Budget 2015-2016
Strategic Resource Plan 2015-2019

22 June 2015

Contents

Geelong Regional Library Corporation – Budget 2015-16

1 Background

Geelong Regional Library Corporation (GRLC) was created in March 1997 in accordance with sections 196 and 197 of the Local Government Act 1989. The Corporation provides library services to all residents of the Borough of Queenscliffe, City of Greater Geelong, Golden Plains Shire and Surf Coast Shire and covers an area of over 5,500 square kilometres. There are 16 branch libraries located at Bannockburn, Barwon Heads, Belmont, Chilwell, Corio, Drysdale, Geelong, Geelong West, Highton, Lara, Newcomb, Ocean Grove, Queenscliff, Torquay, Waurn Ponds and Western Heights College. There are two mobile libraries, a community library service and an inter library loans service. GRLC is coordinated centrally from offices located in Brougham Street, Geelong.

A new central library …
In mid-2013 the Geelong Library building was demolished to make way for the construction of the new Geelong Library and Heritage Centre (GLHC) on the same site. A temporary Geelong Library has been operating on the ground floor of the State Government Offices in Little Malop Street, Geelong. The new Geelong Library and Heritage Centre, a $45.5m building project, is due to open in late 2015.
GRLC's annual recurrent income is comprised as follows:

| Recurrent Income	2013-14 Actual	2014-15 Budget	2015-16 Budget	2014-15 to 2015-16 Budget $ Increase /-Decrease	2014-15 to 2015-16 Budget % Increase /-Decrease	% of 2015-16 Income	Comments
Member Council Contributions	8,158,319	8,541,051	9,941,852	1,400,801	16.4%	81%	The increase comprises: - $1.05m in additional funding for the new GLHC from opening in October 2015 - $0.3m in existing funding for the Heritage Centre to transfer to GRLC - $0.21m increase for the existing library network
State Government Grants	1,729,402	1,755,343	1,825,898	70,555	4.0%	15%	While 4% is the budget to budget increase we note that the final confirmed level of funding for 2014-15 was $1,772,271 and the budget assumption is an increase of 3% for 2015-16.
Fees & Charges	241,256	225,359	311,507	86,148	38.2%	3%	Increase due to anticipated venue hire income from the new Geelong Library and Heritage Centre
Interest & Sundry Income	142,237	100,000	140,000	40,000	40.0%	1%	Sponsorships and donations income anticipated for the new Geelong Library and Heritage Centre
Total recurrent income	10,271,214	10,621,753	12,219,257	1,597,504	15.0%	100%	

The Library Service is funded by Member Councils, the State Government and its own operations on the following basis:

- Member Council Contributions – 82% (2014-15 -80%)
- State Government Grants – 15% (2014-15 -17%)
- Fees & Charges – 2% (2014-15 - 2%)
- Interest & Sundry Income – 1% (2014-15 – 1%)

The Library Service is mindful of the cost pressures on Member Councils and is continually reassessing processes to ensure that value is being achieved, in particular for procurement of library materials, equipment and services.

Library services continue to be one of the most popular and valued of all council services. GRLC's 2013-14 Annual Report demonstrates the following:

- 39% or 107,000 people are library members from a total population of 273,000 across our four member council
- There are 1.7m visits per year to 16 library branches, an additional 27,000 visits to mobile libraries and 771,000 website visits
- Over 4,200 programs and events attracted 109,000 participants across children's, youth and adult programs
- An extensive reach into the community with 125 networks and partnerships

107,000 library members	1.7m visits to libraries	109,000 events & programs attendees	125 community partners
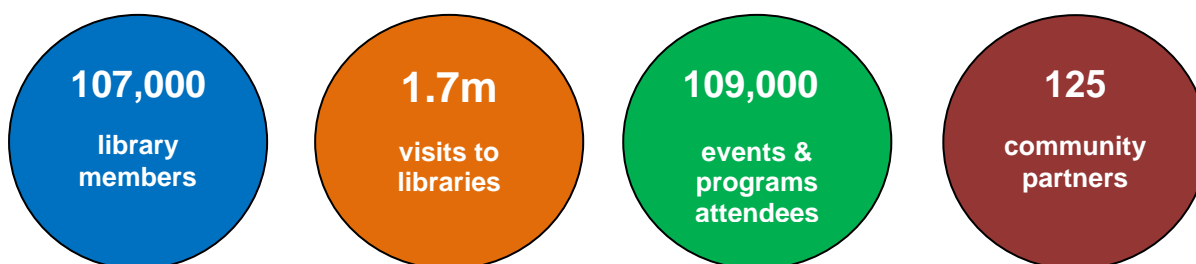
The library service is required to prepare and adopt an annual budget under the provisions of the Local Government Act 1989 (the Act). The budget is required to include specific financial information as well as a schedule of user fees and charges applicable for the year ahead.

