



Goulburn Valley Libraries

Library Plan 2018 to 2022

1 July 2018 to 30 June 2022

Incorporating Strategic Resource Plan

Review July 2021

About Goulburn Valley Libraries

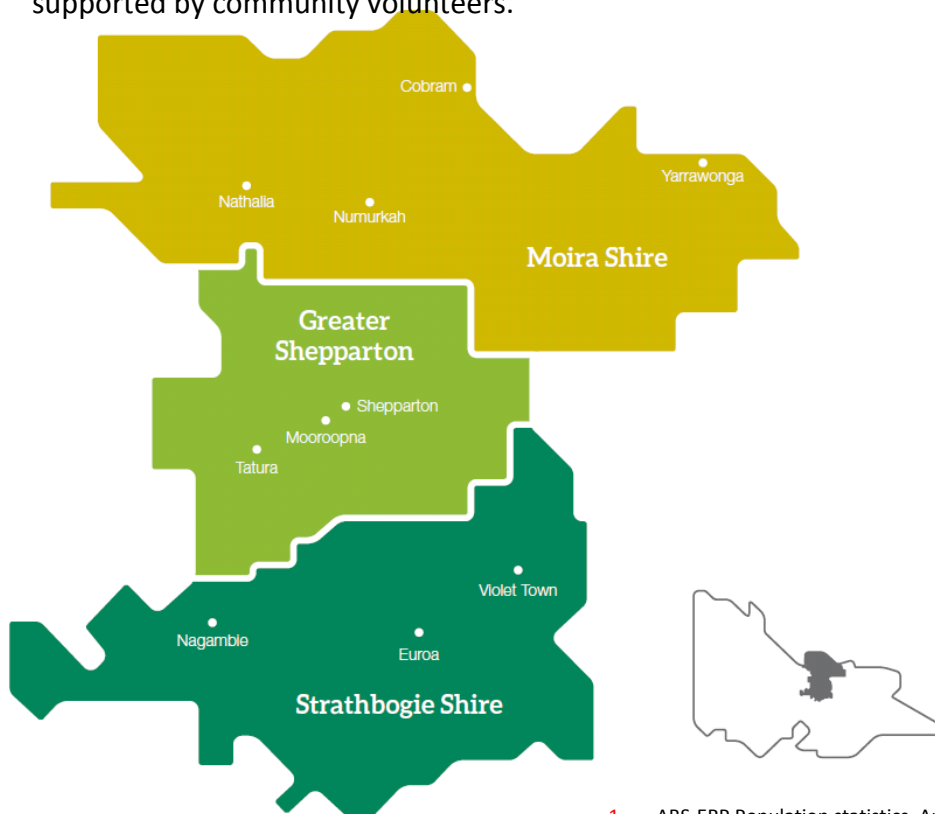
The Goulburn Valley Regional Library Corporation, trading as Goulburn Valley Libraries from 1 July 2015, provides Library services to the communities in the municipalities of Greater Shepparton City Council, Moira Shire and Strathbogie Shire. We serve a population of 102,497¹ **108,080** people over an area of 9,772¹ square kilometres.

	Population	Area km ²	Population Density Pop/km ²
Greater Shepparton	63,652 67,070	2,422.0	26.3 27.7
Moira	28,887 30,018	4,046.6	7.14 7.42
Strathbogie	9,958 10,992	3,303.3	3.01 3.33

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 159,606² **171,696** items, comprising 153,384² **155,073** print and audio visual materials 6,222² **16,623** 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 **March 2020**
 2. March 2018 **June 2020**

July 2021 Review

This review of our Library Plan 2018-2022 comes 3 years into our 4 year plan. A significant amount of change and disruption has occurred since our plan was developed including the Covid-19 global pandemic.

We have achieved much towards our plan goals however we do need to recognise and adjust our targets as a result of the disruption. This review will focus on the current plan goals and our changing priorities as we understand them coming out of the pandemic.

Changes, comments and variations to the plan as part of this review will be highlighted as red text.

It is proposed that we enter into a new planning phase in early 2022 to enable the development and adoption of a new Library Plan 2022-2026.

