

**2024/2025 MRL Budget  
2024/2025 Fees and Charges  
2024-2028 Delivery Plan  
2024/2025 Operational Plan**



## Macquarie Regional Library

### Estimated - Detailed Financial Statements

	2024/2025 Budget	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>Operating</b>				
<b>Income</b>				
<b>Contributions - Annual</b>				
Dubbo Regional Council	-1,107,446	-1,135,129	-1,163,507	-1,192,599
Narromine Shire Council	-127,335	-130,518	-133,781	-137,126
Warrumbungle Shire Council	-183,204	-187,783	-192,478	-197,290
Warrumbungle Premium Services Provided	-44,251	-46,464	-48,787	-51,226
<b>Contributions - Annual Total</b>	<b>-1,462,236</b>	<b>-1,499,894</b>	<b>-1,538,553</b>	<b>-1,578,241</b>
<b>Contributions - Collection Development</b>				
Dubbo Regional Council	-166,117	-170,269	-174,526	-178,890
Narromine Shire Council	-19,100	-19,578	-20,067	-20,569
Warrumbungle Shire Council	-27,481	-28,167	-28,872	-29,594
<b>Contributions - Books Total</b>	<b>-212,698</b>	<b>-218,014</b>	<b>-223,465</b>	<b>-229,053</b>
<b>Contributions - Salary</b>				
Dubbo Regional Council	-1,035,217	-1,090,203	-1,134,231	-1,196,022
Narromine Shire Council	-274,438	-292,520	-301,117	-316,312
Warrumbungle Shire Council	-388,132	-406,542	-424,170	-447,971
<b>Contributions - Salary Total</b>	<b>-1,697,787</b>	<b>-1,789,265</b>	<b>-1,859,518</b>	<b>-1,960,305</b>
<b>Library Council Subsidy</b>				
Dubbo Regional Council	-177,611	-177,611	-177,611	-177,611
Narromine Shire Council	-37,546	-37,546	-37,546	-37,546
Warrumbungle Shire Council	-46,538	-46,538	-46,538	-46,538
<b>Library Council Subsidy Total</b>	<b>-261,695</b>	<b>-261,695</b>	<b>-261,695</b>	<b>-261,695</b>
<b>Local Priority Project - Collection Development</b>				
Dubbo Regional Council	-24,612	-24,612	-24,612	-24,612
Narromine Shire Council	-25,647	-25,647	-25,647	-25,647
Warrumbungle Shire Council	-26,925	-26,925	-26,925	-26,925
<b>Local Priority Project - Book Vote Total</b>	<b>-77,184</b>	<b>-77,184</b>	<b>-77,184</b>	<b>-77,184</b>
<b>Local Priority Special Projects</b>				
Dubbo Regional Council	-18,459	-18,459	-18,459	-18,459
Narromine Shire Council	-19,235	-19,235	-19,235	-19,235
Warrumbungle Shire Council	-20,194	-20,194	-20,194	-20,194
<b>Local Priority Special Projects Total</b>	<b>-57,888</b>	<b>-57,888</b>	<b>-57,888</b>	<b>-57,888</b>
<b>Other Income</b>				
Interest on Investments	-96,041	-97,481	-98,943	-100,426
Grants	0	0	0	0
Sundry Income	-450	-400	-350	-300
<b>Other Income Total</b>	<b>-96,491</b>	<b>-97,881</b>	<b>-99,293</b>	<b>-100,726</b>
<b>Value Added Income</b>				
Fees & Charges	-70,754	-72,170	-73,614	-75,086
<b>Value Added Income Total</b>	<b>-70,754</b>	<b>-72,170</b>	<b>-73,614</b>	<b>-75,086</b>

