library visits		≥ 11,000 Library visits	

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We support and provide inclusive collections, programs and services that inspire learning and creating	2.4 CollectionHQ DEI (Diversity, Equity, and Inclusion) Tool	Investigate the use of CollectionHQ's DEI tool to analyse diversity, equity, and inclusivity within the collection.		Review of collection management process for Mobile Library.
Our staff are engaged, knowledgeable, responsive and friendly	2.5 Training undertaken	Dealing with Difficult Behaviours – completed by 100% of staff		
We provide accessible engaging spaces at the heart of the community	2.6 Provide user access to a representative range of the library's services and collections 2.7 Total time open (limited breakdowns & scheduled service outages)	Library services and collections provided Routine maintenance is completed to agreed schedules with minimum disruption to service		Service and collections provided represent the range offered in static branches and are suitable for the communities serviced. Ensure all maintenance and cleaning is undertaken to agreed schedules. Schedules and maintenance by LCC workshop, Regional Library Manager, and Mobile Library Officer.

Library Resources

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.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We champion and support literacy and the joy of reading	3.1 Collection size (items) 3.2 Collection Size – items per capita 3.3 Expenditure on library materials per capita	≥ 58,000 Items ≥ 1.62 Items per capita	≥ \$2.67 Expended on library materials per capita	Facilitate the selection and maintenance of a library collection, including online collections, that meet the needs of the community. Collection size is less than the preferred median of 2 items per capita. The two major factors affecting this are the budget for library materials, and the space to provide them. Brunswick Heads and Mullumbimby are too small to increase their collections to a more desired number of items. Reduction due to hard copy vs electronic resources.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We continue to extend the reach of our library services into the community	3.4 Circulation per capita – items loaned per capita		≥ 6.35 Items loaned per capita	Evaluate the library collection regularly by suitably experienced staff to ensure its currency, accuracy, quality, and appeal, as well as its continued ability to meet community demands as guided by the Collection Development Plan.
We support and provide inclusive collections, programs and services that inspire learning and creating	3.5 Acquisitions per capita 3.6 Turnover rate of stock 3.7 Percentage of stock purchased within last 5 years	≤ 58% of stock purchased within last 5 years	≥ 0.18 Items acquired per capita ≥ 3.84 Turnover rate	Facilitate the selection and maintenance of a library collection, including online collections, that meet the needs of the community as guided by the Collection Development Plan. Evaluate usage of collections. DVDs (Digital Video Display), Talking Book CDs and magazines will be closely monitored this financial year.

Computer Systems

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.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We continue to extend the reach of our library services into the community	4.1 Number of wireless sessions 4.2 Number of computer usage sessions		≥ 55,000 wireless sessions ≥ 13,000 Computer usage sessions	Access to WiFi available to all library members at all library branches during opening hours. Routine maintenance on public access devices such as software upgrades and virus protection definition updates.
We support and provide inclusive collections, programs and services that inspire learning and creating	4.3 Provide equitable access at each library site to printing, copying, and scanning equipment for public use, including printing services that support 'bring your own device' (BYOD) users 4.4 Library Management System (LMS) meets the library's evolving requirements with contracts managed	MFDs provided at each site Access to WiFi printing provided at all branch libraries Library Management System Provided		Improvements and refinements to Monitor product for WiFi printing service.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We support and encourage active participation in the digital world	4.5 Number of Public PCs available	= 15 Public PCs available		<p>Review number of public PCs leased. As patrons use their own devices the need for provision of public PCs may reduce in some branches.</p> <p>Internet bandwidth is sufficient for consistent good quality access to digital print/image/sound resources served to customers by the library. Performance is monitored regularly to ensure responsive access by customers using public PCs and WiFi hotspots.</p>
Our staff are engaged, knowledgeable, responsive and friendly	4.6 Provide and maintain office equipment and a telephone system adequate to deliver frontline customer service and meet internal staff communication needs	1/3 PCs replaced (leased)		PCs replaced as per schedule.
We provide anywhere, anytime access through the virtual library	4.7 Online library access provided	Access to the online library supported in branch with access to WiFi for BYO devices		Access to WiFi: Available to all library members and visitors at all library branches during opening hours.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We provide accessible engaging spaces at the heart of the community	4.8 Promotional screens provided in all service locations 4.9 Manage Radio Frequency Identification (RFID) hardware and software	Promotional screens provided RFID capabilities at all service locations		Hardware and software contracts managed. Equipment replaced/upgraded as required. Hardware and software maintained as needed. Vendor contracts managed.

Support Services

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. Support Services statistics and figures are presented regionally not per Member Council.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We champion and support literacy and the joy of reading	5.1 Number of uses of resources for program development and delivery 5.2 Number of resources for program development and delivery 5.3 Number of Local, State and National literacy campaigns, events, and programs supported with marketing, promotion, and resources	≥ 410 Resources available for program development and delivery	≥100 Resources used for program development and delivery ≥ 3 Local, State and National literacy campaigns, events, and programs supported	Continue to develop and support program development and delivery. Support regional coordination and development of programs and activities. Provide relevant program support resources. Register RTRL (Richmond Tweed Regional Library) for campaign resources. Create promotional materials. Coach staff to create engaging promotional materials. Provide opportunities for regional collaboration to develop and design regional programs and activities.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We continue to extend the reach of our library services into the community	5.4 Number of website sessions 5.5 Social media interactions 5.6 Subscribers to RTRL eNewsletter	≥ 40,000 Subscribers to RTRL eNewsletter	≥ 180,000 Website sessions ≥ 18,000 Social media interactions	RTRL website, Library App and social media accounts are current and engaging. Provide staff training and templates to support consistency. Promote eNewsletter. Include subscribe invite popup on library website.
We support and provide inclusive collections, programs and services that inspire learning and creating	5.7 Interlibrary loans provided for RTRL patrons 5.8 Loans of bulk multicultural items 5.9 Research & Family History Centre items 5.10 Research & Family History Centre enquiries 5.11 Items acquired and catalogued	≥ 5,000 Bulk multicultural loans ≥ 2,000 Research & Family History Centre Items	≥ 800 Interlibrary loans provided ≥ 200 Research & Family History Centre enquiries ≥ 30,000 Items acquired and catalogued	Provide a centralised interlibrary loan service. Regular promotion of collection items available in languages other than English. Promote collections on library website and social media. Investigate potential to provide user and staff training.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We support and encourage active participation in the digital world	5.12 Access to online research and family history research tools	Continue to provide Specialised online research and family history collections		Support branch staff to encourage use of resources and tools by the community. Curate and build online collections where relevant.
Our staff are engaged, knowledgeable, responsive and friendly	5.13 Provide training and/or seek training providers for all RTRL staff as required 5.14 Training undertaken by Support Services staff 5.15 Staff have access to tools and support needed to undertake their roles	Dealing with Difficult Behaviours training completed by 100% of staff WHS First aid training for relevant RTRL staff Attend relevant industry conferences Provide support for tools e.g., Monitor, RFID, online payments, online library, CollectionHQ, LMS		Continued subscription to Niche Academy Ryan Dowd Homelessness training. First aid training refresher and full course provided as needed Attend relevant training sessions as required/available. Relevant staff to attend Spydus Conference. At least two management staff to attend annual library conference. Continue to review and improve the printing services available at each branch.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We provide anywhere, anytime access through the virtual library	5.16 eResources platforms available 5.17 eResources content 5.18 eResources loans 5.19 Database sessions 5.20 Online research platforms available	≥ 3 eResource platforms available ≥ 4 Online research platforms available	≥ 120,000 eResources available ≥ 300,000 eResources loans ≥ 25,000 Database sessions	Online collection management & procurement. Introduction and monitoring of eNewspapers.
We provide accessible engaging spaces at the heart of the community	5.21 RTRL courier visits per site per week 5.22 Annual outcomes survey conducted to assess and track library impact on community outcomes	≥ 2 Courier visits per site per week Survey conducted		Branches receive library items, promotional material, programs support resources in a timely fashion. Annual outcomes survey conducted to assess and track library impact on community outcomes.

Executive Council

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.

GOALS	MEASURE	TARGETS PER ANNUM	RESPONSIBLE MANAGER
Ensure all executive council responsibilities are met as set out in the RTRL DOA and SLAs (Service Level Agreements)	Requirements met	Requirements met	Executive Officer to RTRL

Member Council

GOALS	MEASURE	TARGETS PER ANNUM	RESPONSIBLE MANAGER
RTRL Regional Manager and Area Librarian meet/communicate/report with Council representative	Number of meetings attended	≥ 4 times per annum with Regional Library Manager ≥ 10 times per year with Area Librarian	Senior Leadership Group Representative
Respond to requests and correspondence	Response time	Urgent ≤ 2 business days Not urgent ≤ 14 business days	Senior Leadership Group Representative
Provide data on community satisfaction rating with library services based on community surveys	Data provided	Data provided	Senior Leadership Group Representative



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Service level agreements (SLA) between the Executive Council and a Member Council set out the nature and extent of Library Services required to be provided by the Executive Council in the Member Council's LGA in a financial year in exchange for the Member Council's financial contribution to the RTRL for that year. The level and content of service provision is set out in Appendix 1 which is reviewed and updated annually as part of the RTRL budget process. Each party may choose to exceed the minimum level of service by mutual agreement at any time.

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7. Responsibilities of Richmond Tweed Regional Library Member Councils


- Member councils will adhere to terms of the RTRL DOA
- Provide representation and relevant delegations for the RTRL Senior Leadership Group member and Regional Library Committee as set out in the DOA

8. Dispute Resolution

Disputes will be managed in accordance with the terms set out in the RTRL DOA Section 20.

9. Agreement

The undersigned representatives of Lismore City Council and Tweed Shire Council agree with the terms, conditions, and content of the Richmond Tweed Regional Library Service Level Agreement for the period 1 July 2025 to 30 June 2026.



Date: 29/05/2025

Signed _____ Date _____

Troy Green
General Manager
Tweed Shire Council

Eber Butron

Signed _____ Date & Time: 02 Jun, 2025 09:02:57 AEST
Date _____

Eber Butron
Acting General Manager
Lismore City Council

Appendix 1

Service Delivery 2025-2026

Richmond Tweed Regional Library

RTRL will provide library services, programs, and activities which are responsive to community needs and in line with contemporary library service delivery including:

- collections in a variety of formats
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- programs and activities to support learning and leisure
- spaces for the community to connect, create and learn
- services that meet the community where they are including online services and collections, popup library events, community event participation, Mobile Library and Home Library services
- championing literacy and reading
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Library staff are engaged, enthusiastic and knowledgeable. Our IT systems are robust, cost effective, and fit for purpose.

