



**Goulburn Valley Libraries**

# **Library Plan 2018 to 2022**

**1 July 2018 to 30 June 2022**

**Incorporating Strategic Resource Plan**

## About Goulburn Valley Libraries

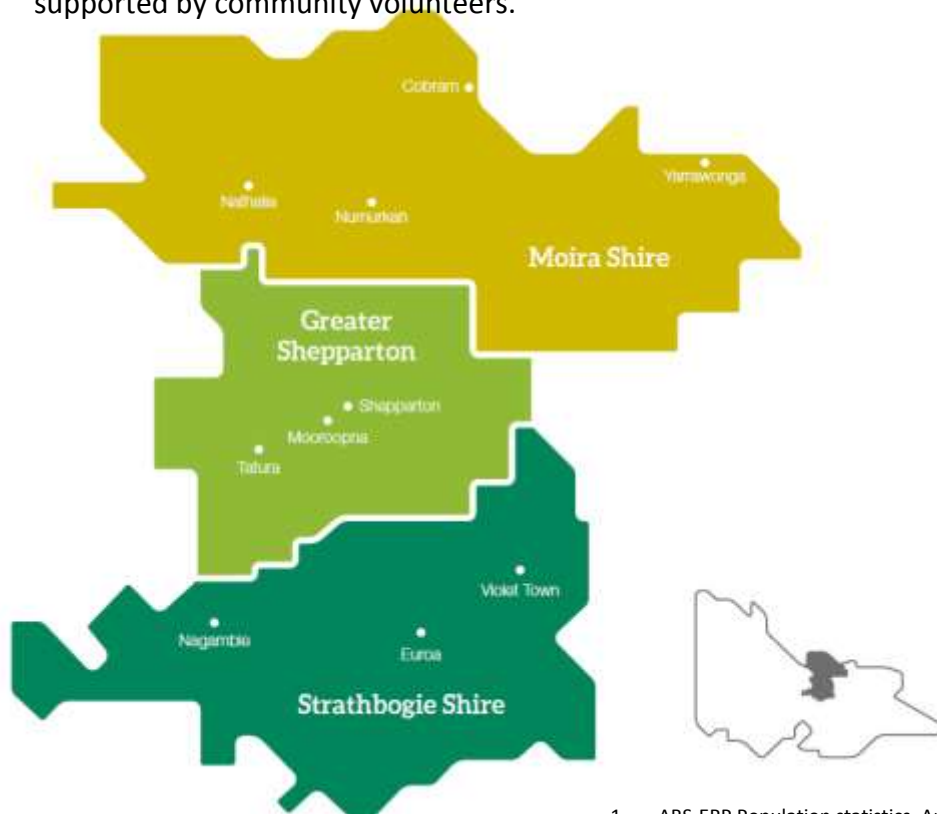
The Goulburn Valley Regional Library Corporation, trading as Goulburn Valley Libraries from 1 July 2015, provides Library services to the communities in the municipalities of Greater Shepparton City Council, Moira Shire and Strathbogie Shire. We serve a population of 102,497<sup>1</sup> people over an area of 9,772<sup>1</sup> square kilometres.

	Population	Area km <sup>2</sup>	Population Density Pop/km <sup>2</sup>
Greater Shepparton	63,652	2,422.0	26.3
Moira	28,887	4,046.6	7.14
Strathbogie	9,958	3,303.3	23.01

The Corporation operates 10 Libraries by agreement in the townships of Cobram, Euroa, Mooroopna, Nagambie, Nathalia, Numurkah, Tatura, Violet Town, Yarrawonga and the City of Shepparton. We also operate a Mobile Library service that serves smaller towns and communities within the region.

We provide:

- Management of a collection of 159,606<sup>2</sup> items, comprising 153,384<sup>2</sup> print and audio visual materials 6,222<sup>2</sup> digital materials.
- Shared Technical Services, CIT, HR, Administration, Operations and service support, from a Regional Administration and Support Centre at Shepparton.
- Management of a dedicated staff of 70 people (26.7 Full Time Equivalents), supported by community volunteers.