The Challenges ahead – the current environment

In early 2020 the world and our country was struck by the global Covid-19 pandemic. We have been faced with several state wide lockdowns and restrictions for varying periods. Our libraries closed completely, programs ceased and staff began working from home. We pivoted to Click and Collect and on line service delivery. We have managed to re open with modified service delivery after each lockdown and are currently close to normal (pre Covid) operations as this review is underway, although we know that we can be plunged into further lockdowns at any moment.

We have managed to post operating surpluses on the back of reduced opportunity for casual employment and consumables, however our service offering and usage has suffered as communities have been required to “stay at home” to stay safe.

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.

Tatura Library extension and refurbishment has been completed.

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.

We have implemented a new Library App for use on mobile devices.

Library membership has grown and declines in loans and visitations have been arrested.

Covid-19 restrictions has suppressed these indicators.

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. **However a 3.5% increase has been announced for 21/22 as a result of strong sector advocacy.** 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. **Employee expenses have been suppressed due to Covid-19 responses during lockdowns.**

We are facing an ever increasing cost/revenue squeeze. **Given a return to pre Covid-19 operations the cost/revenue squeeze will continue.**

In 2018 (2021 review) the organisation is characterised by;

- Relatively low membership rate – 30.4% **28.11%** ↓ of population. Vic Ave 47%
- Low active membership rate – 14% **13%** ↓ of population. Vic. Ave 16%
- An older **physical** collection – 42% **51%** ↑ of stock purchased in the last 5 years. Vic. Ave 66%.
- Low turnover rates - physical items – 2.8 **2.9%** ↑ loans per item. Vic Ave 5.2
- A small eBook collection – 0.06 **0.14** ↑↑ items per capita. Vic Ave 0.12
- Low level of spending on collection items - \$3.48 **\$3.67** ↑ per capita. Vic Ave \$5.59
- Low level of staffing – 0.26 **0.26** EFT per 1000 pop. Vic Ave 0.30
- Low level public access devices per 1000 pop– 0.5. **0.5** Vic Ave 0.71
- Relatively low level of funding - \$34 **\$34.19** per capita. Vic Ave \$41

- High levels of satisfaction among current patrons – 8.93/10. **8.8 Vic Ave. 8.44/10**
 - Sound financial position at current funding levels. – Minimum debt. Good cash reserve
- A management restructure has been completed that will deliver long term operational savings.**

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.

Libraries are being acknowledged as places that contribute to communities overall Health and Wellbeing. This is being recognised through state government funding and PLV and SLV strategic direction.

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 statewide tender for a new LMS has been completed and awarded to Sirsi Dynix for 5 years. Public Libraries Victoria has assumed governance and management of the SWIFT consortium, rebranded to Libraries Victoria with several new Library services joining to take advantage of the cost saving and resource sharing opportunities.

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. Unfortunately this platform has not progressed.

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 new Local Government Act 2020 has been enacted and Regional Library Corporations have until 30 June 2029 to transition to a new governance model. Until then RLC’s can operate as they are as if the old LGA 1989 still exists.

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	
Meet community needs	Branch Library review – new hours adopted Mobile Library review – trial service models Community surveys	Plan Plan	Implement Implement	Implement Plan Plan	Review Implement Implement	Review completed Review completed Surveys completed	
Fair fees & charges	Review all charges Review Overdue fees	Plan Plan	Implement Implement	Review Review	Ongoing Ongoing	Review completed Review completed – implemented	
Well utilised subscription services	Review:- Ancestry - Covid change to home use Computer School Transparent languages New services	Implement Plan	Implement	Review Implement Review	Review Review	Review completed - retain Review completed – retain Review completed - retain New services implemented	
Strong community partnerships	Koori community – new koori officer, RAP Member councils Collaborative commercial opportunities Activate volunteers – post Covid	Implement Implement Plan Plan	Review Review Implement	Implement Ongoing Review Review	Implement Ongoing Implement	Relationship enhanced, Draft RAP Strong relationships Opportunities developed Volunteerism increased	
Increase community access	Open library project - Tatura - Nathalia - Violet Town	Plan Plan		Implement	Implement Review Plan Plan	Tatura implemented Project implemented successfully Planning underway Planning underway	
Improved Customer Experience	Customer Experience Management project - Project team - Project Plan				Plan Plan	Planning commenced	
2 Highly valued well-used contemporary community spaces.							
Goals	Actions	18/19	19/20	20/21	21/22	Measures	
Redevelop Tatura library	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	
New Yarrowonga library	Grant application Detailed design Community fundraising Support construction	Plan	Implement Plan	Implement Plan	Implement Plan	Grant received Design completed Fundraising commenced Construction commenced	
Modernised library spaces	Numurkah refresh Euroa refresh Shepp stage 2 planning				Plan Plan Plan	Planning complete Planning complete Planning complete	
Improved virtual spaces	New Library App	Plan		Implement	Ongoing	App implemented	