Performance related to RTRL Cost Drivers

The following section sets out service delivery related to the RTRL cost drivers: **Branch, Mobile Library, Library Resources, Computer Systems, Support Services, and Executive Council** costs. The tables are set out in the following way:

- **Strategic Goals** are from the RTRL strategic plan
- **Measure** identifies how we will know we have achieved progress toward the goal
- **Targets per annum** state the target to be achieved for the measure
- **Initiatives/Activities** identifies the activities that will be undertaken to achieve the goal

Branch

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

Fulltime Equivalent Staff (35hrs/week)

Librarian	Library Technician	Library Assistant	Staff Total
2	2	13.86	17.86

Library	Opening hours	Total hours open per week
Tweed Heads Library Cnr Brett and Wharf Streets Tweed Heads 2485	Monday - Friday 9.00am – 5pm Saturday 9.00am – 12 noon	43
Kingscliff Library 1 Turncock Street Kingscliff 2486	Monday - Friday 9.00am – 5pm Saturday 9.00am – 12 noon	43
Murwillumbah Library 10 Tumbulgum Road Murwillumbah	Monday - Friday 9.00am – 5pm Saturday 9.00am – 12 noon	43

Branch (continued)

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
We champion and support literacy and the joy of reading	1.1 Literacy & Lifelong Learning programs 1.2 Literacy & Lifelong sessions 1.3 Literacy & Lifelong participants 1.4 Participation in State, and National literacy and reading programs 1.5 Participants of State and National literacy and reading programs	≥ 50 Literacy & Lifelong Learning programs ≥ 3 State and National literacy and reading programs participated in	≥ 500 Literacy & Lifelong Learning sessions ≥ 8,000 Literacy & Lifelong Learning participants ≥ 1,200 participants of State and National literacy and reading programs	Continue to develop innovative programs to support the community e.g., Book Clubs, Craft groups, Writers groups Chess, Game on! @ Your library. Koala Awards, Children's Book Week, Simultaneous Story Time, Summer Reading Club.
We continue to extend the reach of our library services into the community	1.6 Number of library members 1.7 Outreach programs & services	≥ 32,500 Library members Home Library Service delivered once monthly Installation of 1 24/7 LIB-Cabinet within the Kingscliff community.		Marketing campaign to Aged care facilities as they become more assessable due to restrictions being lifted. Justice of the Peace services offered dependant on staffing or volunteer availability. Community partnership within the Kingscliff area for LIB-Cabinet installation, maximising exposure to new members and potential loans.

We support and provide inclusive collections, programs and services that inspire learning and creating	1.8 Loans of physical items 1.9 Total library programs 1.10 Total library program sessions 1.11 Total library program participants	≥ 50 Total library programs	≥ 510,000 Loans (physical items) ≥ 800 Total library program sessions ≥ 11,500 Total library program participants	Loans to reflect increase in use of online resources. Continue to develop innovative programs and collection displays to support the community e.g., Discovery Room, Book Clubs, Chess, Writers groups, Crafty Mondays.
We support and encourage active participation in the digital world	1.12 Digital Inclusion programs 1.13 Digital Inclusion sessions 1.14 Digital Inclusion participants	≥ 4 Digital Inclusion Programs	≥ 50 Digital Inclusion sessions ≥ 75 Digital Inclusion participants	Continue offering one on one tech help sessions across the three branches. , Continue to deliver digital literacy programs to support the widening digital divide in Australian society. Investigate additional program delivery dependant on grant funding e.g. Be Connected.
Our staff are engaged, knowledgeable, responsive and friendly	1.15 Training undertaken			Attend relevant training sessions as required/available per grant funding. Provide further opportunities for staff to develop skills through online and face to face training through tools such as State Library PL Portal.
We provide accessible engaging spaces at the heart of the community	1.16 Membership as % of population 1.17 Library visits	≥ 32.31% of population are registered library members	≥ 180,000 Library visits	Increase our memberships with re-introducing school visits and exhibiting at or contributing to community events such as careers expos, and seniors, youth and IDPwD weeks. Staffing/operational availability dependant. Make improvements and updates to the Tweed Heads junior and

				outdoor courtyard area, grant dependent.
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Mobile Library

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.

Area	Mobile Library stops	Opening Times	Hours/minutes per stop	Total hours/minutes per fortnight total
Tweed	Pottsville at park near Philip St Bogangar Corner of Rosewood Avenue & Hastings Road Fingal Head Corner of Main Road and Fingal Road Bilambil Heights on Simpson Drive Tyalgum at the Public School Burringbar at Upper Burringbar Road	Every Friday 9.45am-12noon, 1pm-3.30pm Every 2 nd Monday 9.45-11.15am Every 2 nd Monday 12pm-12.30pm Every 2 nd Monday 2.30-4pm Every 2 nd Wednesday 11am – 12.15pm Every 2 nd Wednesday 2.30-4pm	4hrs 45mins (weekly) 1hr 30mins 30mins 1hr 30mins 1 hrs 15mins 1hr 30mins	15hrs 45mins

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
We champion and support literacy and the joy of reading	2.1 Loans (physical items) 2.2 Participation in State and National literacy and reading programs	≥ 2 State and National literacy and reading programs participated in	≥ - 17,000 Loans (physical items)	Additional staff time allocated to the mobile library to support Story Time and Baby Time programming. Full service available with plans for future replacement.
We continue to extend the reach of our library services into the community	2.3 Library visits		≥ 21,000 Library visits	

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
We support and provide inclusive collections, programs and services that inspire learning and creating	2.4 CollectionHQ DEI (Diversity, Equity, and Inclusion) Tool, Sypdus Events	Use of CollectionHQ's DEI tool to analyse diversity, equity, and inclusivity within the collection.		Review of collection management process for Mobile Library.
Our staff are engaged, knowledgeable, responsive and friendly	2.5 Training undertaken			Where appropriate staff attend relevant training/workshops as they become available.
We provide accessible engaging spaces at the heart of the community	2.6 Provide user access to a representative range of the library's services and collections 2.7 Total time open (limited breakdowns & scheduled service outages)	Library services and collections provided Routine maintenance is completed to agreed schedules with minimum disruption to service		Service and collections provided represent the range offered in static branches and are suitable for the communities serviced. Ensure all maintenance and cleaning is undertaken to agreed schedules. Schedules and maintenance by LCC workshop, Regional Library Manager, and Mobile Library Officer.

Library Resources

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.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
We champion and support literacy and the joy of reading	3.1 Collection size (items) 3.2 Collection Size – items per capita 3.3 Expenditure on library materials per capita	≥ 70,000 Items ≥ 0.82 Items per capita	≥ \$1.88 Expended on library materials per capita	Facilitate the selection and maintenance of a library collection, including online collections, which meet the needs of the community.
We continue to extend the reach of our library services into the community	3.4 Circulation per capita – items loaned per capita		≥ 5.10 Items loaned per capita	Evaluate the library collection regularly by suitably experienced staff to ensure its currency, accuracy, quality, and appeal, as well as its continued ability to meet community demands as guided by the Collection Development Plan. Introduction of curated collection to support installation of 24/7 LIB Cabinet.
We support and provide inclusive collections, programs and services that inspire learning and creating	3.5 Acquisitions per capita 3.6 Turnover rate of stock 3.7 Percentage of stock purchased within last 5 years	≥ 50% of stock purchased within last 5 years	≥ 0.09 Items acquired per capita ≥ 7.00 Turnover rate	Facilitate the selection and maintenance of a library collection, including online collections, which meet the needs of the community as guided by the Collection Development Plan.

Computer Systems

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.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
We continue to extend the reach of our library services into the community	4.1 Number of wireless sessions 4.2 Number of computer usage sessions		≥ 21,000 Wireless sessions ≥ 16,000 Computer usage sessions	Access to WiFi available to all library members at all library branches during opening hours. Routine maintenance on public access devices such as software upgrades and virus protection definition updates.
We support and provide inclusive collections, programs and services that inspire learning and creating	4.3 Provide equitable access at each library site to printing, copying, and scanning equipment for public use, including printing services that support 'bring your own device' (BYOD) users 4.4 Library Management System (LMS) meets the library's evolving requirements with contracts managed	MFDs provided at each site Access to WiFi printing provided at all branch libraries Library Management System Provided		Equipment replaced/upgraded as required. Hardware and software maintained as needed. Manage lease contracts.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We support and encourage active participation in the digital world	4.5 Number of Public PCs available	= 22 Public PCs available		Review number of public PCs leased. As patrons use their own devices the need for provision of public PCs may reduce in some branches. Internet bandwidth is sufficient for consistent good quality access to digital print/image/sound resources served to customers by the library. Performance is monitored regularly to ensure responsive access by customers using public PCs and WiFi hotspots.
Our staff are engaged, knowledgeable, responsive and friendly	4.6 Provide and maintain office equipment and a telephone system adequate to deliver frontline customer service and meet internal staff communication needs	1/3 PCs replaced (leased)		PCs replaced as per schedule.
We provide anywhere, anytime access through the virtual library	4.7 Online library access provided	Access to the online library supported in branch with access to WiFi for BYO devices		Access to WiFi: Available to all library members and visitors at all library branches during opening hours.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We provide accessible engaging spaces at the heart of the community	4.8 Promotional screens provided in all service locations 4.9 Manage Radio Frequency Identification (RFID) hardware and software	Promotional screens provided RFID capabilities at all service locations		Hardware and software contracts managed. Equipment replaced/upgraded as required. Hardware and software maintained as needed. Vendor contracts managed. Installation of 1 24/7 LIB-Cabinet within the Kingscliff community.