1. ABS-ERP Population statistics. April 2017  
 2. March 2018

## The Challenges ahead – the current environment

Goulburn Valley Libraries services are well valued by the communities and the patrons that access these facilities, resources and services.

We work collaboratively with others to improve access to learning, literature and literacy.

People are visiting our libraries, both physical and virtual, not just to seek information but to connect with others and collaborate. Today, modern libraries tell a real story about people meeting together, doing things, sharing stories, sharing culture and learning. Our Libraries are becoming more about people and engaging in the environment they're living in.

Over the past four years the Corporation has embarked on a modernisation program that has seen;

**The implementation of RFID technology** to all library operations and service points. Radio Frequency Identification, or RFID as it is commonly referred as, is a technology that is used to identify, locate and track the movement of any Library item. Using radio waves, items such as books, DVD's etc are automatically identified when an attached RFID tag, that has been programmed with specific information, is detected and read by an RFID reading device. The technology has delivered improved customer service, increased productivity and improved security.

The **reduction in size** of the physical library collection from 211,000 items to 153,000 items together with **increased collection investment** from @\$200k to \$400k per year has resulted in a significant improvement in collection quality.

The **completion of library renewal projects** at Shepparton, Violet Town, Cobram and Nagambie and a refresh at Nathalia.

The **rebranding of the organisation** as Goulburn Valley Libraries together with new signage, logos and corporate style.

An **increasing and improved eResource collections** that has included growing the eBook and eAudiobook collections, adding eMagazines and streaming of movies and videos and childrens stories. A **new contemporary website** has improved the customer experience and access to our on line libraries.

Library membership has grown and declines in loans and visitations have been arrested. We are seeing positive trends in regard to most indicators. However we remain a relative poor performer in comparison with other Victorian library services, particularly in relation to relative funding levels.

Increases in funding from member Councils has reduced in line with rate caps. Funding increases from the State government have declined. This has placed budgetary pressure on the organisation as employee expenses have grown at higher rates than these revenue increases while we have continued to grow our service offerings.

We are facing an ever increasing cost/revenue squeeze.

In 2018 the organisation is characterised by;

- Relatively low membership rate – 30.4% of population. Vic Ave 47%
- Low active membership rate – 14% of population. Vic. Ave 16%
- An older collection – 42% of stock purchased in the last 5 years. Vic. Ave 66%.
- Low turnover rates - physical items – 2.8 loans per item. Vic Ave 5.2
- A small eBook collection – 0.06 items per capita. Vic Ave 0.12
- Low level of spending on collection items - \$3.48 per capita. Vic Ave \$5.59
- Low level of staffing – 0.26 EFT per 1000 pop. Vic Ave 0.30
- Low level public access devices per 1000 pop– 0.5. Vic Ave 0.71
- Relatively low level of funding - \$34 per capita. Vic Ave \$41
- High levels of satisfaction among current patrons – 8.93/10. Vic Ave. 8.44/10
- Sound financial position at current funding levels. – Minimum debt. Good cash reserve

### **The Future of Public Libraries**

Our library spaces are moving away from primarily being dominated by print collections to being social and digital integrated spaces.

Our libraries need spaces for experiences and activities as well as performance and personal development. Business spaces and cafes, spaces for brain health and learning, spaces to participate and connect, will shape the future focus of libraries. Regional libraries need to help communities to be informed and knowledgeable as well as in step with technological innovations. Regional libraries need to catch up with their metropolitan counterparts by providing downloadable resources and services, as well as being ready to offer and communicate the newest and latest digital devices.

The role of the public library is changing as we live in a digital lifestyle where the web is a way of life and touches every aspect of our lives. People are increasingly interacting and participating on the internet and becoming creators and not simply consumers. Library teams need to become familiar and comfortable with these new ways of engaging and helping users find information, gather knowledge and create content. Libraries need to understand information seeking behaviour has changed dramatically. Users can now discover and select their own information, and we should be able to provide a space for them to be able to create, share and even publish. We need to participate in this new knowledge economy and understand we are operating in an environment that demands flexibility as it changes constantly.

### **Opportunities and Challenges ahead**

Libraries need to grow and evolve to match local community needs now and into the future, whilst at the same time respond to global trends.