The budget document provides key information about revenue, operation results, service levels, cash and investments, capital works, financial position and financial sustainability.

2   Budget Processes

The preparation of the budget begins with library officers preparing the annual budget in accordance with the Act and submitting the draft budget to the Board for approval in principle.

The library service is then required to give public notice that it intends to adopt the budget. It must give at least 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its Offices. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by the Board.

The final step is for the Board to adopt the budget after receiving and considering any submission from interested parties.

The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days of adoption each year. The key dates for the budget process are summarised below:

1	Preliminary budget presentation at Board planning day meeting	6 December 2014
2	Proposed budget submitted to the Board for approval	16 April 2015
3	Public notice advising intention to adopt budget	2 May 2015
4	Budget available for public inspection and comment (for at least 28 days) until	1 June 2015
5	Budget and submissions presented to the Board for adoption (must be adopted by 30 June)	22 June 2015
6	Copy of adopted Budget submitted to the Minister within 28 days of adoption	20 July 2015

3   Linkage to Library Plan

The Library Plan 2013-17 *Reading the Future* has a focus on the development of technology enabled service delivery both within our physical library spaces and online. Our vision and mission remain true to our core principles.

Vision
A strong, vibrant connected community
- Enriched by reading
- Empowered by learning
- Inspired by information and ideas

Mission
We will create opportunities for our community to read, learn and connect with each other and the world:
- by delivering innovative and exemplary library services
- by facilitating equitable access to information and technology
- through our library staff's knowledge, expertise and encouragement

The library plan outlines the following seven strategies which will direct our resources and energies to delivering library services, collections, programs, spaces and experiences:

1. **Digital library**
   Develop and implement technology-enabled service delivery models so that people can access our library collections, services and programs – anywhere any time.

2. **Welcoming places and spaces**
   Present welcoming, purposeful and safe library facilities at the heart of the community.

3. **Customer-driven collections**
   Maintain extensive and diverse print and digital collections that cater to users' reading preferences and information needs.

4. **Community engagement**
   Promote and deliver engaging library programs, events and activities that respond to local community needs and encourage participation.

5. **Culture and heritage**
   Provide the community with easy access to the region's cultural heritage.

6. **Collaboration and partnerships**
   Collaborate and nurture partnerships with community, government and business organisations to achieve mutual benefits.

7. **Knowledgeable and innovative**
   Create an organisational culture that supports, expects and recognises relevant knowledge, expertise, excellent customer service, flexibility, innovation and accountability.

See Appendix C – Reading the Future: Next Generation Libraries, Library Plan 2013-17, Year 3 – 2015-16 Priorities

4   Budget Influences

In preparing the budget a number of overarching budget principles are followed and budget assumptions are made about the internal and external environment within which the library service operates. Known factors and influences which are likely to impact significantly on the services delivered in the budget period are also taken in to consideration. These include:

4.1   Budget Principles

The 2015-16 budget has been prepared incorporating the following principles:

Service levels

Service levels prior to the opening of the new Geelong Library and Heritage Centre:
- Library services - 733 hours per week, 16 branch libraries, 2 mobile services, a community library service, an inter library loans service and events and programs
- Heritage services – 18 hours per week in a single location

Opening hours will be adjusted as follows post the opening of the new Geelong Library and Heritage Centre:
- The new Geelong Library and Heritage Centre will open to the public in late October 2015 with opening hours of 74 per week for library services and 38 hours per week for heritage services.
- Since the demolition of the former Geelong City Library to make way for the construction of the new library a temporary library has been operating from the State Government Offices and opening hours were increased at Geelong West Library. These temporary arrangements will cease on the opening of the new central library.