Support Services

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. Support Services statistics and figures are presented regionally not per Member Council.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We champion and support literacy and the joy of reading	5.1 Number of uses of resources for program development and delivery 5.2 Number of resources for program development and delivery 5.3 Number of Local, State and National literacy campaigns, events, and programs supported with marketing, promotion, and resources	≥ 410 Resources available for program development and delivery	≥ 100 Resources used for program development and delivery ≥ 3 Local, State and National literacy campaigns, events, and programs supported	Continue to develop and support program development and delivery. Support regional coordination and development of programs and activities. Provide relevant program support resources. Register RTRL (Richmond Tweed Regional Library) for campaign resources. Create promotional materials. Coach staff to create engaging promotional materials. Provide opportunities for regional collaboration to develop and design regional programs and activities.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We continue to extend the reach of our library services into the community	5.4 Number of website sessions 5.5 Social media interactions 5.6 Subscribers to RTRL eNewsletter	≥ 40,000 Subscribers to RTRL eNewsletter	≥ 180,000 Website sessions ≥ 18,000 Social media interactions	RTRL website, Library App and social media accounts are current and engaging. Provide staff training and templates to support consistency. Promote eNewsletter. Include subscribe invite popup on library website.
We support and provide inclusive collections, programs and services that inspire learning and creating	5.7 Interlibrary loans provided for RTRL patrons 5.8 Loans of bulk multicultural items 5.9 Research & Family History Centre items 5.10 Research & Family History Centre enquiries 5.11 Items acquired and catalogued	≥ 5,000 Bulk multicultural loans ≥ 2,000 Research & Family History Centre Items	≥ 800 Interlibrary loans provided ≥ 200 Research & Family History Centre enquiries ≥ 30,000 Items acquired and catalogued	Provide a centralised interlibrary loan service. Regular promotion of collection items available in languages other than English. Promote collections on library website and social media. Investigate potential to provide user and staff training.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We support and encourage active participation in the digital world	5.12 Access to online research and family history research tools	Continue to provide Specialised online research and family history collections		Support branch staff to encourage use of resources and tools by the community. Curate and build online collections where relevant.
Our staff are engaged, knowledgeable, responsive and friendly	5.13 Provide training and/or seek training providers for all RTRL staff as required 5.14 Training undertaken by Support Services staff 5.15 Staff have access to tools and support needed to undertake their roles	Dealing with Difficult Behaviours training completed by 100% of staff WHS First aid training for relevant RTRL staff Attend relevant industry conferences Provide support for tools e.g., Monitor, RFID, online payments, online library, CollectionHQ, LMS		Continued subscription to Niche Academy Ryan Dowd Homelessness training. First aid training refresher and full course provided as needed Attend relevant training sessions as required/available. Relevant staff to attend Spydus Conference. At least two management staff to attend annual library conference. Continue to review and improve the printing services available at each branch.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We provide anywhere, anytime access through the virtual library	5.16 eResources platforms available 5.17 eResources content 5.18 eResources loans 5.19 Database sessions 5.20 Online research platforms available	≥ 3 eResource platforms available ≥ 4 Online research platforms available	≥ 120,000 eResources available ≥ 300,000 eResources loans ≥ 25,000 Database sessions	Online collection management & procurement.
We provide accessible engaging spaces at the heart of the community	5.21 RTRL courier visits per site per week 5.22 Annual outcomes survey conducted to assess and track library impact on community outcomes	≥ 2 Courier visits per site per week Survey conducted		Branches receive library items, promotional material, programs support resources in a timely fashion. Annual outcomes survey conducted to assess and track library impact on community outcomes.

Executive Council

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.

GOALS	MEASURE	TARGETS	RESPONSIBLE MANAGER
Ensure all executive council responsibilities are met as set out in the RTRL DOA and SLAs	Requirements met	Requirements met	Executive Officer to RTRL

Member Council

GOALS	MEASURE	TARGETS PER ANNUM	RESPONSIBLE MANAGER
RTRL Regional Manager and Area Librarian meet/communicate/report with Council representative	Number of meetings	≥ 4 times per annum with Regional Library Manager ≥ 10 times per year with Area Librarian	Senior Leadership Group Representative
Respond to requests and correspondence	Response time	Urgent ≤ 2 business days Not urgent ≤ 14 business days	Senior Leadership Group Representative
Provide data on community satisfaction rating with library services based on community surveys	Data provided	Data provided	Senior Leadership Group Representative



Richmond Tweed Regional Library

Service Level Agreement for delivery of Public Library Services for Lismore City Council

Richmond Tweed Regional Library
Connect. Discover. Escape.

July 2025

Service Level Agreement for provision of library services for Lismore City Council

Policy Framework

1. Legislative Framework

Library services are to be compliant with the NSW Library Act 1939 and the Local Government Act 1993

2. Richmond Tweed Regional Library Governance

In accordance with the Local Government Act and NSW Library Act, the governance and management of Richmond Tweed Regional Library (RTRL) is set out in the Richmond Tweed Regional Library Deed of Agreement (RTRL DOA) between the Lismore City, Ballina Shire, Byron Shire, and Tweed Shire Councils. Lismore City Council is appointed as the Executive Council of RTRL. Member Councils delegate to the Executive Council their functions relating to the provision and management of libraries, library services and information services within their local government areas (LGA).

3. Service Level Agreement Objectives

Service level agreements (SLA) between the Executive Council and a Member Council set out the nature and extent of Library Services required to be provided by the Executive Council in the Member Council's LGA in a financial year in exchange for the Member Council's financial contribution to the RTRL for that year. The level and content of service provision is set out in Appendix 1 which is reviewed and updated annually as part of the RTRL budget process. Each party may choose to exceed the minimum level of service by mutual agreement at any time.

SLAs are not intended to quantify every service provided, but to detail the key services provided.

Further service detail is provided in the RTRL Core Activity Statement.

4. Service Level Agreement Principles

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

- SLAs shall not contravene, overrule, or otherwise change the terms and requirements as set out in the RTRL DOA. SLAs should be read and considered in conjunction with the requirements of the RTRL DOA.
- SLAs remain current for the term of the RTRL DOA with the level and content of service delivery shown at Appendix 1 to be reviewed and updated annually as part of the RTRL budget process.
- Minimum core service provision is detailed in the RTRL Core Service Activity Statement which forms the basis of service provision.
- Core service levels may be changed but only by mutual agreement between the parties.
- Costs associated with changes to the SLA will be borne by the relevant Member Council
- The RTRL Core Service Activity Statement and SLAs will be reviewed in collaboration with Member Councils in accordance with the RTRL DOA.

- SLA outcomes will be reported to the Member Council's nominated representative quarterly in September, December, March, and in June, and be summarised in the RTRL Annual Report

5. Related Documents

Service Level Agreements are consistent with: *Guidelines, standards and outcome measures for Australian public libraries* produced by the Australian Library and Information Association (ALIA) and the Australian Public Libraries Association (APLA); *Living learning libraries: standards and guidelines for NSW public libraries* produced by the Library Council of NSW; *People places: a guide for planning public library buildings* produced by State Library of NSW (SLNSW).

6. Responsibilities of Richmond Tweed Regional Library

- RTRL will operate and deliver library services in accordance with the RTRL DOA and SLA
- RTRL will support Member Council grant applications for library services

7. Responsibilities of Richmond Tweed Regional Library Member Councils

- Member councils will adhere to terms of the RTRL DOA
- Provide representation and relevant delegations for the RTRL Senior Leadership Group member and Regional Library Committee as set out in the DOA

8. Dispute Resolution

Disputes will be managed in accordance with the terms set out in the RTRL DOA Section 20.

9. Agreement

The undersigned representatives Lismore City Council agree with the terms, conditions, and content of the Richmond Tweed Regional Library Service Level Agreement for the period 1 July 2025 to 30 June 2026.

Signed _____ Date _____

[Eber Butron](#)

[Acting](#) General Manager

Lismore City Council

Appendix 1

Service Delivery 2025-2026

Richmond Tweed Regional Library

RTRL will provide library services, programs, and activities which are responsive to community needs and in line with contemporary library service delivery including:

- collections in a variety of formats
- content that covers diverse views and opinions
- programs and activities to support learning and leisure
- spaces for the community to connect, create and learn
- services that meet the community where they are including online services and collections, popup library events, community event participation, Mobile Library and Home Library services
- championing literacy and reading
- support our community to acquire new skills and literacies to navigate, and participate in, the contemporary world.

Library staff are engaged, enthusiastic and knowledgeable. Our IT systems are robust, cost effective, and fit for purpose.

Performance related to RTRL Cost Drivers

The following section sets out service delivery related to the RTRL cost drivers: **Branch, Mobile Library, Library Resources, Computer Systems, Support Services, and Executive Council** costs. The tables are set out in the following way:

- **Strategic Goals** are from the RTRL strategic plan
- **Measure** identifies how we will know we have achieved progress toward the goal
- **Targets** state the target to be achieved for the measure
- **Initiatives/Activities** identifies the activities that will be undertaken to achieve the goal

Branch

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

Fulltime Equivalent Staff (35hrs/week)

Librarian	Library Technician	Library Assistant	Staff Total
1	2	9.24	13.24

Library	Opening hours	Total hours open per week
Lismore City Library 110 Magellan Street, Lismore	Monday, Tuesday, Wednesday & Friday 9.30am – 5pm Thursday 9.30am – 7pm Saturday 9am-1pm Sunday 1pm-4pm	46.5hrs pw
Goonellabah Library Goonellabah Community Centre 27 Oliver Avenue, Goonellabah	Monday, Tuesday, Wednesday, Thursday & Friday 9.30am - 12.30pm, 1.30pm – 5pm	32.5hrs pw

Branch (Continued)

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Progress reported annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
<p>We champion and support literacy and the joy of reading</p> <p>In partnership with our community, we deliver inclusive and creative programs that grow readership, celebrate diversity, and deepen engagement across Lismore. Our approach reflects the State Library of NSW's vision of growing readership and visitation, keeping collections central, and amplifying reach through partnerships.</p>	<p>1.1 Literacy & Lifelong Learning programs</p> <p>1.2 Literacy & Lifelong sessions</p> <p>1.3 Literacy & Lifelong participants</p> <p>1.4 State, and National literacy and reading programs</p> <p>1.5 Participants of State and National literacy and reading programs</p>	<p>≥ 25 Literacy & Lifelong Learning programs</p> <p>≥ 4 State, and National literacy and reading programs</p>	<p>≥ 350 Literacy & Lifelong Learning sessions</p> <p>≥ 5,000 Literacy & Lifelong Learning participants</p> <p>≥ 1,100 participants of State, and National literacy and reading programs</p>	<p>Deliver Inclusive Literacy Programs</p> <ul style="list-style-type: none"> • Offer programs for early years, youth, adults, seniors, and CALD communities. • Emphasise creativity and curiosity through writing workshops, storytime, author talks, and local book clubs. • Build literacy not just through reading, but through interaction, storytelling, and hands-on learning. <p><i>SLNSW Alignment: "Grow readership and visitation" + "Offer enhanced experiences"</i></p> <p>Participate in State and National Campaigns</p> <ul style="list-style-type: none"> • Deliver programs for: <ul style="list-style-type: none"> ○ Children's Book Week