To move forward and adapt **libraries need to change**. Libraries and their teams need to embrace change in everything they do. Libraries need to get their heads around change in a

world where technology moves so fast. Being able to adapt is a big part of being a contemporary library service.

The **Review of Victorian Libraries** was completed in 2017 and the State Government announced that it had accepted two main recommendations for directions for Victorian Public Libraries.

1. A shared single Library Management System(LMS), and
2. A shared single eResources platform.

The State Government is now supporting the development of a specification for a **new shared LMS** as part of the SWIFT Consortium tender for a new LMS. This may encourage and enable more library services to participate in the LMS tender and also share resources and catalogues in the future.

The State Government is also supporting the development of a **new eResource platform** by third party developers that could be adopted state wide and consolidate and simplify eResource access for all Victorians.

The State Government has also undertaken a **review of the Local Government Act 1989**. An “exposure Draft” of the new legislation was released for comment in early 2018 and it is planned that this legislation for a new Bill could be passed through Parliament in 2018.

The main impact for our organisation is that Regional Library Corporations will not be specifically mentioned in the new legislation and Councils will have the option of adopting other governance models for resource sharing or maintaining the existing Regional Library Corporation model. Depending on the passage of the legislation the member councils of Goulburn Valley Libraries may determine a future governance model during the life of this Library Plan.

## The Library Plan

This Library Plan details our goals and ambitions for Goulburn Valley Libraries from 2018-22.

### **Our Vision** - *What we want the future to look like!*

“We connect, empower and inspire our communities.”

### **Our Mission** - *Why we exist!*

“To deliver library services that are accessible, relevant and support the social, cultural and economic needs of our communities.”

### **Our Values** – *How we operate!*

Service	We will listen, respond and provide great services.
Teamwork	We will take pride in shared achievements and outcomes.
Respect	We will actively listen to each other and appreciate our difference.
Innovation	We will be proactive to change and embrace new ideas.

### **Strategic Objectives** – *What we want to achieve!*

We have built our Library plan around the achievement of the following strategic objectives:

1. Libraries that grow with, adapt to and meet **community needs**.
2. Highly valued well-used contemporary community **spaces**.
3. Fresh and dynamic library **collections** and **programs**.
4. A sustainable, capable and service-focused **organisation**.

1 Libraries that grow with, adapt to and meet community needs							
Goals	Actions	18/19	19/20	20/21	21/22	Measures	
<b>Meet community needs</b>	Branch Library review Mobile Library review Community surveys	Plan Plan	Implement Implement	Implement Plan Plan	Review Implement Implement	Review completed Review completed Surveys completed	
<b>Fair fees &amp; charges</b>	Review all charges Review Overdue fees	Plan Plan	Implement Implement	Review Review	Ongoing Ongoing	Review completed Review completed – action implemented	
<b>Well utilised subscription services</b>	Review:- Ancestry Computer School Transparent languages New services	Implement Implement Implement Plan	Review Review Review Implement	Review		Review completed Review completed Review completed New services implemented	
<b>Strong community partnerships</b>	Koori community Member councils Collaborative commercial opportunities Activate volunteers	Implement Implement Plan Plan	Review Review Implement Implement	Ongoing Ongoing Review Review	Ongoing Ongoing	Relationship enhanced Strong relationships Opportunities developed Volunteerism increased	
<b>Increase community access</b>	Open library project - Tatura - Nathalia - Violet Town	Plan Plan	Implement Plan	Review Implement Plan	Review Implement	Feasibility confirmed Project implemented successfully Project implemented successfully Project implemented successfully	
<b>Improved Customer Experience</b>	Customer Experience Management project - Project team - Project Plan	Implement Plan	Ongoing Implement	Implement	Review	Project initiated Project embedded	
2 Highly valued well-used contemporary community spaces.							
Goals	Actions	18/19	19/20	20/21	21/22	Measures	
<b>Redevelop Tatura library</b>	Grant application Detailed design Community fundraising Support construction	Implement Plan Plan Plan	Implement Implement Implement	Review Ongoing		Grant received Design completed Fundraising successful Construction completed	
<b>New Yarrawonga library</b>	Grant application Detailed design Community fundraising Support construction	Plan	Implement Plan Plan Plan	Implement Implement Implement	Implement	Grant received Design completed Fundraising successful Construction completed	
<b>Modernised library spaces</b>	Numurkah refresh Euroa refresh Shepp stage 2 planning	Plan Plan	Implement Implement Plan	Review Review Implement	Review	Project completed Project completed Project completed	
<b>Improved virtual spaces</b>	New Library App	Plan	Implement	Review	Ongoing	App implemented	