Budget parameters

- Achieving an acceptable level of cash reserves at the end of each year to cover anticipated long service leave commitments
- Expenditure budget has been thoroughly reviewed and is considered realistic and achievable
- Consultation with the Board to ensure that income budgets are realistic and continue the achievement of the Library Plan
- Regional costs across the network which are provided from GRLC's administration unit are distributed to Member Councils in accordance with the cost allocation formula outlined in the Library Agreement between the four Member Councils

4.2   Budget Assumptions

- Salaries – include a 3.8% Enterprise Agreement increase, banding increments and the cost of operating the new Geelong Library and Heritage Centre. Total EFT has increased by 20 from 90.7 last year to 110.7 in 2015-16. This increase allows for the operation of the new central library which is a $6,000m^2$ facility over five public levels compared to the previous library of $790m^2$ on a single level and Heritage Centre of $790m^2$ on a single level. Library opening hours are proposed to increase by 14 hours per week and the Heritage Centre by 20 hours per week.
- Superannuation at 9.5% and Worksafe premium at the current rate of 0.5%

- General expenditure - CPI increase of 2% where appropriate based on the All Groups Melbourne index for the September 2013 to September 2014 period
- Specific expenditure line items relating to existing contracts such as courier services and communications agreements are based on known costs
- Interest income is estimated at $80,000 and a new income stream in the form of sponsorships and donations of $60,000 is anticipated relating to the opening and expanded service offering in the new Geelong Library and Heritage Centre

4.3   Legislative Requirements

Under the Local Government Act 1989, GRLC is required to prepare and adopt an annual budget for each financial year. The budget is required to disclose the fees and charges that GRLC intends to levy as well as a range of other information required by the Local Government (Finance and Reporting) Regulations 2004 which support the Act. The 2015-16 Budget, which is included in this report, is for the year 1 July 2015 to 30 June 2016 and is prepared in accordance with the Act and Regulations. The budget includes Standard Statements, these being a budgeted Income Statement; Balance Sheet, Cash Flow and Capital Works Statement. These Statements are required so that informed decisions can be made about the adoption of the budget. Refer Appendix A for the detailed Statements and Strategic Resource Plan.

5 Analysis of Operating and Capital Budget

This section of the report analyses the expected revenues and expenses of the Library Service for the 2015-16 year.

5.1 Total Operating and Capital Revenue

Recurrent Income	2013-14 Actual	2014-15 Budget	2015-16 Budget	2014-15 to 2015-16 $ Increase / -Decrease	2014-15 to 2015-16 % Increase / - Decrease
Operating					
Member Council Contributions	8,353,234	8,541,051	9,941,852	1,400,801	16.4%
State Government Grants - Operating	1,729,402	1,755,343	1,825,898	70,555	4.0%
Fees & Charges	269,784	225,359	311,507	86,148	38.2%
Interest & Sundry Income	113,512	100,000	140,000	40,000	40.0%
Subtotal - Operating	**10,465,932**	**10,621,753**	**12,219,257**	**1,597,504**	**15.0%**
Capital					
State Government Grants - Capital	49,421	-	-	-	-
Capital Contribution - City of Greater Geelong	829,676	10,000	10,000	-	-
Golden Plains Shire	-63,676	-	-	-	-
Subtotal - Capital	**815,421**	**10,000**	**10,000**	**-**	**-**
Total Operating and Capital Revenue	**11,281,353**	**10,631,753**	**12,229,257**	**1,597,504**	**15.0%**

5.1.1 Member Council Contributions

According to the Library Agreement to provide library services between the four member councils, the direct costs of each service point and mobile service are borne by the member councils in whose municipal district the service is delivered. Indirect costs – ie regional costs – are apportioned on a usage basis by calculating the total of loans and visits to each point of service and mobile libraries.

Member Council Contribution	2013-14 Actual	2014-15 Budget (GRLC)	2014-15 Budget (Heritage) *	2014-15 Budget (Total GRLC & Heritage)	2015-16 Budget	2014-15 to 2015-16 $ Increase / -Decrease	2014-15 to 2015-16 % Increase / - Decrease
Borough of Queenscliffe	232,631	209,262	-	209,262	216,843	7,581	3.6%
City of Greater Geelong	7,269,451	7,406,868	302,032	7,708,900	8,727,252	1,018,352	13.2%
Golden Plains Shire	341,422	406,945	18,820	425,765	424,176	-1,589	-0.4%
Surf Coast Shire	494,625	502,871	43,896	546,767	558,476	11,709	2.1%
Member Council Contributions - annual operating allocations	**8,338,129**	**8,525,946**	**364,748**	**8,890,694**	**9,926,747**	**1,036,053**	
City of Greater Geelong – Western Heights Library	15,105	15,105	-	15,105	15,105	-	-
Total Member Council Contributions	**8,353,234**	**8,541,051**	**364,748**	**8,905,799**	**9,941,852**	**1,036,053**	**11.6%**

* The operation of Heritage Services will be transferred from City of Greater Geelong to GRLC in 2015-16. Contributions for heritage services made to City of Greater Geelong by Golden Plains and Surf Coast Shires in 2014-15 will be made to GRLC in 2015-16.