				<ul style="list-style-type: none">○ National Simultaneous Storytime○ Summer Reading Challenge○ Library & Information Week● Promote through schools, community groups, and mobile library stops. <p><i>SLNSW Alignment: “Amplify our reach through partnerships and collaboration”</i></p> <p>Make Reading More Accessible</p> <ul style="list-style-type: none">● Continue to develop the Dyslexia-Friendly Collection.● If funded, introduce sensory kits to support children and adults with sensory needs.● Include phonics-based materials and reader-friendly formats aligned with NSW curriculum changes. <p><i>SLNSW Alignment: “Keep the collection at the heart of what we</i></p>
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				<p><i>do” + “Create culturally safe access”</i></p> <p>Broaden Access Points</p> <ul style="list-style-type: none"> • Run Pop-Up Libraries in parks, markets, schools, and remote communities. • Use mobile stops to promote borrowing and hand out literacy packs. • Incorporate book borrowing into school visits and council events. <p><i>SLNSW Alignment: “Grow visitation” + “Work with councils to improve library access”</i></p>
<p>We continue to extend the reach of our library services into the community</p> <p>We are committed to ensuring all members of the Lismore community — including isolated, ageing, and underrepresented populations — can connect with library</p>	<p>1.6 Number of library members</p> <p>1.7 Home Library Service</p> <p>1.8 Number of Partnerships with community organisations</p>	<p>≥ 20,000 Library members</p> <p>≥ 12 Partnerships with community organisations</p> <p>>800 deliveries to home library members</p>		<p>Grow Membership Through Community Engagement</p> <ul style="list-style-type: none"> • Run membership drives each quarter through schools, markets, and community centres. • Promote membership during library events, pop-ups, and literacy campaigns. • Encourage re-registration and re-engagement with

<p>services. Through targeted outreach, partnerships, and volunteer support, we aim to increase membership, participation, and access across both urban and rural settings.</p> <p>This approach reflects the State Library of NSW's priorities to:</p> <ul style="list-style-type: none"> • Grow readership and visitation • Amplify our reach through partnerships • Build a sustainable and inclusive library • Champion equity of access across NSW 				<p>inactive users through email and direct outreach.</p> <p>Strengthen the Home Library Service</p> <ul style="list-style-type: none"> • Maintain regular home delivery with the support of trained volunteers. • Offer customised borrowing (e.g. favourite authors, formats, large print). • Provide printed or digital how-to guides to help recipients engage with other library services (eBooks, Call & Collect). <p>Build and Sustain Strategic Partnerships</p> <ul style="list-style-type: none"> • Partner with community groups and service agencies such as: <ul style="list-style-type: none"> ○ Rekindling the Spirit ○ Lifeline Northern Rivers ○ Advocate for Children and Young People
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				<ul style="list-style-type: none">○ Neighbourhood Centres, youth services, schools• Co-design and deliver programs or outreach that reflect local needs and challenges.• Leverage partnerships for funding applications and cross-promotion. <p>Mobilise Volunteers to Extend Reach</p> <ul style="list-style-type: none">• Recruit and train volunteers for:<ul style="list-style-type: none">○ Home Library deliveries○ Community events (e.g. school visits, reading tents)○ Support roles at outreach programs• Develop a volunteer onboarding guide and EOI process that aligns with council procedures. <p><i>SLNSW Alignment: “Build a sustainable and strong library” + “Empower people to contribute”</i></p>
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STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Progress reported annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
<p>We support and provide inclusive collections, programs and services that inspire learning and creating</p> <p>Despite temporary challenges due to the Lismore Library flood recovery, we remain committed to delivering a vibrant, responsive library service. Our focus is on curating engaging collections and delivering programs that reflect community needs across all life stages. This goal supports the State Library of NSW's priorities to grow readership, offer inspiring experiences, and keep collections at the heart of our work.</p>	<p>1.9 Loans of physical items</p> <p>1.10 Total library programs</p> <p>1.11 Total library program sessions</p> <p>1.12 Total library program participants</p>	<p>≥ 125,000 Loans (physical items)</p> <p>≥ 25 Total library programs</p>	<p>≥ Total library program sessions</p> <p>≥ 4,000 Total library program participants</p>	<p>Curate relevant and engaging collections that meet the needs of library borrowers.</p> <p>Continue to provide high quality early childhood, youth, adult, and seniors programs which are relevant and reflective of the changing needs of the Lismore community.</p>

<p>We support and encourage active participation in the digital world</p> <p>We aim to reduce digital disadvantage by providing accessible technology, free internet, and inclusive digital literacy programs. Our focus is on equipping all community members—particularly older adults, CALD residents, and those in remote areas—with the skills and confidence to participate safely and effectively in the digital world.</p> <p>This goal aligns with the State Library of NSW Strategic Plan 2025–2030, specifically:</p> <ul style="list-style-type: none"> • Build digital capability in communities • Strengthen equity of access across NSW 	<p>1.13 Digital Inclusion programs</p> <p>1.14 Digital Inclusion sessions</p> <p>1.15 Digital Inclusion participants</p>	<p>≥2 Digital Inclusion programs</p>	<p>≥ 375 Digital Inclusion Sessions</p> <p>≥ 375 Digital Inclusion participants</p>	<p>Deliver Inclusive Digital Literacy Programs</p> <ul style="list-style-type: none"> • Offer programs tailored to seniors, jobseekers, and new technology users. • Example sessions: <ul style="list-style-type: none"> ○ Getting Started with iPads ○ Avoiding Online Scams ○ BorrowBox/Libby 101 ○ Navigating MyGov <p><i>SLNSW Link: “Build digital capability in the community”</i></p> <p>Expand Access to Devices and Services</p> <ul style="list-style-type: none"> • Provide modern computers, Wi-Fi, and printers at Goonellabah and Lismore Library • Enable BYOD printing and easy Wi-Fi access. • Continue maintaining public PCs and MFDs to ensure reliable performance.
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<ul style="list-style-type: none"> • Future-proof public libraries as digital spaces • Partner to support digital learning infrastructure 				<p><i>SLNSW Link: "Future-proof public library infrastructure"</i></p> <p>Scaffold Learning with Supportive Staff</p> <ul style="list-style-type: none"> • Train staff to confidently support patrons through everyday digital tasks. • Use plain-language help guides and structured 1:1 sessions to reduce barriers. • Continue digital support via the Good Things Foundation partnership and similar grants. <p><i>SLNSW Link: "Deliver training with partners"</i></p> <p>Prioritise Equity and Outreach</p> <ul style="list-style-type: none"> • Target digital sessions through the Mobile Library, especially for rural and ageing communities. • Include accessibility-focused design (large print,
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				<p>simple UIs, culturally safe spaces).</p> <ul style="list-style-type: none"> Track feedback and digital access trends to continually improve support. <p><i>SLNSW Link: "Strengthen equity of access across NSW"</i></p>
STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Progress reported annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
<p>Our staff are engaged, knowledgeable, responsive and friendly</p> <p>We invest in the capability and wellbeing of our staff to ensure they can provide inclusive, confident, and compassionate service to the community. Through targeted professional development, mental health training, and support for lifelong learning, we aim to build a workforce that reflects</p>	1.16 Staff training undertaken	Collection HQ training completed by 2 branch technicians	0.5	<p>Deliver Targeted Training Opportunities</p> <ul style="list-style-type: none"> Provide staff with access to online learning (e.g. ALIA CPD, State Library modules, Niche Academy). Facilitate attendance at relevant workshops or conferences, including sector updates and technology changes. Encourage completion of Library Act and Code of Conduct refreshers annually.

<p>the values of responsiveness, inclusion, and continual improvement.</p> <p>This aligns with the State Library of NSW Strategic Plan 2025–2030, particularly:</p> <ul style="list-style-type: none"> • Strengthen the capability of the public library workforce • Support staff wellbeing and resilience • Promote respectful and inclusive service culture • Build future-ready skills 				<p><i>SLNSW Link: “Strengthen library workforce capability”</i></p> <p>Build Confidence in Collection Tools</p> <ul style="list-style-type: none"> • Ensure ≥2 staff at each branch are confident users of CollectionHQ for weeding and selection tasks. • Run internal CollectionHQ how-to sessions or peer mentoring as part of staff meetings. <p><i>SLNSW Link: “Embed data-informed collection management”</i></p> <p>Prioritise Staff Wellbeing and Mental Health</p> <ul style="list-style-type: none"> • Facilitate participation in: <ul style="list-style-type: none"> ○ Lifeline Accidental Counsellor training ○ Respectful Language in the Workplace workshops
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				<ul style="list-style-type: none">○ Dealing with Difficult Behaviour modules● Include reflective conversations about public interactions in regular team catch-ups. <p><i>SLNSW Link: “Support staff wellbeing and resilience”</i></p> <p>Promote a Learning Culture</p> <ul style="list-style-type: none">● Embed a culture where staff feel encouraged to:<ul style="list-style-type: none">○ Share learning at team meetings○ Bring new ideas from training back into branch practice○ Request training relevant to changing roles or technologies <p><i>SLNSW Link: “Promote a responsive and inclusive service culture”</i></p>
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We provide accessible engaging spaces at the heart of the community	1.17 Membership as % of population 1.18 Library visits	≥ 40% of population are registered library members	≥ 150,000 Library visits	Maintain high percentage of membership in the community. Encourage visitation to the library by providing safe, engaging and productive spaces.
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Mobile Library

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.

Area	Mobile Library stops	Opening Times	Hours/minutes per stop	Total hours/minutes per fortnight total
Lismore	Nimbin at the Neighbourhood Centre Blakebrook at the public school Clunes at the public school Dunoon at the public school Modanville at the public school – Coffee Camp at the public school	Every Thursday 10.45am-12.30pm & 1.30pm-5pm Every second Thursday 9.15-10am Every second Tuesday 9am-10am Every second Tuesday 11.15am-12.15pm Every second Tuesday 2-3.30pm Every second Thursday 9.15-10am	5hrs -15mins 45mins 1hr 1hr 1hr 30mins 45mins	15 hours 30 minutes

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Progress reported annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
<p>We champion and support literacy and the joy of reading</p> <p>The Mobile Library provides vital access to reading materials and literacy-based programs for residents in rural and remote communities within Lismore LGA. It is a key vehicle (literally and strategically) in delivering on our commitment to equity of access, community connection, and a lifelong love of</p>	2.1 Literacy & Lifelong Learning programs 2.2 Literacy & Lifelong Learning sessions 2.3 Literacy & Lifelong Learning participants 2.4 Loans (physical items)	≥ -1 Literacy & Lifelong Learning programs	≥ 4 Literacy & Lifelong Learning sessions ≥ 100 Literacy & Lifelong Learning participants ≥ - 9,000 Loans (physical items)	<p>Deliver Localised, Place-Based Literacy Programs</p> <ul style="list-style-type: none"> Continue regular school stops and term-based sessions. Offer seasonal programs (e.g. Summer Reading Challenge on wheels). Run storytimes and author visits where feasible, co-located with community events or halls.