<b>3 Fresh and dynamic library collections and programs.</b>							
<b>Goals</b>	<b>Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>Measures</b>	
<b>Grow eCollections</b>	Increase eBooks and eAudio books collections In Library eCollection visibility	Implement Plan	Implement Implement	Review Review	Implement Ongoing	Collections increased Visibility increased	
<b>Increase programming activity and participation</b>	Increase available programming resources Increase programs marketing	Plan Implement	Implement Ongoing	Implement	Review	Programs offered increased Patronage increased	
<b>Improve collection management</b>	Collection HQ Individual collection targets Reduce dead / dying stock	Implement Implement Plan	Review Review Implement	Ongoing Ongoing Ongoing		Collection HQ implemented & utilised Targets established Dead stock reduced	
<b>4 A sustainable, capable and service-focused organisation.</b>							
<b>Goals</b>	<b>Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>Measures</b>	
<b>Improved CIT reliability</b>	CIT review CIT Strategic Plan	Plan Plan	Implement Implement	Implement Review	Review	Review completed Plan completed	
<b>Improve OHS</b>	Single person branches Courier safety Building Security	Plan Plan Plan	Implement Implement Implement	Review Review Review	Ongoing Ongoing Ongoing	Safety measures implemented Safety measures implemented Safety measures implemented	
<b>Improve staff skills and knowledge</b>	Implement T & D program Ensure new staff qualified	Implement Implement	Review Review	Ongoing Ongoing		Capabilities increased No qualified staff increased	
<b>Sustainability of the business</b>	Succession planning Records management system	Plan Plan	Implement Implement	Ongoing Ongoing		Plan completed Security of records improved	
<b>Improve business efficiency</b>	Electronic procurement Support services review	Implement Plan	Ongoing Implement			System implemented Review completed	
<b>Appropriate governance</b>	Review governance model post new LGA		Plan	Plan	Implement	Future Governance model determined	



## Strategic Indicators and Targets

Indicator	16/17 Vic Ave	16/17 Actual	17/18 Target	18/19 Target	19/20 Target	20/21 Target	21/22 Target
<b>LOCAL GOVT REPORTING FRAMEWORK INDICATORS</b>							
Measure LB1 – Utilisation Turnover rate – all items	5.2	2.84	2.90	2.95	3.00	3.05	3.10
Measure LB2 – Resource Standard % Collection purchased in last 5 years	66%	44.1%	46%	48%	50%	52%	54%
Measure LB3 – Service Cost Direct cost to Council per visit		\$4.88	\$4.97	\$5.08	\$5.18	\$5.28	\$5.39
Measure LB4 – Participation Active Library members per capita	16%	14.0%	14.5%	15.0%	15.5%	16.0%	16.5%
<b>STRATEGIC INDICATORS</b>							
Memberships as % of population		29.55%	30.5%	30.5%	31.0%	31.5%	32.0%
Attendance at library programs per 1000	325	280	290	300	310	320	330
Loans per capita	7.1	4.54	4.55	4.60	4.65	4.70	4.75
Expenditure on Library materials per capita	\$5.59	\$3.47	\$3.90	\$3.90	\$3.90	\$3.90	\$3.90
Staff EFT per 1000 population	0.30	0.26	0.26	0.26	0.26	0.26	0.26
No of Public PC's / Devices per 1000 population	0.71	0.55	0.56	0.58	0.60	0.62	0.64
Collection size		164.2k	161k	160k	160k	162k	164k
Physical collection size		158.6k	155k	152k	150k	150k	150k
eCollection size		5.6k	6k	8k	10k	12k	14k
eResources as % of total resources	7.8%	3.39%	3.7%	5%	6.25%	7.4%	8.5%
Opening Hours (scheduled/f'night)		540	540	545	550	550	550
Customer Satisfaction	8.4%	N/A	8.5%	8.6%	8.7%	8.8%	8.9%

## Strategic Resource Plan

The Corporation is required by the Act to prepare a Strategic Resource Plan (SRP) covering both financial and non financial resources, and including key financial indicators for at least the next four financial years to support the Library Plan.