5.1.2 State Government Grants

State Government grants are received from two funding programs:

- *Public Libraries Funding Program* – grants to member councils are estimated to grow by 3% overall. The Department of Transport, Planning and Local Infrastructure will confirm these grants in June 2015.
- *Premier's Reading Challenge Book Fund* – 2013-14 was the final year of a 4-year program and while there was an extension of the program into 2014-15 there has been no indication as yet as to whether this program will continue into 2015-16.

State Government Grant per member council	2013-14 Actual	2014-15 Budget	2015-16 Budget	2014-15 to 2015-16 $ Increase / -Decrease	2014-15 to 2015-16 % Increase / - Decrease
Borough of Queenscliffe	58,069	58,940	70,844	11,904	20.2%
City of Greater Geelong	1,312,826	1,332,518	1,353,713	21,195	1.6%
Golden Plains Shire	157,333	159,693	177,991	18,298	11.5%
Surf Coast Shire	201,174	204,192	223,349	19,157	9.4%
Subtotal - Public Libraries Funding Program	**1,729,402**	**1,755,343**	**1,825,898**	**70,555**	4.0%
Premiers Reading Challenge Book Fund	49,421	-	-	-	-
Total Member Council Contributions	**1,778,823**	**1,755,343**	**1,825,898**	**70,555**	**4.0%**

Note - the confirmed total for the Public Libraries Funding Program for 2014-15 was $1,772,271 compared to the budget of $1,755,343, an additional $16,928. The confirmed 2014-15 level of funding has been used as the base to which an assumed 3% increase for 2015-16 has been applied. The %'s above are budget to budget rather than confirmed to budget.

5.1.3 User Fees and Charges

User fees and charges were last increased in 2010-11. We have bench marked our prices each year since and again this year. Our comparison to three other library services indicate similar pricing. Therefore we do not recommend increases in user fees and charges for 2015-16.

Charges for the events space and meeting rooms in the new Geelong Library and Heritage Centre have not been finalised. Scales of charges for professional and community users will be set and it is anticipated that the new spaces will be ready for external hire from 1 February 2016. Between opening in late 2015 and 1 February 2016 events and meeting room spaces will be utilised exclusively for library and heritage events and programs.

5.2   Cash Expenditure – Operating and Capital

Cash Expenditure - Operating and Capital (excluding depreciation and gain/loss on sale of plant & equipment)	2013-14 Actual	2014-15 Budget	2015-16 Budget	2014-15 to 2015-16 $ Increase/ -Decrease	2014-15 to 2015-16 % Increase/ -Decrease
Operating					
Employee costs	6,363,877	7,118,469	8,648,044	1,529,575	21.5%
General works - materials	79,129	64,555	89,222	24,667	38.2%
General works - equip/vehicles	77,104	76,177	79,646	3,469	4.6%
General works - external services	972,716	1,041,252	1,105,108	63,856	6.1%
Administration	253,851	238,961	293,498	54,537	22.8%
Professional services	223,866	362,591	312,536	- 50,055	-13.8%
Utilities	406,899	413,797	422,186	8,389	2.0%
Unfunded superannuation liability charges	17,952	8,900	15,000	6,100	68.5%
Subtotal operating expenditure	**8,395,394**	**9,324,702**	**10,965,240**	**1,640,538**	**17.6%**
Capital					
Capital replacement expenditure	1,664,609	2,170,233	1,600,733	- 569,500	-26.2%
Capital expenditure on new library collection	415,757	1,750,000	-	- 1,750,000	-100.0%
Subtotal capital expenditure	**2,080,366**	**3,920,233**	**1,600,733**	**- 2,319,500**	**-59.2%**
Total Cash Expenditure - Operating and Capital	**10,475,760**	**13,244,935**	**12,565,973**	**- 678,962**	**-5.1%**

5.2.1 Employee Expenses

Employee costs comprise around 69% of total cash expenditure (operating and capital) for 2015-16.

An expansion of the corporation's service delivery will occur in 2015-16 with the opening of the Geelong Library and Heritage Centre, a new central library in an iconic building of 6,000m^2 over five public levels. To service this significant facility EFT will increase from 90.7 last year to 110.7 in 2015-16. The increase of 20 EFT comprises the transfer of 3.0 EFT from the Heritage Centre, an additional 0.6 EFT to support increased hours of opening of the Heritage level (from 18 previously to 38 hours per week), 13.4 EFT to support library services over a number of levels at increased hours including weekends, 1.0 EFT to provide IT and corporate support, 1.0 EFT to co-ordinate the many events and function spaces in the new building (and build this source of revenue), and 1.0 EFT in additional casual staffing to replace direct customer facing staff during periods of leave.