## Macquarie Regional Library Estimated - Detailed Financial Statements

	2024/2025 Budget	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>Income Total</b>	<b>-3,936,733</b>	<b>-4,073,991</b>	<b>-4,191,210</b>	<b>-4,340,178</b>
<b>Expenditure</b>				
<b>Depreciation</b>				
Furniture & Fittings	5,203	5,203	5,203	5,203
Office Equipment	31,514	31,514	31,514	31,514
Collections	370,328	370,328	370,328	370,328
Motor Vehicle	4,467	4,467	4,467	4,467
<b>Depreciation Total</b>	<b>411,512</b>	<b>411,512</b>	<b>411,512</b>	<b>411,512</b>
<b>Management Services</b>				
Audit Fees	4,650	4,766	4,885	5,007
Executive Council Administrative Expenses	100,159	102,663	105,230	107,861
Freight	35,816	36,711	37,629	38,570
Fringe Benefits Tax	1,800	1,750	1,700	1,650
General Expenses	27,716	28,158	28,610	29,073
Insurances	20,108	21,113	22,169	23,277
Loss on Sale of Assets	0	0	0	0
Memberships	4,500	4,500	4,500	4,500
Minor Equipment and Furniture	34,000	19,081	19,443	19,811
Motor Vehicle Expenses	5,956	6,075	6,197	6,321
Postage	3,121	3,183	3,247	3,310
Printing & Stationery	16,000	16,000	16,000	16,000
Rental Work Area	6,960	7,656	8,422	9,264
Staff Training	15,000	15,000	15,000	15,000
Telephone	17,423	17,859	18,305	18,762
Warrumbungle Library Building Improvements	0	0	0	0
<b>Management Services Total</b>	<b>293,209</b>	<b>284,515</b>	<b>291,337</b>	<b>298,406</b>
<b>Regional Library Services</b>				
Children & Youth Services	19,750	20,185	20,628	21,081
Document Delivery	234	240	246	252
Dubbo External Customer Return Chute Upgrade	0	0	0	0
Early Childhood Literacy Program	0	0	0	0
e-Collection Development	105,000	110,250	115,763	121,551
LBW Trust - National Backyard Cricket	0	0	0	0
Local Special Projects	57,888	57,888	57,888	57,888
Marketing & Promotions	10,000	10,250	10,507	10,770
MRL Rebranding	0	15,000	0	0
Newspaper Digitisation	0	0	0	0
On-Line Licences, Data Bases & Subscriptions	49,000	49,225	49,456	49,692
Serials	20,474	21,497	22,572	23,701
Summer Reading Club	4,100	4,182	4,266	4,351
Surveys	5,000	0	5,000	0
Web Page Maintenance	7,000	7,175	7,354	7,538
Website Redesign	0	20,000	0	0
<b>Regional Library Services Total</b>	<b>278,446</b>	<b>315,892</b>	<b>293,680</b>	<b>296,824</b>