<p>reading — particularly for residents living outside main town centres.</p> <p>This directly supports SLNSW’s strategic objectives to:</p> <ul style="list-style-type: none"> • Grow readership and visitation • Ensure equitable access across NSW • Extend impact through regional delivery models • Support targeted, localised programming 				<p><i>SLNSW Link: “Extend the library’s reach into communities”</i></p> <p>Maintain Circulation of High-Demand Material</p> <ul style="list-style-type: none"> • Use data-informed stock rotation to ensure materials match local interest (children’s fiction, magazines, DVDs). • Encourage use of reserve/collection request services for rural users. • Highlight local authors, First Nations literature, or themed kits onboard. <p><i>SLNSW Link: “Keep the collection at the heart of what we do”</i></p> <p>Foster Connection and Belonging</p> <ul style="list-style-type: none"> • Ensure mobile stops serve not only schools, but also aged care centres, rural towns, and festivals. • Offer community-specific displays or “Staff Picks from the Road” collections.
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				<ul style="list-style-type: none">Promote the Mobile Library through local newsletters, school bulletins, and social media. <p><i>SLNSW Link: “Champion inclusion and cultural connection”</i></p> <p>Track and Celebrate Impact</p> <ul style="list-style-type: none">Record participant engagement and anecdotal stories at stops.Invite feedback through short surveys at events or from schools.Share highlights with SLNSW and LCC to demonstrate social and cultural return on investment. <p><i>SLNSW Link: “Measure outcomes and tell our story”</i></p>
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<p>We continue to extend the reach of our library services into the community</p> <p>The Mobile Library plays a vital role in ensuring that residents across Lismore's rural and semi-rural areas have access to the same quality of library service as those in town. Through promotion, school engagement, and high-visibility community presence, we aim to grow library visitation and deepen community connection.</p> <p>This aligns directly with the State Library of NSW's Strategic Plan 2025–2030 priorities to:</p> <ul style="list-style-type: none"> • Grow readership and visitation • Ensure equitable access across NSW • Champion local relevance and inclusion 	2.5 Library visits		≥ 14,000 Library visits	<p>Strengthen Community Presence</p> <ul style="list-style-type: none"> • Promote mobile service through: <ul style="list-style-type: none"> ○ Local newsletters ○ Council and school websites ○ Posters at general stores, childcare centres, and rural halls • Build awareness of visit days and stop locations with simple, repeatable messaging <p><i>SLNSW Link: "Grow readership and visitation through engagement"</i></p> <p>Engage Schools and Education Providers</p> <ul style="list-style-type: none"> • Re-engage rural schools with: <ul style="list-style-type: none"> ○ Scheduled class visits or "Library Roadshow" sessions ○ Teacher resources to connect borrowing to curriculum
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<ul style="list-style-type: none"> • Build meaningful partnerships 				<ul style="list-style-type: none"> ○ Co-branded promotions (e.g., Book Week activities) <p><i>SLNSW Link: "Champion partnerships with education providers"</i></p> <p>Build Local Identity</p> <ul style="list-style-type: none"> • Customise the Mobile Library experience per stop (e.g. "Eltham's Top Picks", "Dunoon Reads") • Encourage school art or story contributions on display during visits • Include local book donations or themes reflective of the area <p><i>SLNSW Link: "Reflect local community voice and relevance"</i></p> <p>Monitor and Improve Reach</p> <ul style="list-style-type: none"> • Track usage by stop and term to identify underperforming routes
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				<ul style="list-style-type: none"> • Conduct light-touch community feedback (e.g. 1-question satisfaction slip) • Adjust route frequency or promote tailored collections to increase engagement
STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Progress reported annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
<p>We support and provide inclusive collections, programs and services that inspire learning and creating</p> <p>The Mobile Library contributes to a more inclusive and creative library service by providing resources and programs that reflect the diversity, interests, and lived experiences of the rural communities it serves.</p> <p>This aligns with the State Library of NSW Strategic</p>	2.6 CollectionHQ DEI (Diversity, Equity, and Inclusion) Tool	Investigate the use of CollectionHQ's DEI tool to analyse diversity, equity, and inclusivity within the collection.		<p>Investigate and pilot the use of the CollectionHQ DEI Tool to assess diversity, equity, and inclusion across the mobile collection.</p> <ul style="list-style-type: none"> • Ensure the Mobile Library's rotating collection is responsive to the cultural, language, age, and learning needs of each stop's community. • Partner with local groups (e.g. First Nations organisations, CALD networks, seniors' groups) to inform stock and display choices. • Provide inclusive programming onboard and offboard the Mobile Library (e.g. sensory-friendly activities, bilingual storytime,

<p>Plan 2025–2030, specifically:</p> <ul style="list-style-type: none"> • Build inclusive and welcoming libraries • Celebrate cultural diversity and local identity • Keep the collection relevant, diverse, and reflective of NSW communities 				<p>intergenerational programs).</p> <ul style="list-style-type: none"> • Use collection highlights (e.g. LGBTQIA+, multilingual books, local authors) to increase visibility of underrepresented voices.
<p>We support and encourage active participation in the digital world</p> <p>The Mobile Library delivers essential digital literacy support to rural and remote communities, ensuring equitable access to technology, skills development, and online services.</p> <p>This aligns with the State Library of NSW Strategic Plan 2025–2030, particularly:</p>	<p>2.7 Digital Inclusion programs</p> <p>2.8 Digital Inclusion sessions</p> <p>2.9 Digital Inclusion participants</p>	<p>≥ 1 Digital Inclusion programs</p>	<p>≥ 40 Digital Inclusion sessions</p> <p>≥ 40 Digital Inclusion participants</p>	<ul style="list-style-type: none"> • Provide at least 1 digital literacy program annually via the Mobile Library, tailored to the needs of rural residents. • Deliver ≥ 40 digital sessions covering basic tech support, using library eResources, accessing online government services, and safe internet use. • Ensure the Mobile Library is equipped with Wi-Fi-enabled devices, printed help guides, and BYOD-friendly spaces. • Train staff to deliver basic digital troubleshooting and one-on-one tech help

<ul style="list-style-type: none"> • Build digital capability in communities • Strengthen equity of access across NSW • Support digital readiness and resilience in regional areas 				<p>at stops where internet access is otherwise limited.</p> <ul style="list-style-type: none"> • Promote these services through school visits, community newsletters, and at pop-up events.
<p>Our staff are engaged, knowledgeable, responsive and friendly</p> <p>Mobile Library staff play a key role in delivering high-quality, community-centred service to rural residents. Ongoing professional development ensures they are equipped to handle diverse service needs, foster inclusion, and respond with empathy in challenging settings.</p> <p>This aligns with the State Library of NSW Strategic Plan 2025–2030, specifically:</p>	2.10 Training undertaken	Dealing with Difficult Behaviours – completed by 100% of staff		<ul style="list-style-type: none"> • Ensure 100% of Mobile Library staff complete Dealing with Difficult Behaviours training to support respectful, consistent interactions in isolated or high-pressure environments. • Identify and complete role-specific training relevant to mobile service delivery, including: <ul style="list-style-type: none"> ○ Roadside safety and solo work practices ○ Mental health first aid ○ Cultural safety or First Nations community engagement • Encourage staff to share learning and local insights

<ul style="list-style-type: none"> Strengthen the capability of the library workforce Support staff wellbeing and resilience Promote respectful and inclusive service 				<p>with the broader team during quarterly meetings.</p> <ul style="list-style-type: none"> Ensure Mobile Library staff feel supported and resourced to confidently serve isolated or vulnerable community members.
<p>We provide accessible engaging spaces at the heart of the community</p> <p>The Mobile Library acts as a welcoming, flexible library space in rural areas, ensuring community members can access core library services close to home. Clean, safe, and dependable service delivery is essential to maintaining trust and visibility in the communities we serve.</p> <p>This aligns with the State Library of NSW Strategic Plan 2025–2030, particularly:</p>	<p>2.11 Provide user access to a representative range of the library's services and collections</p> <p>2.12 Total time open (limited breakdowns & scheduled service outages)</p>	<p>User access to library's services and collections provided</p> <p>Routine maintenance is completed to agreed schedules with minimum disruption to service</p>		<p>Provide rural residents with access to core library services and collections, equivalent in scope and quality to those available in static branches.</p> <ul style="list-style-type: none"> Ensure the Mobile Library is available as scheduled, with minimum disruption due to maintenance or breakdowns. Maintain clear public information about routes, stops, and open hours via web, printed materials, and outreach. Complete all routine maintenance and cleaning in line with agreed LCC schedules. Ensure coordination between the LCC workshop, Mobile Library Officer, and Regional

<ul style="list-style-type: none"> • Offer inspiring and inclusive spaces • Strengthen the role of libraries as local hubs • Ensure equity of access and quality service delivery 				<p>Library Manager to reduce downtime.</p> <ul style="list-style-type: none"> • Adapt the space as needed to ensure it remains welcoming, functional, and inclusive — e.g. accessible shelving, mobile display units, shaded outdoor engagement at stops.
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Library Resources

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.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Progress reported annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
<p>We champion and support literacy and the joy of reading</p> <p>We facilitate the development and maintenance of a diverse, current, and accessible library collection (including digital formats) that reflects the reading needs, interests, and</p>	<p>3.1 Collection size (items)</p> <p>3.2 Collection Size – items per capita</p> <p>3.3 Expenditure on library materials per capita</p>	<p>≥ 70,000 Items</p> <p>≥ 1.62 Items per capita (SLNSW benchmark ≥ 1.5 minimum (SLNSW standard); 2.0–2.5 preferred Meets baseline, below aspirational</p>	<p>≥ \$2.67 Expended on library materials per capita</p> <p>\$4.50–\$6.00 recommended (SLNSW median)</p> <p>Below state average.</p>	<ul style="list-style-type: none"> • Maintain a balanced, representative collection across print and digital formats (e.g. physical books, eBooks, audiobooks, magazines, DVDs). • Ensure the collection supports literacy development across all ages — from phonics-based early readers to adult learning resources.