3 Fresh and dynamic library collections and programs.							
Goals	Actions	18/19	19/20	20/21	21/22	Measures	
Grow eCollections	Increase eBooks and eAudio books collections In Library eCollection visibility	Implement Plan	Implement Implement	Review Review	Implement Ongoing	Collections increased Visibility increased	
Increase programming activity and participation	Increase available programming resources Increase programs marketing	Plan Implement	Implement Ongoing	Implement	Review	Programs offered increased Patronage increased	
Improve collection management	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	
4 A sustainable, capable and service-focused organisation.							
Goals	Actions	18/19	19/20	20/21	21/22	Measures	
Improved CIT reliability	CIT review CIT Strategic Plan	Plan	Plan Implement	Implement Review	Implement	Review completed Plan completed	
Improve OHS	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	
Improve staff skills and knowledge	Implement T & D program Ensure new staff qualified	Implement Implement	Review Review	Ongoing Ongoing		Capabilities increased No qualified staff increased	
Sustainability of the business	Succession planning Records management system	Plan Plan	Implement Implement	Ongoing Ongoing		Plan completed Security of records improved	
Improve business efficiency	Electronic procurement Support services review		Plan	Implement	Plan Implement	System implemented Review completed	
Appropriate governance	Review governance model post new LGA				Plan	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 Actual	21/22 Target Actual
LOCAL GOVT REPORTING FRAMEWORK INDICATORS							
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%
<p>Local Government Reporting Framework Indicators changed in 18/19 and are currently the subject of review by Local Government Victoria. It is anticipated that new indicators will be adopted for 22/23 that will be more reflective of modern library practice.</p>							
STRATEGIC INDICATORS							
Memberships as % of population		29.55%	30.5%	30.5%	31.0%	31.5% 28%	32.0% 29%
Attendance at library programs per 1000	325	280	290	300	310	320 210	330 250
Loans per capita	7.1	4.54	4.55	4.60	4.65	4.70 3.52	4.75 4.0
Expenditure on Library materials per capita	\$5.59	\$3.47	\$3.90	\$3.90	\$3.90	\$3.90 \$3.66	\$3.90 \$3.70
Staff EFT per 1000 population	0.30	0.26	0.26	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 0.5	0.64 0.6
Collection size		164.2k	161k	160k	160k	162k 170k	164k 170k
Physical collection size		158.6k	155k	152k	150k	150k 155k	150k 155k
eCollection size		5.6k	6k	8k	10k	12k 15k	14k 18k
eResources as % of total resources	7.8%	3.39%	3.7%	5%	6.25%	7.4% 8.8%	8.5% 9.5%
Opening Hours (scheduled/f'night)		540	540	545	550	550 592	550 595
Customer Satisfaction	8.4%	N/A	8.5%	8.6%	8.7%	8.8% 8.8%	8.9% 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 Corporations 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 Actual \$	18/19 Budget Actual \$	19/20 Budget Actual \$	20/21 Budget Actual \$	21/22 Budget Budget \$
Operating result	(6,995) (6,994)	848 (177,454)	(320) 88,086	8,713 284,586	19,452 262
Cash and Investments	1,001,519 1,022,062	1,053,686 927,149	1,032,069 1,068,673	1,032,189 1,416,066	1,061,939 1,179,622
Capital works	465,000 533,161	460,000 438,754	465,000 444,146	465,000 456,780	470,000 595,000

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. **21/22 Cash and Investments includes \$120k Living Libraries Infrastructure Program grant received in 20/21.**

- **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%)
Council contributions reduced to 2.0% increase in 20/21 and 1.5% increase 21/22.
- **Capital Works Strategy**
Annual Capital expenditure over the planning period will remain steady.
21/22 Capex includes \$120k Living Libraries Infrastructure Program grant received in 20/21.
- **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.