## Macquarie Regional Library

### Estimated - Detailed Financial Statements

	2024/2025 Budget	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>Resources and Technology</b>				
Book Maintenance	4,101	4,101	4,101	4,101
Executive Council IT Support	49,778	49,684	49,489	49,126
Hardware Maintenance	1,020	1,040	1,061	1,082
Hardware - Computers & Minor Equipment	59,000	60,180	61,384	62,612
Public Access Computers	0	0	0	0
Software Licences	55,500	58,275	61,189	64,248
Spydus Library Management System	71,750	75,338	79,105	83,060
Subscriptions and Memberships	9,200	9,384	9,572	9,763
Wan Charges	28,500	29,213	29,943	30,692
<b>Resources and Technology Total</b>	<b>278,849</b>	<b>287,215</b>	<b>295,844</b>	<b>304,684</b>
<b>Salaries &amp; Overheads</b>				
Dubbo Regional Council	1,035,217	1,090,203	1,134,231	1,196,022
Narromine Shire Council	274,438	292,520	301,117	316,312
Warrumbungle Shire Council	388,132	406,542	424,170	447,971
Regional Office	1,038,470	1,090,162	1,143,430	1,193,285
<b>Salaries &amp; Overheads Total</b>	<b>2,736,257</b>	<b>2,879,427</b>	<b>3,002,948</b>	<b>3,153,590</b>
<b>Expenditure Total</b>	<b>3,998,273</b>	<b>4,178,561</b>	<b>4,295,321</b>	<b>4,465,016</b>
<b>Operating Total</b>	<b>61,540</b>	<b>104,570</b>	<b>104,111</b>	<b>124,838</b>
<b>Capital</b>				
<b>Income</b>				
<b>Depreciation (Capital Recovery)</b>				
Depreciation Total	-411,512	-411,512	-411,512	-411,512
<b>Depreciation (Capital Recovery) Total</b>	<b>-411,512</b>	<b>-411,512</b>	<b>-411,512</b>	<b>-411,512</b>
<b>Proceeds from Sale of Assets</b>				
Motor Vehicles	-20,000	0	0	-29,758
<b>Proceeds from Sale of Assets Total</b>	<b>-20,000</b>	<b>0</b>	<b>0</b>	<b>-29,758</b>
<b>Income Total</b>	<b>-431,512</b>	<b>-411,512</b>	<b>-411,512</b>	<b>-441,270</b>
<b>Expenditure</b>				
<b>Acquisition of Assets - Collections</b>				
Collection Development - Dubbo Regional Council	190,729	194,881	199,138	203,502
Collection Development - Narromine Shire Council	44,747	45,225	45,714	46,216
Collection Development - Warrumbungle Shire Council	54,406	55,092	55,797	56,519
<b>Acquisition of Assets - Collections Total</b>	<b>289,882</b>	<b>295,198</b>	<b>300,649</b>	<b>306,237</b>
<b>Acquisition of Assets - Other</b>				
Furniture and Fittings	0	0	0	0
Motor Vehicle	43,000	0	0	44,605
<b>Acquisition of Assets - Other Total</b>	<b>43,000</b>	<b>0</b>	<b>0</b>	<b>44,605</b>

**Macquarie Regional Library**  
**Estimated - Detailed Financial Statements**

	2024/2025 Budget	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>Expenditure Total</b>	332,882	295,198	300,649	350,842
<b>Capital Total</b>	-98,630	-116,314	-110,863	-90,428
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	-37,090	-11,744	-6,752	34,410
<b>Restricted Assets</b>				
<b>Restricted Assets - Internally Restricted Assets</b>				
Library Operations Surplus	53,090	4,744	-248	-26,563
Collection Development	0	0	0	0
Motor Vehicle Replacement	-16,000	7,000	7,000	-7,847
<b>Restricted Assets - Internally Restricted Assets Total</b>	<b>37,090</b>	<b>11,744</b>	<b>6,752</b>	<b>-34,410</b>
<b>Restricted Assets - Externally Restricted Assets</b>				
LBW Trust - National Backyard Cricket	0	0	0	0
Local Special Projects	0	0	0	0
NSW Tech Savvy Grant	0	0	0	0
<b>Restricted Assets - Externally Restricted Assets Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Restricted Assets Total</b>	<b>37,090</b>	<b>11,744</b>	<b>6,752</b>	<b>-34,410</b>
<b>Funds Available to (-), or Required From Library Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**MACQUARIE REGIONAL LIBRARY**  
**STATEMENT OF RESTRICTED ASSETS**  
**2024-2028 Financial Years**

Purpose of Restricted Asset	Balance as at 01/07/2024	Balance as at 01/07/2025	Balance as at 01/07/2026	Balance as at 01/07/2027	Balance as at 01/07/2028
<b>INTERNALLY RESTRICTED ASSETS</b>					
LIBRARY OPERATIONS TOTAL	1,170,194	1,223,284	1,228,028	1,227,780	1,201,217
COLLECTION DEVELOPMENT - DUBBO	200,642	200,642	200,642	200,642	200,642
COLLECTION DEVELOPMENT - NARROMINE	35,788	35,788	35,788	35,788	35,788
COLLECTION DEVELOPMENT - WARRUMBUNGLE	34,104	34,104	34,104	34,104	34,104
EMPLOYEE LEAVE ENTITLEMENTS	688,118	688,118	688,118	688,118	688,118
MOTOR VEHICLE REPLACEMENT	20,267	4,267	11,267	18,267	10,420
SALARY SAVINGS / DRC LIBRARY ASSISTANT	48,085	0	0		48,085
<b>TOTAL INTERNALLY RESTRICTED ASSETS</b>	<b>2,197,198</b>	<b>2,186,203</b>	<b>2,197,947</b>	<b>2,204,699</b>	<b>2,218,374</b>
<b>EXTERNALLY RESTRICTED ASSETS</b>					
COM RESPITE & CARELINK CENTRE ORANA	656	656	656	656	656
PLNC ZONE FUNDING	390	390	390	390	390
<b>TOTAL EXTERNALLY RESTRICTED ASSETS</b>	<b>1,046</b>	<b>1,046</b>	<b>1,046</b>	<b>1,046</b>	<b>1,046</b>
<b>TOTAL RESTRICTED ASSETS</b>	<b>2,198,244</b>	<b>2,187,249</b>	<b>2,198,993</b>	<b>2,205,745</b>	<b>2,219,420</b>