<p>aspirations of our community.</p> <p>This supports the State Library of NSW Strategic Plan 2025–2030 priorities to:</p> <ul style="list-style-type: none"> • Keep the collection at the heart of what we do • Diversify stories and voices • Strengthen equity of access across NSW • Support digital access and hybrid borrowing models 				<ul style="list-style-type: none"> • Continue development of accessible and inclusive collections, including: <ul style="list-style-type: none"> ○ Dyslexia-friendly formats ○ Large print and multilingual materials ○ First Nations voices and local authors • Use CollectionHQ and community feedback to guide ongoing weeding, selection, and acquisition. • Advocate for collection funding that reflects population growth and inflation, especially post-flood recovery.
<p>We continue to extend the reach of our library services into the community</p> <p>A responsive, high-circulating collection is essential to encouraging community use and reinforcing the library as a trusted source of recreational, cultural, and</p>	3.4 Circulation per capita – items loaned per capita		<p>≥ 6.35 Items loaned per capita</p> <p>6.0–8.0 is the common NSW range</p> <p>Meets standard for active mid-sized services</p>	<ul style="list-style-type: none"> • Evaluate the collection regularly to ensure it: • Remains current and appealing • Reflects the reading and cultural interests of the Lismore community • Supports equity, literacy, lifelong learning, and inclusion • Use tools such as:

<p>educational material. Regular evaluation ensures the collection remains relevant and appealing to all user groups.</p> <p>This aligns with the State Library of NSW Strategic Plan 2025–2030, specifically:</p> <ul style="list-style-type: none"> • Grow readership and visitation • Keep collections relevant and responsive • Reflect community voices in decision-making • Strengthen equity of access across all NSW councils 				<ul style="list-style-type: none"> • CollectionHQ for evidence-based weeding and turnover • Circulation trends by genre, age group, and branch • Staff knowledge and patron feedback to adjust purchasing • Schedule quarterly review cycles with branch supervisors or technicians to: • Identify high and low performers • Recommend replacements and thematic refreshes • Spotlight underrepresented voices and formats • Align all evaluation and selection decisions with the RTRL Collection Development Plan
<p>We support and provide inclusive collections, programs and services that inspire learning and creating</p> <p>A responsive, inclusive collection promotes</p>	<p>3.5 Acquisitions per capita</p> <p>3.6 Turnover rate of stock</p> <p>3.7 Collection age - Percentage of stock purchased within last 5 years</p>	<p>≤ 56% of stock purchased within last 5 years</p> <p>>50% is typical NSW benchmark</p>	<p>≥ 0.18 Items acquired per capita</p> <p>>.2 recommended. Slightly below replacement rate</p>	<p>Prioritise acquisitions that support:</p> <ul style="list-style-type: none"> • Young readers and early literacy (e.g. phonics readers aligned with NSW curriculum) • Dyslexia-friendly formats and accessible print

<p>learning and creativity by providing relevant, engaging, and accessible materials for all ages and backgrounds. Ongoing selection and maintenance ensures the collection adapts to community needs and aligns with current educational, cultural, and social trends.</p> <p>This aligns with the State Library of NSW Strategic Plan 2025–2030, particularly:</p> <ul style="list-style-type: none"> • Keep the collection at the heart of what we do • Diversify stories and voices • Support inclusive, accessible, and future-ready library services 			<p>≥ 3.84 Turnover rate</p> <p>3.0-4.5 considered healthy</p> <p>Collection performance in 2025–26 will be influenced by flood recovery, including:</p> <ul style="list-style-type: none"> • Loss and replacement of stock • Integration of donated materials • Temporary shelving and storage limitations 	<ul style="list-style-type: none"> • Creative learning materials (e.g. art instruction, writing prompts, maker-themed nonfiction) • Maintain a diverse collection across physical and digital formats: • First Nations authors, LGBTQIA+ voices, multilingual materials, accessible large print • Use CollectionHQ tools to inform selection, weeding, and rotation decisions • Schedule regular collection review cycles to maintain a strong turnover rate • Promote underused parts of the collection through staff picks, displays, and themed events
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Computer Systems

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.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Progress reported annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
<p>We continue to extend the reach of our library services into the community</p> <p>Reliable access to public computers and Wi-Fi is essential for bridging the digital divide and enabling full participation in modern life — particularly for people without home internet or digital devices. Providing these services supports equity, learning, and social inclusion across the Lismore community.</p> <p>This aligns with the State Library of NSW Strategic Plan 2025–2030, specifically:</p>	<p>4.1 Number of wireless sessions</p> <p>4.2 Number of computer usage sessions</p>		<p>≥ 15,000 Wireless sessions</p> <p>≥ 15,000 Computer usage sessions</p>	<ul style="list-style-type: none"> • Ensure free Wi-Fi access is available to all members at all open library locations, including temporary or pop-up spaces during Lismore Library recovery • Maintain a reliable fleet of public PCs with: • Up-to-date productivity software • Browsers compatible with government and eLearning platforms • Printing/scanning access and accessible user interfaces • Perform routine maintenance and digital security tasks: • Software patches and updates • Antivirus and endpoint protection • Hardware inspections and replacement schedules

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<ul style="list-style-type: none"> Strengthen equity of access across NSW Future-proof library technology infrastructure Support digital inclusion for all communities 				<ul style="list-style-type: none"> Provide clear signage and help materials for Wi-Fi, printing, and PC access Track demand and outages to help plan upgrades and justify funding
<p>We support and provide inclusive collections, programs and services that inspire learning and creating</p> <p>Access to reliable, self-directed technology — including printing, scanning, and Library Management Systems — is a key component of equitable service delivery. These tools enable library users to study, create, apply for jobs, connect with government services, and participate in community life on their own terms.</p> <p>This aligns with the State Library of NSW Strategic</p>	<p>4.3 Provide equitable access at each library site to printing, copying, and scanning equipment for public use, including printing services that support 'bring your own device' (BYOD) users</p> <p>4.4 Library Management System (LMS) meets the library's evolving requirements with contracts managed to maximise return on investment</p>	<p>MFDs provided at each site</p> <p>Access to WiFi printing provided</p> <p>Library Management System (LMS) provided</p>		<ul style="list-style-type: none"> Ensure each branch (Lismore, Goonellabah, Mobile as applicable) provides: A Multifunction Device (MFD) for public printing, copying, and scanning Wireless printing capability to support bring-your-own-device (BYOD) users Accessible, well-signed instructions for both staff and public Transition to Monitor Print Management System to: Improve print job tracking and cost recovery Support mobile printing and reduce downtime Regularly review LMS contracts and functionality to ensure:

Plan 2025–2030, particularly: <ul style="list-style-type: none"> • Ensure library infrastructure is accessible, inclusive, and modern • Invest in systems that support creative engagement and lifelong learning • Build sustainable digital platforms for community access 				<ul style="list-style-type: none"> • Compatibility with evolving digital lending platforms • Streamlined borrower experience across eResources and physical lending • Integration with booking and reporting systems • Coordinate with RTRL IT and procurement teams to manage contracts, leases, and replacements for printers and LMS components
STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Progress reported annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
We support and encourage active participation in the digital world Public access to reliable, high-speed internet and computing equipment is essential to supporting community members in job-seeking, study, digital literacy, and civic participation. The shift toward bring-your-own-	4.5 Number of Public PCs available	= 13 Public PCs available		Maintain 13 public PCs across Lismore branches and monitor usage quarterly <ul style="list-style-type: none"> • Conduct a PC fleet review to assess: • Actual vs. needed PC usage by branch • Shift in demand toward BYOD and mobile access • Potential PC reduction or reallocation based on data • Ensure internet bandwidth is capable of supporting:

<p>device (BYOD) use requires ongoing evaluation of PC fleet size, internet performance, and service delivery models.</p> <p>This aligns with the State Library of NSW Strategic Plan 2025–2030, specifically:</p> <ul style="list-style-type: none"> • Build digital capability in communities • Strengthen equity of access across NSW • Modernise digital infrastructure and delivery • Ensure digital platforms are responsive to changing user needs 				<ul style="list-style-type: none"> • Streaming of learning and creative media (e.g. online TAFE, video editing tools) • Printing of complex files and high-res images • Simultaneous Wi-Fi use by patrons during programs or school holidays • Regularly test and log network performance at each branch; escalate any Wi-Fi or latency issues to RTRL IT • Ensure signage clearly promotes both PC and Wi-Fi options for patrons
Our staff are engaged, knowledgeable, responsive and friendly	4.6 Provide and maintain office equipment and a telephone system adequate to deliver frontline customer service and meet internal staff communication needs	1/3 PCs replaced (leased)		PCs replaced as per schedule.

We provide anywhere, anytime access through the virtual library	4.7 Online library access provided	Access to the online library supported in branch with access to WiFi for BYO devices		Access to WiFi: Available to all library members at all library branches during opening hours.
STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Progress reported annually	TARGETS PER ANNUM Progress reported quarterly	INITIATIVES / ACTIVITIES
<p>We provide accessible engaging spaces at the heart of the community</p> <p>Library staff require up-to-date tools and communication systems to deliver excellent customer service, access internal systems, and support digital engagement. Maintaining office equipment and digital infrastructure ensures they are empowered to meet the needs of both the public and the organisation.</p> <p>This supports the State Library of NSW Strategic</p>	<p>4.8 Promotional screens provided in all service locations</p> <p>4.9 Manage Radio Frequency Identification (RFID) hardware and software</p>	<p>Promotional screens provided</p> <p>RFID capabilities at all service locations</p>		<p>Replace at least 1/3 of leased staff PCs annually to ensure:</p> <ul style="list-style-type: none"> ○ Compatibility with library systems (LMS, printing, digital platforms) ○ Fast and secure processing for frontline and administrative tasks ○ Reduced downtime and tech-related frustration ● Maintain functional, accessible telephone systems for: <ul style="list-style-type: none"> ○ Public inquiries, branch-to-branch comms, and

<p>Plan 2025–2030 priorities to:</p> <ul style="list-style-type: none">• Strengthen the capability of the public library workforce• Support staff wellbeing, productivity, and resilience• Modernise library infrastructure for sustainable service delivery				<ul style="list-style-type: none">○ emergency situations○ Call transfer capability and voicemail as needed <ul style="list-style-type: none">• Ensure shared devices (e.g. printers, desk phones, tablets) are updated and included in IT maintenance schedules• Collaborate with RTRL IT and asset management teams to log faults, forecast upgrades, and maintain replacement timetables
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Support Services