Indicator	17/18 Budget Actual	18/19 Budget Actual	19/20 Budget Actual	20/21 Budget Actual	21/22 Budget Budget
Employee benefits (\$)	2,306,980 2,369,118	2,233,162 2,526,680	2,266,316 2,349,891	2,299,967 2,285,708	2,334,123 2,552,800
Employee numbers (FTE)	26.0 25.63	26.0 25.76	26.0 25.01	26.0 27.47	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.

Superannuation guarantee has increased to 10% in 21/22 and will increase by 0.5% per year to 12% in the next planning period.

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 has been pushed to 5 years as good resale in excess of WDV is being achieved.**
- 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. **Improving Library Services for small rural communities project has commenced.**

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".

Overdue fees were abolished in January 2019.

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 Actual	18/19 Budget Actual	19/20 Budget Actual	20/21 Budget Actual	21/22 Budget Budget
Operating Expenditure	3,514,199 3,616,300	3,576,894 3,767,485	3,633,454 3,577,567	3,690,025 3,539,198	3,748,124 3,903,350
Provisions (A & LS Leave)	680,582 686,122	680,582 785,378	680,582 801,946	680,582 804,610	680,582 761,946
Target Min Cash & Investment	987,615 1,022,062	993,012 927,149	997,763 1,068,673	1,002,496 1,416,066	1,007,364 1,179,622
Forecast Cash & Investment	1,001,519 1,022,062	1,053,686 927,149	1,032,069 1,068,673	1,032,189 1,416,066	1,061,939 1,179,622

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 Actual	18/19 Budget Actual	19/20 Budget Actual	20/21 Budget Actual	21/22 Budget Budget
Net Operating result	(6,995) (6,994)	848 (177,454)	(320) 88,086	8,713 284,586	19,452 262

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. **This has increased to 10% for 21/22.**

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 Actual	18/19 Budget Actual	19/20 Budget Actual	20/21 Budget Actual	21/22 Budget Budget
FFS Contribution Increases	2% 2.0%	2.25% 2.25%	2.25% 2.5%	2.25% 2.0%	2.25% 1.5%
Government Grant Funding	1.3% (1.0%)	1.3% 1.5%	1.3% 2.5%	1.3% 2.0%	1.3% 3.5%
Wages growth	3% 3%	1.5% 1.5%	1.5% 1.5%	1.5% 1.5%	1.5% 1.5%
Superannuation increase	0% 0%	0% 0%	0% 0%	0% 0%	0% 0.5%
Workcover premium increase	2% 18% \$17,326	2% (72%) \$10,058	2% 0% \$10,051	2% 28% \$12,882	2% 39% \$18,000
Investment Returns	2% 2.5% 26,092	2% 2.0% \$17,823	2% 1.0% \$11,639	2% 0.05% \$3,683	2% 0.05% \$7,000

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 Actual 2017/18	Adopted Budget Actual 2018/19	Budget Actual '2019/20	Budget Actual 2020/21	Budget Budget 2021/22
Revenue					
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
Total Revenue	3,507,204 3,527,809	3,577,742 3,590,031	3,633,134 3,665,653	3,698,737 3,823,744	3,767,576 3,789,674
Expenses					
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
Total Expenses	3,514,199 3,617,201	3,576,894 3,767,485	3,633,454 3,577,567	3,690,025 3,539,198	3,748,124 3,903,350
Surplus (Deficit) for the Period	(6,995) (88,491)	848 (177,454)	(320) 88,086	8,713 284,546	19,452 (113,676)

Capital Expenditure

Book stock & resources					
Physical Books and resources	233,000 248,107	233,000 209,998	230,000 227,663	229,000 221,684	224,000 189,000
PRC books and resources	27,000 27,000	27,000 27,000	27,000 27,000	27,000 29,002	27,000 27,000
eBooks & eAudiobooks	55,000 62,736	60,000 74,558	65,000 51,920	70,000 75,000	75,000 93,000
DVD's	49,000 49,000	47,000 49,549	45,000 39,713	43,000 39,543	43,000 38,000
Audiobooks	35,000 35,000	33,000 33,000	33,000 33,000	31,000 38,626	31,000 50,000
CD's	1,000 0	0 0	0 0	0 0	0 0
Vehicles	25,000 35,918	25,000 0	25,000 25,709	25,000 0	25,000 43,000
Equipment & furniture	10,000 0	5,000 8,327	5,000 5,523	5,000 9,388	5,000 5,000
CIT	30,000 75,400	30,000 36,322	35,000 33,975	35,000 43,537	40,000 30,000
Total Capital Expenditure	465,000 533,161	460,000 438,754	465,000 444,146	465,000 456,780	470,000 475,000