## MACQUARIE REGIONAL LIBRARY - Fees and Charges 2024/2025

### **Pricing Policy**

#### **FCR – Full Cost Recovery**

Price set to recover the full cost of providing the goods/services. In determining whether this principle is appropriate consideration is given to whether there are community service obligations or equity issues that would warrant an alternative pricing principle.

#### **IS – Industry Standard**

Price is set to an industry standard.

#### **MB – Market Based**

Price is set by reference to local market prices. Fees are set to be competitive with local service providers.

#### **NC – No Charge**

No price charged for the service.

#### **PCR – Part Cost Recovered**

Price is discounted to below the full cost of providing the goods/services in recognition of a community service obligation. Funding for these services is sourced from other revenue and by charging a nominal fee to help offset the cost of providing the services.

## MACQUARIE REGIONAL LIBRARY

Macquarie Regional Library fees and charges are set in recognition of - (1) cost is discounted to below the full cost in recognition of community service obligations - partial cost recovery [PCR] (2) price is set to an industry standards [IS] (3) fees are set to be not competitive with local service providers - market based [MB] (4) where possible, in consideration of the above, full cost recovery [FCR] (5) price is set by regulation/statute [S]

Name	Year 23/24 Last YR Fee (incl. GST)	Year 24/25		Increase %	GST	Fee type	GST Code
		GST	Fee (incl. GST)				

## MACQUARIE REGIONAL LIBRARY [continued]

Reservation Fee	\$1.80	\$0.00	\$2.00	11.11%	N	PCR	GST Exempt
Variations and exemptions apply to reservations placed under the following member categories: Hospital/Retirement Homes; Book Club; Inter Library Loans; Home Library Borrower; Honorary Members; Branch Libraries/Sections; Home Library Borrower with Family.							
Overdue Fees - item per week	\$1.10	\$0.00	\$1.10	0.00%	N	PCR	GST Exempt
Variations and exemptions apply to overdue items placed under the following member categories; Hospital/Retirement Homes; Inter Library Loans; Home Library Borrower; Branch Libraries/Sections; Home Library Borrower with Family.							
Overdue Fees - Amnesty	\$0.00	\$0.00	\$0.00	0.00%	N	FCR	N/A
Item Replacement				At cost	N	PCR	10%
Item Replacement - processing charge - per item	\$11.00	\$0.00	\$10.00	-9.09%	N	FCR	GST Exempt

## PHOTOCOPYING AND PRINTOUTS

B&W - per A4 sheet	\$0.30	\$0.03	\$0.30	0.00%	Y	PCR	10%
B&W - per A3 sheet	\$0.60	\$0.05	\$0.60	0.00%	Y	PCR	10%
Colour copy - per A4 sheet	\$1.10	\$0.11	\$1.20	9.09%	Y	PCR	10%
Colour copy - per A3 sheet	\$2.20	\$0.22	\$2.40	9.09%	Y	PCR	10%

## LAMINATING

A4 - per page	\$1.80	\$0.18	\$2.00	11.11%	Y	PCR	10%
A3 - per page	\$3.60	\$0.36	\$4.00	11.11%	Y	PCR	10%

## EQUIPMENT USAGE

Charge includes also using the Branch photocopier to scan documents.