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. Support Services statistics and figures are presented regionally not per Member Council.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We champion and support literacy and the joy of reading	5.1 Number of uses of resources for program development and delivery 5.2 Number of resources for program development and delivery 5.3 Number of Local, State and National literacy campaigns, events, and programs supported with marketing, promotion, and resources	≥ 410 Resources available for program development and delivery	≥ 100 Resources used for program development and delivery ≥ 3 Local, State and National literacy campaigns, events, and programs supported	Continue to develop and support program development and delivery. Support regional coordination and development of programs and activities. Provide relevant program support resources. Register RTRL (Richmond Tweed Regional Library) for campaign resources. Create promotional materials. Coach staff to create engaging promotional materials. Provide opportunities for regional collaboration to develop and design regional programs and activities.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We continue to extend the reach of our library services into the community	5.4 Number of website sessions 5.5 Social media interactions 5.6 Subscribers to RTRL eNewsletter	≥ 40,000 Subscribers to RTRL eNewsletter	≥ 180,000 Website sessions ≥ 18,000 Social media interactions	RTRL website, Library App and social media accounts are current and engaging. Provide staff training and templates to support consistency. Promote eNewsletter. Include subscribe invite popup on library website.
We support and provide inclusive collections, programs and services that inspire learning and creating	5.7 Interlibrary loans provided for RTRL patrons 5.8 Loans of bulk multicultural items 5.9 Research & Family History Centre items 5.10 Research & Family History Centre enquiries 5.11 Items acquired and catalogued	≥ 5,000 Bulk multicultural loans ≥ 2,000 Research & Family History Centre Items	≥ 800 Interlibrary loans provided ≥ 200 Research & Family History Centre enquiries ≥ 30,000 Items acquired and catalogued	Provide a centralised interlibrary loan service. Regular promotion of collection items available in languages other than English. Promote collections on library website and social media. Investigate potential to provide user and staff training.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We support and encourage active participation in the digital world	5.12 Access to online research and family history research tools	Continue to provide Specialised online research and family history collections		Support branch staff to encourage use of resources and tools by the community. Curate and build online collections where relevant.
Our staff are engaged, knowledgeable, responsive and friendly	5.13 Provide training and/or seek training providers for all RTRL staff as required 5.14 Training undertaken by Support Services staff 5.15 Staff have access to tools and support needed to undertake their roles	Dealing with Difficult Behaviours training completed by 100% of staff WHS First aid training for relevant RTRL staff Attend relevant industry conferences Provide support for tools e.g., Monitor, RFID, online payments, online library, CollectionHQ, LMS		Continued subscription to Niche Academy Ryan Dowd Homelessness training. First aid training refresher and full course provided as needed Attend relevant training sessions as required/available. Relevant staff to attend Spydus Conference. At least two management staff to attend annual library conference Continue to review and improve the printing services available at each branch.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We provide anywhere, anytime access through the virtual library	5.16 eResources platforms available 5.17 eResources content 5.18 eResources loans 5.19 Database sessions 5.20 Online research platforms available	≥ 3 eResource platforms available ≥ 4 Online research platforms available	≥ 120,000 eResources available ≥ 300,000 eResources loans ≥ 25,000 Database sessions	Online collection management & procurement.
We provide accessible engaging spaces at the heart of the community	5.21 RTRL courier visits per site per week 5.22 Annual outcomes survey conducted to assess and track library impact on community outcomes	≥ 2 Courier visits per site per week Survey conducted		Branches receive library items, promotional material, programs support resources in a timely fashion. Annual outcomes survey conducted to assess and track library impact on community outcomes.

Executive Council

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.

GOALS	MEASURE	TARGETS	RESPONSIBLE MANAGER
Ensure all executive council responsibilities are met as set out in the RTRL DOA and SLAs	Requirements met	Requirements met	Executive Officer to RTRL

Member Council

GOALS	MEASURE	TARGETS PER ANNUM	RESPONSIBLE MANAGER
RTRL Regional Manager and Area Librarian meet/communicate/report with Council representative	Number of meetings attended	<p>≥ 4 times per annum with Regional Library Manager</p> <p>≥ 10 times per year with Area Librarian</p>	Senior Leadership Group Representative
Respond to requests and correspondence	Response time	<p>Urgent ≤ 2 business days</p> <p>Not urgent ≤ 14 business days</p>	Senior Leadership Group Representative
Provide data on community satisfaction rating with library services based on community surveys	Data provided	Data provided	Senior Leadership Group Representative



Richmond Tweed Regional Library

Service Level Agreement between Lismore City Council and Ballina Shire Council

Richmond Tweed Regional Library
Connect. Discover. Escape.

July 2025

Service Level Agreement for provision of library services by Lismore City Council to Ballina Shire Council

Policy Framework

1. Legislative Framework

Library services are to be compliant with the NSW Library Act 1939 and the Local Government Act 1993

2. Richmond Tweed Regional Library Governance

In accordance with the Local Government Act and NSW Library Act, the governance and management of Richmond Tweed Regional Library (RTRL) is set out in the Richmond Tweed Regional Library Deed of Agreement (RTRL DOA) between the Lismore City, Ballina Shire, Byron Shire, and Tweed Shire Councils. Lismore City Council is appointed as the Executive Council of RTRL. Member Councils delegate to the Executive Council their functions relating to the provision and management of libraries, library services and information services within their local government areas (LGA).

3. Service Level Agreement Objectives

Service level agreements (SLA) between the Executive Council and a Member Council set out the nature and extent of Library Services required to be provided by the Executive Council in the Member Council's LGA in a financial year in exchange for the Member Council's financial contribution to the RTRL for that year. The level and content of service provision is set out in Appendix 1 which is reviewed and updated annually as part of the RTRL budget process.

SLAs set out the nature and extent of Library Services to be delivered and detail the minimum level of service to be provided by the Executive Council in Member Council LGAs. Each party may choose to exceed the minimum level of service by mutual agreement at any time.

SLAs are not intended to quantify every service provided, but to detail the key services provided.

Further service detail is provided in the RTRL Core Activity Statement.

4. Service Level Agreement Principles

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

- SLAs shall not contravene, overrule, or otherwise change the terms and requirements as set out in the RTRL DOA. SLAs should be read and considered in conjunction with the requirements of the RTRL DOA.
- SLAs remain current for the term of the RTRL DOA with the level and content of service delivery shown at Appendix 1 to be reviewed and updated annually as part of the RTRL budget process.
- Minimum core service provision is detailed in the RTRL Core Service Activity Statement which forms the basis of service provision.
- Core service levels may be changed but only by mutual agreement between the parties.
- Costs associated with changes to the SLA will be borne by the relevant Member Council

- The RTRL Core Service Activity Statement and SLAs will be reviewed in collaboration with Member Councils in accordance with the RTRL DOA.
- SLA outcomes will be reported to the Member Council's nominated representative quarterly following September, December, March, and in June, and be summarised in the RTRL Annual Report

5. Related Documents

Service Level Agreements are consistent with: *Guidelines, standards and outcome measures for Australian public libraries* produced by the Australian Library and Information Association (ALIA) and the Australian Public Libraries Association (APLA); *Living learning libraries: standards and guidelines for NSW public libraries* produced by the Library Council of NSW; *People places: a guide for planning public library buildings* produced by State Library of NSW (SLNSW).

6. Responsibilities of Richmond Tweed Regional Library

- RTRL will operate and deliver library services in accordance with the RTRL DOA and SLA
- RTRL will support Member Council grant applications for library services

7. Responsibilities of Richmond Tweed Regional Library Member Councils

- Member councils will adhere to terms of the RTRL DOA
- Provide representation and relevant delegations for the RTRL Senior Leadership Group member and Regional Library Committee as set out in the DOA

8. Dispute Resolution

Disputes will be managed in accordance with the terms set out in the RTRL DOA Section 20.

9. Agreement

The undersigned representatives of Lismore City Council and Ballina Shire Council agree with the terms, conditions, and content of the Richmond Tweed Regional Library Service Level Agreement for the period 1 July 2025 to 30 June 2026.

Signed _____ Date _____

Paul Hickey
General Manager
Ballina Shire Council

Signed _____ Date _____

[Eber Butron](#)
[Acting](#) General Manager
Lismore City Council

Appendix 1

Service Delivery 2025-2026

Richmond Tweed Regional Library

RTRL will provide library services, programs, and activities which are responsive to community needs and in line with contemporary library service delivery including:

- collections in a variety of formats
- content that covers diverse views and opinions
- programs and activities to support learning and leisure
- spaces for the community to connect, create and learn
- services that meet the community where they are including online services and collections, popup library events, community event participation, Mobile Library and Home Library services
- championing literacy and reading
- support our community to acquire new skills and literacies to navigate, and participate in, the contemporary world.

Library staff are engaged, enthusiastic and knowledgeable. Our IT systems are robust, cost effective, and fit for purpose.

Performance related to RTRL Cost Drivers

The following section sets out service delivery related to the RTRL cost drivers: **Branch, Mobile Library, Library Resources, Computer Systems, Support Services, and Executive Council** costs. The tables are set out in the following way:

- **Strategic Goals** are from the RTRL strategic plan
- **Measure** identifies how we will know we have achieved progress toward the goal
- **Targets per annum** state the target to be achieved for the measure
- **Initiatives/Activities** identifies the activities that will be undertaken to achieve the goal

Branch

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

Fulltime Equivalent Staff (35hrs/week)

Librarian	Library Technician	Library Assistant	Staffing Total
1	3	8.39	12.39

Library	Opening hours	Total hours open per week
Ballina 6 River Street Ballina	Monday, Tuesday, Thursday, Friday 9am-5pm Wednesday 9am-7pm Saturday 9am-12pm Sunday 1-4pm	48
Lennox Head Lennox Head Community Centre	Monday-Friday 9am-5pm Saturday 9am-12pm	43
Alstonville Alstonville Community Centre	Monday-Friday 9am-5pm, closed 12.30-1.30pm Saturday 9am-12pm	38

Branch (continued)

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We champion and support literacy and the joy of reading	1.1 Literacy & Lifelong Learning programs 1.2 Literacy & Lifelong sessions 1.3 Literacy & Lifelong participants 1.4 State, and National literacy and reading programs 1.5 Participants State and National literacy and reading programs	≥ 50 Literacy & Lifelong Learning programs ≥ 34 State, and National literacy and reading programs	≥ 490 Literacy & Lifelong sessions ≥ 8,700 Literacy & Lifelong participants ≥ 1,200 participants of State and National literacy and reading programs	Continue to develop innovative activities that engage our community such as Adult Literacy Sessions and Social Circle. Participation in Keala Awards , Children's Book Week, Simultaneous Story Time, Summer Reading Club.
We continue to extend the reach of our library services into the community	1.6 Number of library members 1.7 Outreach programs & services	≥ 20,000 Library members Home Library Service delivered once monthly		Build relationships with early childhood providers and develop a comprehensive outreach program.
We support and provide inclusive collections, programs and services that inspire learning and creating	1.8 Loans of physical items 1.9 Total library programs 1.10 Total library sessions 1.11 Total library participants	≥ 140 Total library programs	≥ 330,000 Loans (physical items) ≥ 1,750 Total library program sessions ≥ 20,000 Total library program participants	Source funding to continue the Social Circle and seek volunteers for Tax Help. Build relationships with community organisations and services such as Queer Family, Rotary Club of Ballina on Richmond , Headspace , NE Waste.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We support and encourage active participation in the digital world	1.12 Digital Inclusion programs 1.13 Digital Inclusion sessions 1.14 Digital Inclusion participants	≥ 10 Digital Inclusion Programs	≥ 200 Digital Inclusion sessions ≥ 650 Digital Inclusion participants	Source funding to continue the Tech Savvy Seniors and Be Connected programs. Build relationships with external workshop presenters such as NBN and Tax Help.
Our staff are engaged, knowledgeable, responsive and friendly	1.15 Training undertaken	Dealing with Difficult Behaviours – completed by 100% of staff		Encourage staff to develop skills in their areas of interest such as cataloguing, database usage and local studies.
We provide accessible engaging spaces at the heart of the community	1.16 Membership as % of population 1.17 Library visits	≥ 43.3% of population are registered library members	≥ 180,000 Library visits	Maintain percentage of community membership. Engage in membership drives through promotion of ongoing programs

Mobile Library

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.