Balance Sheet

	Adopted Budget Actual 2017/18	Adopted Budget Actual 2018/19	Budget Actual 2019/20	Budget Actual 2020/21	Budget Budget 2021/22
		\$	\$	\$	\$
ASSETS					
Current Assets					
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
Total Current Assets	1,004,019	1,064,355	1,042,738	1,042,858	1,072,608
Non-Current Assets					
Cash and Cash Equivalents					
Property, Plant, Equipment and Infrastructure	7,647,809	8,665,018	9,125,018	9,590,018	10,055,018
Total Non-Current Assets	2,242,213	2,273,062	2,276,413	2,270,531	2,260,231
TOTAL ASSETS	3,246,232	3,337,417	3,319,151	3,313,389	3,332,839
	3,328,407	3,231,938	3,446,159	3,757,068	3,498,004
LIABILITIES					
Current Liabilities					
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
Total Current Liabilities	698,495	786,702	785,032	770,557	770,557
Non-Current Liabilities					
Provisions	46,962	46,962	46,962	46,962	46,962
Interest-Bearing Loans and Borrowings	37,949	16,275	0	0	0
Total Non-Current Liabilities	84,911	63,237	46,962	46,962	46,962
TOTAL LIABILITIES	783,406	849,939	831,994	817,519	817,519
	804,313	883,217	928,611	996,377	897,445
NET ASSETS	2,462,826	2,487,478	2,487,157	2,495,870	2,515,320
	2,451,668	2,274,214	2,362,302	2,646,847	2,600,559
EQUITY					
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
TOTAL EQUITY	2,462,826	2,487,478	2,487,157	2,495,870	2,515,320
	2,451,668	2,274,214	2,362,302	2,646,847	2,600,559

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	2021/22 Fee
PENALTY FEES				
Overdue	item	\$0.20 / day Max.\$10	\$0.20 / day Max.\$10	No fee No max fee
Lost book, magazine, DVD etc	item	At cost	At cost	At cost
Membership Card Replacement	item	\$2.00	No fee	No fee
Lost Barcode	item	\$2.00	No fee	No fee
Lost / removed RFID tag	item		No fee	\$5
SERVICE CHARGES				
Temporary Membership	item	\$50 Refundable deposit	No fee	No fee
ILL from non Public Libraries	item	\$16.50	\$16.50	\$28.50
Photocopying/printing using copier				
A4 B&W Single sided	page	\$0.20	\$0.20	\$0.20
A4 B&W Double sided	page	\$0.40	\$0.40	\$0.40
A4 Colour Single sided	page	\$0.90	\$0.90	\$0.90
A4 Colour Double sided	page	\$1.80	\$1.80	\$1.80
A3 B&W Single sided	page	\$0.40	\$0.40	\$0.40
A3 B&W Double sided	page	\$0.80	\$0.80	\$0.80
A3 Colour Single sided	page	\$1.80	\$1.80	\$1.80
A3 Colour Double sided	page	\$3.60	\$3.60	\$3.60
Fax Sending within Australia	First page	\$3.00	\$3.00	\$3.00
Sending within Australia	Further pages	\$1.00	\$1.00	\$1.00
Sending Overseas	First page	\$8.00	\$8.00	\$8.00
Sending Overseas	Further pages	\$1.00	\$2.00	\$2.00
Receiving	page	\$0.50	\$1.00	\$1.00
Miscellaneous items				
Flash Drives 4MB	item	\$8	\$8	\$8
Library bag	item	\$2.00	\$2.00	\$2.00
Laminating				
A5/A6	page			\$2.00
A4	page	\$3.50	\$4.00	\$4.00
A3	page	\$4.50	\$5.00	By quote
Book Covering Service				
Cover - Standard	item	\$5.00	\$7.00	\$7.00
Cover - Folio	item	\$8.00	\$10.00	\$10.00
Mending	item	By quote	By quote	By quote
Meeting Rooms				
Library Associates				No fee
Community				No fee
Commercial				\$40 per hour
Cleaning charge (if required)				\$40 per hour

All fees and Charges inclusive of GST.