The Corporation has prepared a SRP for the four years from 2018/19 to 2021/22 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the Strategic Objectives and Strategies as outlined in the Library Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP is financial sustainability in the planning horizon, whilst still achieving the Corporation's strategic objectives as specified in the Library Plan. The key financial objectives, which underpin the SRP, are:

- Maintain existing service levels as a minimum
- Maintain existing levels of capital spending on resources as a minimum.
- Maintain a balanced or cash positive budget on a cash basis over the four years.
- Maintain cash reserve to minimise financial risk.

The Corporation has also been mindful of the need to comply with the following principles of sound financial management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities.
- Consider the financial effects of the Corporation's activities on future generations.
- Provide full, accurate and timely disclosure of financial information.

### Financial Resources

The following table summarises the key financial results for the planning period.

Indicator	17/18 Budget \$	18/19 Budget \$	19/20 Budget \$	20/21 Budget \$	21/22 Budget \$
Operating result	(6,995)	848	(320)	8,713	19,452
Cash and Investments	1,001,519	1,053,686	1,032,069	1,032,189	1,061,939
Capital works	465,000	460,000	465,000	465,000	470,000

The key outcomes of the plan are as follows:

- Financial Sustainability  
Cash and investments are forecast to reduce over the five year period to fund library investments
- Contributions Strategy  
Council contributions are forecast to increase by at least gazetted rate cap per year for the planning period from 2018/19. (2.25%)
- Capital Works Strategy  
Annual Capital expenditure over the planning period will remain steady.

- **Service Delivery Strategy**

Service levels measured as opening hours, events and programs will increase over the planning period as strategies are implemented.

### **Non financial resources**

In addition to financial resources to be consumed over the planning period, the Corporation will also need to fund staffing levels that maintain and improve its service levels. The following table summarises the non financial resources for the planning period.

<b>Indicator</b>	<b>17/18 Budget</b>	<b>18/19 Budget</b>	<b>19/20 Budget</b>	<b>20/21 Budget</b>	<b>21/22 Budget</b>
<b>Employee benefits (\$)</b>	2,306,980	2,233,162	2,266,316	2,299,967	2,334,123
<b>Employee numbers (FTE)</b>	26.0	26.0	26.0	26.0	26.0

Any increases in employee benefits and numbers that may occur to deliver service improvements i.e. increased opening hours will occur within the total budget expense. Overall increases in employee costs have been limited to 1.5% based on the new four year Enterprise Agreement agreed by employees and management in 2018.

Superannuation guarantee costs will remain at 9.5% until 2021 based on current federal government policy.

It is assumed that there will not be a call to contribute to the Local Authorities Superannuation Fund (Defined Benefits Plan) during the planning period. The fund has reported a Vested Benefits Index (VBI) of 106.48% at 31 December 2017. This satisfies APRA's Superannuation Prudential Standard. No immediate change is currently forecast by Vision Super, however this needs to be closely monitored as a result of current worldwide financial market climate.

### **Vehicles**

It is proposed that a vehicle program will be adopted that provides;

- Replacement of all Corporation vehicles, including; the delivery van, pool vehicles and the CEO vehicle within 4 years maximum.
- Replacement of the Mobile Library is not forecast to occur within the planning period however planning for replacement or alternative service delivery models will be undertaken.

## **FUNDING STRATEGIES**

In developing the SRP, strategies have been developed for revenue, infrastructure and service delivery.

### **Revenue**

The 2018/19 draft budget and revenue projections has been developed using a preliminary Fee for Service contribution increase of 2.25% for each contributing council. This based on the gazetted rate cap of 2.25% for 2018/19.