Scanner - per hour	\$7.00	\$0.45	\$5.00	-28.57%	Y	PCR	10%
Scanner - 15 minutes	\$1.75	\$0.11	\$1.25	-28.57%	Y	PCR	10%



Name	Year 23/24 Last YR Fee (incl. GST)	Year 24/25		Increase %	GST	Fee type	GST Code
		GST	Fee (incl. GST)				

## INTER LIBRARY LOANS

Per Item Loan	\$9.00	\$0.91	\$10.00	11.11%	Y	FCR	10%
Possible additional fee from other libraries	\$30.20	\$3.18	\$35.00	15.89%	Y	FCR	10%

## FAX SERVICES

The fax service charges are based on the current Australia Post *Fax Post Service* charges.

Fax, outgoing (Aust.) - first page	\$5.50	\$0.55	\$6.00	9.09%	Y	MB	10%
Fax, outgoing (Aust.) - additional pages	\$1.40	\$0.14	\$1.55	10.71%	Y	MB	10%
Fax, outgoing (O/S), first page	\$11.00	\$1.09	\$12.00	9.09%	Y	MB	10%
Fax, outgoing (O/S), additional pages	\$2.80	\$0.27	\$3.00	7.14%	Y	MB	10%
Fax, incoming (all) - first page	\$5.60	\$0.55	\$6.00	7.14%	Y	MB	10%
Fax, incoming (all) - additional pages	\$1.40	\$0.14	\$1.50	7.14%	Y	MB	10%

## INFORMATION RESEARCH

Commercial - per hour	\$82.00	\$8.20	\$90.20	10.00%	Y	FCR	10%
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## DIGITAL IMAGE SERVICE

TIFF/JPG 300 dpi image on CD (Private Use) - Cost includes CD/USB	\$17.00	\$1.73	\$19.00	11.76%	Y	FCR	10%
TIFF/JPG 300 dpi image on CD (Commercial Use) - Cost includes CD/USB	\$57.00	\$3.64	\$40.00	-29.82%	Y	FCR	10%
Postage & Handling - if required	\$11.90	\$1.18	\$13.00	9.24%	Y	FCR	10%

## WORKSHOPS

Workshops and events - adult - per participant (external service provider)	\$11.00	\$1.09	\$12.00	9.09%	Y	PCR	10%
Workshops and events - children/youth under 16 - per participant (external service provider)	\$6.00	\$0.55	\$6.00	0.00%	Y	PCR	10%

Name	Year 23/24 Last YR Fee (incl. GST)	Year 24/25		Increase %	GST	Fee type	GST Code
		GST	Fee (incl. GST)				

## MEETING ROOMS

### Meeting Room Facilities

Fees are applicable to commercial/for profit organisations. No fees are applied to 'not for profit' organisations/groups - service groups, charities and cultural organisations.

Meeting Room (Small) - (up to two hours)	\$35.00	\$3.64	\$40.00	14.29%	Y	MB	10%
Meeting Room (Medium) - up to two hours	\$70.00	\$7.27	\$80.00	14.29%	Y	MB	10%

## LIBRARY BAGS

Nylon with the Macquarie Regional Library Logo	\$6.00	\$0.36	\$4.00	-33.33%	Y	FCR	10%
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## EARPHONES

per set Earphones	\$4.00	\$0.40	\$4.40	10.00%	Y	FCR	10%
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## USB THUMB DRIVES

per USB Thumb Drive (16GB)	\$12.00	\$1.09	\$12.00	0.00%	Y	FCR	10%
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## MERCHANDISING

Miscellaneous Items				At market price	Y	PCR	10%
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## CAR PARKING LEASE - MACQUARIE REGIONAL LIBRARY - DUBBO BRANCH

Car Parking Lease - Macquarie Regional Library - Dubbo Branch	\$1,183.00	\$118.18	\$1,300.00	9.89%	Y	PCR	10%
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# Macquarie Regional Library