Area	Mobile Library stops	Opening Times	Hours/minutes per stop	Total hours/minutes per fortnight total
Ballina	Teven-Tintenbar at the Public School Wardell at the Public School Wollongbar at the pod village Empire Vale at the Public School Wollongbar at the Public School Cabbage Tree Hub	Every second Monday 11.30am-12.30pm Every second Wednesday 12noon-12.45pm Every second Wednesday 9.00am-9.30am Every second Wednesday 2.30pm-4pm Every second Wednesday 10.30am-11.30am	1 hr 45 mins 30 45 mins 1 hr 30 mins 1 hr 45 mins	4 hrs 45 mins

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We champion and support literacy and the joy of reading	2.1 Loans (physical items) 2.2 Participation State and National literacy and reading programs	≥ 4 2 State and National literacy and reading programs participated in	≥ 1,150 900 Loans (physical items)	Full service available with plans for future replacement.
We continue to extend the reach of our library services into the community	2.3 Library visits		≥ 15,000 2,000 Library visits	Collaborate with Ballina Area staff to provide outreach and school holiday activities.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We support and provide inclusive collections, programs and services that inspire learning and creating	2.4 Collection_HQ DEI (Diversity, Equity, and Inclusion) Tool	Investigate the use of Collection_HQ's DEI tool to analyse diversity, equity, and inclusivity within the collection.		Review of collection management process for Mobile Library.
Our staff are engaged, knowledgeable, responsive and friendly	2.5 Training undertaken	Dealing with Difficult Behaviours – completed by 100% of staff		
We provide accessible engaging spaces at the heart of the community	2.6 Provide user access to a representative range of the library's services and collections 2.7 Total time open (limited breakdowns & scheduled service outages)	Library services and collections provided Routine maintenance is completed to agreed schedules with minimum disruption to service		Service and collections provided represent the range offered in static branches and are suitable for the communities serviced. Ensure all maintenance and cleaning is undertaken to agreed schedules. Schedules and maintenance by LCC workshop, Regional Library Manager, and Mobile Library Officer.

Library Resources

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.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We champion and support literacy and the joy of reading	3.1 Collection size (items) 3.2 Collection Size – items per capita 3.3 Expenditure on library materials per capita	≥ 70,000 Items ≥ 1.52 Items per capita	≥ \$2.89 Expended on library materials per capita	Facilitate the selection and maintenance of a library collection, including online collections, that meet the needs of the community.
We continue to extend the reach of our library services into the community	3.4 Circulation per capita – items loaned per capita		≥ 7.2 Items loaned per capita	Evaluate the library collection regularly by suitably experienced staff to ensure its currency, accuracy, quality, and appeal, as well as its continued ability to meet community demands as guided by the Collection Development Plan.
We support and provide inclusive collections, programs and services that inspire learning and creating	3.5 Acquisitions per capita 3.6 Turnover rate of stock 3.7 Percentage of stock purchased within last 5 years	≥ 51% of stock purchased within last 5 years	≥ 0.15 Items acquired per capita ≥ 4.5 Turnover rate	Facilitate the selection and maintenance of a library collection, including online collections, that meet the needs of the community as guided by the Collection Development Plan.

Computer Systems

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.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We continue to extend the reach of our library services into the community	4.1 Number of wireless sessions 4.2 Number of computer usage sessions		≥ 12,300 Wireless sessions ≥ 12,000 Computer usage sessions	Access to WiFi available to all library members at all library branches during opening hours. Routine maintenance on public access devices such as software upgrades and virus protection definition updates.
We support and provide inclusive collections, programs and services that inspire learning and creating	4.3 Provide equitable access at each library site to printing, copying, and scanning equipment for public use, including printing services that support 'bring your own device' (BYOD) users 4.4 Library Management System (LMS) meets the library's evolving requirements with contracts managed	MFDs provided at each site Access to WiFi printing provided Library Management System Provided		Manage lease contracts. Transition to Monitor printing service.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We support and encourage active participation in the digital world	4.5 Number of Public PCs available	= 14 Public PCs available		Review number of public PCs leased. As patrons use their own devices the need for provision of public PCs may reduce in some branches. Internet bandwidth is sufficient for consistent good quality access to digital print/image/sound resources served to customers by the library. Performance is monitored regularly to ensure responsive access by customers using public PCs and WiFi hotspots.
Our staff are engaged, knowledgeable, responsive and friendly	4.6 Provide and maintain office equipment and a telephone system adequate to deliver frontline customer service and meet internal staff communication needs	1/3 PCs replaced (leased)		PCs replaced as per schedule.
We provide anywhere, anytime access through the virtual library	4.7 Online library access provided	Access to the online library supported in branch with access to WiFi for BYO devices		Access to WiFi: Available to all library members and visitors at all library branches during opening hours.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We provide accessible engaging spaces at the heart of the community	4.8 Promotional screens provided in all service locations 4.9 Manage Radio Frequency Identification (RFID) hardware and software	Promotional screens provided RFID capabilities at all service locations		Hardware and software contracts managed. Equipment replaced/upgraded as required. Hardware and software maintained as needed. Vendor contracts managed.

Support Services

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. Support Services statistics and figures are presented regionally not per Member Council.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We champion and support literacy and the joy of reading	5.1 Number of uses of resources for program development and delivery 5.2 Number of resources for program development and delivery 5.3 Number of Local, State and National literacy campaigns, events, and programs supported with marketing, promotion, and resources	≥ 410 Resources available for program development and delivery	≥ 475 100 Resources used for program development and delivery ≥ 5 3 Local, State and National literacy campaigns, events, and programs supported	Continue to develop and support program development and delivery. Support regional coordination and development of programs and activities. Provide relevant program support resources. Register RTRL (Richmond Tweed Regional Library) for campaign resources. Create promotional materials. Coach staff to create engaging promotional materials. Provide opportunities for regional collaboration to develop and design regional programs and activities.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We continue to extend the reach of our library services into the community	5.4 Number of website sessions 5.5 Social media interactions 5.6 Subscribers to RTRL eNewsletter	≥ 45,000 Subscribers to RTRL eNewsletter	≥ 220,000 <u>180,000</u> Website sessions ≥ 26,000 <u>18,000</u> Social media interactions	RTRL website, Library App and social media accounts are current and engaging. Provide staff training and templates to support consistency. Promote eNewsletter. Include subscribe invite popup on library website.
We support and provide inclusive collections, programs and services that inspire learning and creating	5.7 Interlibrary loans provided for RTRL patrons 5.8 Loans of bulk multicultural items 5.9 Research & Family History Centre items 5.10 Research & Family History Centre visitors <u>enquiries</u> 5.11 Items acquired and catalogued	≥ 1,700 <u>5,000</u> Bulk multicultural loans ≥ 2,200 <u>2,000</u> Research & Family History Centre Items	≥ 500 <u>800</u> Interlibrary loans provided ≥ 600 <u>200</u> Research & Family History Centre visitors <u>enquiries</u> ≥ 30,000 Items acquired and catalogued	Provide a centralised interlibrary loan service. Regular promotion of collection items available in languages other than English. Promote collections on library website and social media. Investigate potential to provide user and staff training.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We support and encourage active participation in the digital world	5.12 Access to online research and family history research tools	Continue to provide Specialised online research and family history collections		Support branch staff to encourage use of resources and tools by the community. Curate and build online collections where relevant.
Our staff are engaged, knowledgeable, responsive and friendly	5.13 Provide training and/or seek training providers for all RTRL staff as required 5.14 Training undertaken by Support Services staff 5.15 Staff have access to tools and support needed to undertake their roles	Dealing with Difficult Behaviours training completed by 100% of staff. WHS First aid training for relevant RTRL staff Attend relevant industry conferences Provide support for tools e.g., Monitor, RFID, online payments, online library, Collection_HQ, LMS		Continued subscription to Niche Academy Ryan Dowd Homelessness training. First aid training refresher and full course provided as needed Attend relevant training sessions as required/available. Relevant staff to attend Spydus Conference. At least two management staff to attend annual library conference. Continue to review and improve the printing services available at each branch.

STRATEGIC GOALS	MEASURE	TARGETS PER ANNUM Reported against annually	TARGETS PER ANNUM Reported against quarterly	INITIATIVES / ACTIVITIES
We provide anywhere, anytime access through the virtual library	5.16 Success rate of users locating required information 5.16 eResources platforms available 5.17 eResources content 5.18 eResources loans 5.19 Database sessions 5.20 Online research platforms available	≥ 60% Success rate of users locating information ≥ 3 eResource platforms available ≥ 4 Online research platforms available	≥ 57,000 120,000 eResources available ≥ 280,000 300,000 eResources loans ≥ 25,000 Database sessions	Pulse survey to gauge effectiveness of Library website and App. Online collection management & procurement.
We provide accessible engaging spaces at the heart of the community	5.21 RTRL courier visits per site per week 5.22 Annual outcomes survey conducted to assess and track library impact on community outcomes	≥ 2 Courier visits per site per week Survey conducted		Branches receive library items, promotional material, programs support resources in a timely fashion. Annual outcomes survey conducted to assess and track library impact on community outcomes.

Executive Council

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.

GOALS	MEASURE	TARGETS	RESPONSIBLE MANAGER
Ensure all executive council responsibilities are met as set out in the RTRL DOA and SLAs	Requirements met	Requirements met	Executive Officer to RTRL

Member Council

GOALS	MEASURE	TARGETS PER ANNUM	RESPONSIBLE MANAGER
RTRL Regional Manager and Area Librarian meet/communicate/report with Council representative	Number of meetings attended	≥ 4 times per annum with Regional Library Manager ≥ 10 times per year with Area Librarian	Senior Leadership Group Representative
Respond to requests and correspondence	Response time	Urgent ≤ 2 business days Not urgent ≤ 14 business days	Senior Leadership Group Representative
Provide data on community satisfaction rating with library services based on community surveys	Data provided	Data provided	Senior Leadership Group Representative