Recurrent grant revenue from the State Government is assumed to be increased by 1.3% per annum, based on the last 2 years average contribution. The state government has been gradually reducing its untied contributions and it is believed that the trend to tied capital and recurrent funding will continue.

User charges and miscellaneous grants are assumed to decrease by \$10k from 19/20 due to an allowance for a key strategy that will review the need for "Overdue Fees".

Most miscellaneous grants typically require additional offsetting program expense to deliver the grant outcomes and so are therefore not included in budgets. The Premiers reading Challenge grant, approx. \$26k has been a regular feature of previous governments and it is assumed will continue in the planning horizon.

### **Capital Expenditure**

A key objective will be to maintain and improve the Corporations existing assets at desired condition levels.

The following will influence the annual Capital Works expense in the planning period:

- The actual Council contributions,
- The actual State Government grant and the degree it is "tied" to recurrent or capital expenditures,
- The level of cash and investment reserves to maintain a satisfactory financial risk position.

### **Financial Risk**

To maintain a reasonable cash position whilst facilitating the proposed capital investment program the Corporation has adopted a Cash Target. The target is equivalent to 10% of Recurrent Expenditure (less Depreciation expense) plus an allowance for 100% of our Current Liability Provisions (Annual & Long Service Leave). This provides a sufficient factor of safety.

Indicator	17/18 Budget	18/19 Budget	19/20 Budget	20/21 Budget	21/22 Budget
Operating Expenditure	3,514,199	3,576,894	3,633,454	3,690,025	3,748,124
Provisions (A & LS Leave)	680,582	680,582	680,582	680,582	680,582
Target Min Cash & Investment	987,615	993,012	997,763	1,002,496	1,007,364
Forecast Cash & Investment	1,001,519	1,053,686	1,032,069	1,032,189	1,061,939

### Service Delivery

The key objectives of the SRP which directly impact the future service delivery are to maintain and increase service levels measured as opening hours, events and programs over the planning period and achieve a positive operating result over the planning period. The revenue strategy refers to contributions increases of 2.25% per annum for member councils for 2018/19 and beyond.

The service delivery outcomes measured in financial terms as the net operating result are shown below.

Indicator	17/18 Budget	18/19 Budget	19/20 Budget	20/21 Budget	21/22 Budget
Net Operating result	(6,995)	848	(320)	8,713	19,452

Overall increases in employee costs have been capped at 1.5%. This assumes that the EA increases of 1.5% per annum will be maintained and that there will be no growth in numbers or rates that are not absorbed through productivity or offsets.

Superannuation contributions will remain at 9.5% as per current government policy.

It is assumed that the Workcover Premium will increase by 2% over the planning period.

### Matters that Impact on the Strategies

The general influences affecting all operating revenue and expenditure include the following:

Influences	17/18 Budget	18/19 Budget	19/20 Budget	20/21 Budget	21/22 Budget
FFS Contribution Increases	2%	2.25%	2.25%	2.25%	2.25%
Government Grant Funding	1.3%	1.3%	1.3%	1.3%	1.3%
Wages growth	3%	1.5%	1.5%	1.5%	1.5%
Superannuation increase	0%	0%	0%	0%	0%
Workcover premium increase	2%	2%	2%	2%	2%
Investment Returns	2%	2%	2%	2%	2%

Given the variations in recent years a conservative approach has been taken in relation to the expected increase for the State Government recurrent grant and assumed to remain at 1.3% over the planning period.

The same conservative approach has been taken in respect to Investment Returns over the life of the plan.