## 2024–2028 Delivery Program and 2024–2025 Operational Plan

Timeframe – June 2028

Timeframe - June 2025

1.1 Governance procedures for provision of professional and effective services are appropriate				
Delivery Program		Operational Plan		
Code	Strategy	Code	Action	Responsibility
1.1.1	MRL Service delivery model is considered appropriate, and agreed levels of service are provided in accordance with Library Service Review Improvement Plan	1.1.1.1	Review the regional service delivery model to ensure that the most appropriate level of service is delivered	Manager
		1.1.1.2	Review the MRL Service Agreement	Manager
1.1.2	Annual performance can be reviewed	1.1.2.1	Produce an MRL Annual Report, including an audited statement of accounts	Manager

1.2 Financial resources for provision of professional and effective services are sufficient				
Delivery Program		Operational Plan		
Code	Strategy	Code	Action	Responsibility
1.2.1	The annual General Rate variation % sets Council contributions as a minimum	1.2.1.1	Submit draft budget to MRL member councils	Manager
		1.2.1.2	Undertake quarterly budget review	Manager
1.2.2	Income from value-added services increase by a minimum of 2.5% per annum	1.2.2.1	Review MRL Revenue Policy [Fees and Charges]	Manager
1.2.3	Maximise grant and subsidy opportunities	1.2.3.1	Seek grant and subsidy opportunities to obtain full benefits for the Library Service	Manager/ Coordinators

1.3 Evaluation and planning for strategically managed services				
Delivery Program		Operational Plan		
Code	Strategy	Code	Action	Responsibility
1.3.1	MRL has appropriate planning documents to support delivery of quality services for the Member Council communities	1.3.1.1	Review the MRL Delivery Program [2028]	Manager
		1.3.1.2	Develop MRL Annual Operational Plan	Manager
		1.3.1.3	Complete the annual SLNSW Public Libraries Statistical Return	Resources & Technology Coordinator
		1.3.1.4	Complete the biennial report against the <i>SLNSW Living Learning Libraries: Standards &amp; Guidelines</i> for the MRL Service [2025: 2027]	Resources & Technology Coordinator
		1.3.1.5	Review the MRL policies for consistency with policy, legislation, and best practice [2026]	Manager/Regional Office Coordinators

1.4 Customers have access to a full range of high-quality programs and services				
Delivery Program		Operational Plan		
Code	Strategy	Code	Action	Responsibility
1.4.1	100% of residents have ready access to library services	1.4.1.1	Review the opening hours of all branches/service points	Manager/ Coordinators/Branch Officers
1.4.2	Visitation numbers are maintained in accordance with SLNSW standards and guidelines	1.4.1.2	Collate visitation and attendance at programs and events at each branch and service point	Manager/ Coordinators/Branch Officers
1.4.3	Community needs are met in accordance with the Strategic Plan, policies and industry guidelines	1.4.1.3	Review the provision of services, programs, collections and technology, particularly for target and diversity groups	Manager/ Coordinators/Branch Officers
		1.4.1.4	Undertake biennial community user and non-user survey	Regional Library Services Coordinator
		1.4.1.5	Review the MRL branding and website [2026]	Regional Library Services Coordinator
1.4.4	Member Councils can assess the MRL's performance	1.4.1.6	Compile quarterly reports on programs, services, collections and technology	Manager/ Coordinators/Branch Officers

1.5 Information technology enables staff and customers to access required information and library resources and services				
Delivery Program		Operational Plan		
Code	Strategy	Code	Action	Responsibility
1.5.1	Staff and customers have access to appropriate information technology resources and information services	1.5.1.1	Undertake a comprehensive review of the Library Management System [2026]	Regional Office Coordinators
		1.5.1.2	Review business continuity, technology plans and strategies	Manager/Regional Office Coordinators

1.6. Service points are welcoming, safe, accessible and responsive to community needs and NSW building standards & guidelines				
Delivery Program		Operational Plan		
Code	Strategy	Code	Action	Responsibility
1.6.1	100% of buildings and conditions are appropriate to policy and SLNSW standards and guidelines	1.6.1.1	Undertake a review of MRL buildings against SLNSW building standards and guidelines. [2026]	Manager/ Coordinators/Branch Officers