## Appendix A

### Projected Standard Statements

#### Income Statement

	Adopted Budget 2017/18	Adopted Budget 2018/19	Budget '2019/20	Budget 2020/21	Budget 2021/22
<b>Revenue</b>					
User Fees	45,200	49,200	41,980	42,776	43,587
Grants (Operating)	824,884	835,607	846,470	857,475	868,622
Contributions (Monetary)	2,579,398	2,637,435	2,690,184	2,743,987	2,798,867
Other Income	57,222	55,000	54,000	54,000	56,000
Gain (Loss) on Sale of Plant	500	500	500	500	500
<b>Total Revenue</b>	<b>3,507,204</b>	<b>3,577,742</b>	<b>3,633,134</b>	<b>3,698,737</b>	<b>3,767,576</b>
<b>Expenses</b>					
Employee Costs	2,306,980	2,233,162	2,266,316	2,299,967	2,334,123
Materials and Services	700,406	827,963	842,142	855,605	869,357
Depreciation	443,873	452,597	461,649	470,882	480,300
Borrowing Costs	5,300	4,000	2,500	1,000	0
Other Expenses	57,640	59,172	60,847	62,571	64,344
	<b>3,514,199</b>	<b>3,576,894</b>	<b>3,633,454</b>	<b>3,690,025</b>	<b>3,748,124</b>
<b>Surplus (Deficit) for the Period</b>	<b>(6,995)</b>	<b>848</b>	<b>(320)</b>	<b>8,713</b>	<b>19,452</b>

#### Capital Expenditure

<b>Book stock &amp; resources</b>					
Physical Books and resources	233,000	233,000	230,000	229,000	224,000
PRC books and resources	27,000	27,000	27,000	27,000	27,000
eBooks & eAudiobooks	55,000	60,000	65,000	70,000	75,000
DVD's	49,000	47,000	45,000	43,000	43,000
Audiobooks	35,000	33,000	33,000	31,000	31,000
CD's	1,000	0	0	0	0
<b>Vehicles</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
<b>Equipment &amp; furniture</b>	<b>10,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>CIT</b>	<b>30,000</b>	<b>30,000</b>	<b>35,000</b>	<b>35,000</b>	<b>40,000</b>
<b>Total Capital Expenditure</b>	<b>465,000</b>	<b>460,000</b>	<b>465,000</b>	<b>465,000</b>	<b>470,000</b>

## Balance Sheet

	Adopted Budget 2017/18	Adopted Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
		\$	\$	\$	\$
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents	1,001,519	1,053,686	1,032,069	1,032,189	1,061,939
Trade and Other Receivables	2,500	10,669	10,669	10,669	10,669
<b>Total Current Assets</b>	<b>1,004,019</b>	<b>1,064,355</b>	<b>1,042,738</b>	<b>1,042,858</b>	<b>1,072,608</b>
<b>Non-Current Assets</b>					
Cash and Cash Equivalents					
Property, Plant, Equipment and Infrastructure	7,647,809	8,665,018	9,125,018	9,590,018	10,055,018
<b>Total Non-Current Assets</b>	<b>2,242,213</b>	<b>2,273,062</b>	<b>2,276,413</b>	<b>2,270,531</b>	<b>2,260,231</b>
<b>TOTAL ASSETS</b>	<b>3,246,232</b>	<b>3,337,417</b>	<b>3,319,151</b>	<b>3,313,389</b>	<b>3,332,839</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Trade and Other Payables	50,000	136,937	136,937	136,937	136,937
Provisions	633,620	633,620	633,620	633,620	633,620
Interest-bearing Loans and Borrowings	14,875	16,145	14,475	0	0
<b>Total Current Liabilities</b>	<b>698,495</b>	<b>786,702</b>	<b>785,032</b>	<b>770,557</b>	<b>770,557</b>
<b>Non-Current Liabilities</b>					
Provisions	46,962	46,962	46,962	46,962	46,962
Interest-Bearing Loans and Borrowings	37,949	16,275	0	0	0
<b>Total Non-Current Liabilities</b>	<b>84,911</b>	<b>63,237</b>	<b>46,962</b>	<b>46,962</b>	<b>46,962</b>
<b>TOTAL LIABILITIES</b>	<b>783,406</b>	<b>849,939</b>	<b>831,994</b>	<b>817,519</b>	<b>817,519</b>
<b>NET ASSETS</b>	<b>2,462,826</b>	<b>2,487,478</b>	<b>2,487,157</b>	<b>2,495,870</b>	<b>2,515,320</b>
<b>EQUITY</b>					
Accumulated Surplus / Deficit	(442,921)	(418,269)	(418,590)	(409,877)	(390,427)
Member Contributions	2,905,747	2,905,747	2,905,747	2,905,747	2,905,747
<b>TOTAL EQUITY</b>	<b>2,462,826</b>	<b>2,487,478</b>	<b>2,487,157</b>	<b>2,495,870</b>	<b>2,515,320</b>

## Appendix B

### Statutory disclosures

#### 1. Borrowings

There are no new borrowings projected over the planning period.

#### 2. Fees and Charges

Fees and charges were reviewed in 2014/15 and a new schedule implemented. The Corporation reserves the right to review the Fees and Charges in light of changing circumstances. Any changes following such review will be limited to CPI.

Item	Per	2017/18 Fee	2018/19 Fee
<b>PENALTY FEES</b>			
Overdue	item	\$0.20 / day Max.\$10	\$0.20 / day Max.\$10
Holds not collected within 2 weeks	item	\$1.00	No fee
Lost book, magazine, DVD etc	item	At cost	At cost
Membership Card Replacement	item	\$2.00	No fee
Lost Barcode	item	\$2.00	No fee
<b>SERVICE CHARGES</b>			
Temporary Membership	item	\$50 Refundable deposit	No fee
ILL from non Public Libraries	item	\$16.50	\$16.50
<b>Photocopying/printing using copier</b>			
A4 B&W Single sided	page	\$0.20	\$0.20
A4 B&W Double sided	page	\$0.40	\$0.40
A4 Colour Single sided	page	\$0.90	\$0.90
A4 Colour Double sided	page	\$1.80	\$1.80
A3 B&W Single sided	page	\$0.40	\$0.40
A3 B&W Double sided	page	\$0.80	\$0.80
A3 Colour Single sided	page	\$1.80	\$1.80
A3 Colour Double sided	page	\$3.60	\$3.60
A4 B&W Inkjet Printer single	page	\$0.20	\$0.20
A4 Colour Inkjet Printer single	page	\$0.90	\$0.90
Fax Sending within Australia	First page	\$3.00	\$3.00
Sending within Australia	Further pages	\$1.00	\$1.00
Sending Overseas	First page	\$8.00	\$8.00
Sending Overseas	Further pages	\$1.00	\$2.00
Receiving	page	\$0.50	\$1.00
<b>Miscellaneous items</b>			
Flash Drives 4MB	item	\$8	\$8
Head phones	item	\$1.50	No fee
Library bag	item	\$2.00	\$2.00
<b>Laminating</b>			
A4	page	\$3.50	\$4.00
A3	page	\$4.50	\$5.00
<b>Book Covering Service</b>			
Cover - Standard	item	\$5.00	\$7.00
Cover - Folio	item	\$8.00	\$10.00
Paperbacks – Standard	item	\$5.00	\$7.00
Paperbacks - Large	item	\$8.00	\$10.00
<b>Mending</b>	item	By quote	By quote

All fees and Charges inclusive of GST.



## Appendix C

### Capital Works Program

The Capital Works Program supports the strategic objectives. Major factors that will impact the program are:

- Vehicle replacement program
- IT replacement and renewal strategy
- Library upgrade and modernisation program
- Stock Management Policy
- Shift to eResources from physical resources

Capital costs	17/18 Budget	18/19 Budget	19/20 Budget	20/21 Budget	21/22 Budget
Physical books and resources	\$ 233,000	\$ 233,000	\$ 230,000	\$ 229,000	\$ 224,000
PRC books and resources	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000
eBooks and eAudiobooks	\$ 55,000	\$ 60,000	\$ 65,000	\$ 70,000	\$ 75,000
DVD's	\$ 50,000	\$ 47,000	\$ 45,000	\$ 43,000	\$ 43,000
Audiobooks	\$ 34,000	\$ 33,000	\$ 33,000	\$ 31,000	\$ 31,000
CD's	\$ 1,000	\$ -	\$ -	\$ -	\$ -
<b>Books and resources</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>
<b>Vehicles</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
<b>Equipment and Furniture</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>
<b>Computers and IT</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 40,000</b>
<b>Total Capital Expenditure</b>	<b>\$ 465,000</b>	<b>\$ 460,000</b>	<b>\$ 465,000</b>	<b>\$ 465,000</b>	<b>\$ 470,000</b>