Increases in staff costs reflect an annual Enterprise Agreement increase of 3.8%, banding increments, statutory Superannuation Guarantee Charge at 9.5% and Worksafe premium insurance at the current premium rate of 0.5%. Additional staff costs for the new Geelong Library and Heritage Centre commence from 5 October 2015 covering nine months in the first year of operation 2015-16.

The salaries of employees working in branches and mobile libraries are allocated directly to the respective Member Council as per the Library Agreement. The cost of Regional support staff is apportioned on the basis of usage by calculating the total of loans and visits to each point of service.

Employee costs include all labour related expenditure such as wages and salaries; and on costs such as allowances, leave entitlements, employer superannuation, and Workcover. Long Service and Annual leave are statutory requirements and provisions for the payments of these items are included in the budget.

A summary of human resources expenditure and the number of equivalent full time (EFT) staff relating to the provision of library services is included below:

	Budget 2015-16 $	Comprises		Budget 2015-16 EFT	Comprises	
		Permanent Full Time $	Permanent Part Time $		Permanent Full Time EFT	Permanent Part Time EFT
Library services	6,891,548	4,684,046	2,207,502	98.1	65	33.1
Total permanent staff	6,891,548	4,684,046	2,207,502	98.1	65	33.1
Casuals and other	979,007			12.6		
Total *	7,870,555			110.7		

* excludes superannuation and workcover

5.2.2 Other Expenditure

General works – materials
This expenditure category includes centrally purchased paper and consumables for the distribution to the branches and collections processing materials. CPI applied.

General works – equipment & vehicles
This expenditure relates to the running costs of GRLC vehicles and mobile libraries. CPI applied.

General works – external services
This expenditure category relates to external businesses and contractors engaged for a range of services including shelf-ready processing of collection items, couriers, Brougham Street office lease, corporate advertising and marketing, recruitment advertising, events & programming costs, and eCollections subscriptions.

Administration
This category of expenditure includes printing, office stationery, photocopier/printer costs, minor IT upgrades, postage, staff training and development and bank fees. CPI applied.

Professional services
CPI has been applied to expenditure anticipated on consultants, external audit and legal fees.

Utilities
Utilities largely reflect branch communications costs as indicated by Telstra for 2015-16.

5.2.3 Depreciation

For the purposes of the budget this non-cash item includes an estimated increase of $120,000 for 2015-16 reflecting the increase in the asset base resulting from the new Geelong Library and Heritage Centre.

5.2.4 Capital Budget

The following table outlines the capital expenditure budget for 2015-16 and associated sourcing of funding.

Capital expenditure	2013-14 Actual	2014-15 Budget	2015-16 Budget	2014-15 to 2015-16 $ Increase /-Decrease
Collections	1,218,510	1,230,733	1,230,733	-
IT Infrastructure	207,156	250,000	250,000	-
Branch furniture, fittings & equipment	62,344	50,000	50,000	-
Vehicle replacement	33,241	-	70,000	70,000
Mobile replacement *	97,778	639,500	-	- 639,500
Premiers Reading Challenge	45,580	-	-	-
New libraries and upgrades - CoGG for GLHC **	415,757	1,750,000	-	- 1,750,000
Total capital expenditure	**2,080,366**	**3,920,233**	**1,600,733**	**- 2,319,500**

* Mobile replacement - this project, funded by a combination of 75% funding from State Government and 25% from GRLC, was finalised with the new mobile library commencing service in April 2015

** The new Geelong Library and Heritage Centre is due to open in late 2015. This capital expenditure relates to the collection, information technology and AV equipment for the new facility.

Capital expenditure	2015-16 Budget	Funding sources	
		Grants $	GRLC Cash $
Collections	1,230,733	-	1,230,733
IT Infrastructure	250,000	-	250,000
Branch furniture, fittings & equipment	50,000	-	50,000
Vehicle replacement	70,000	-	70,000
Total capital expenditure	**1,600,733**	**-**	**1,600,733**

5.3   Budgeted Comprehensive Income Statement

The following Statement is the Operating Budget prepared in accordance with the relevant accounting standards and includes all income; excludes capital expenditure and includes depreciation.

`	Actual 2013-14	Budget 2014-15	Budget 2015-16
Recurrent Income			
Member Council contributions	8,143,214	8,525,946	9,926,747
COGG - Western Heights	15,105	15,105	15,105
State Government grants	1,729,402	1,755,343	1,825,898
User charges	126,466	101,162	193,200
Other fees and charges	114,790	124,197	118,307
Interest on investments	113,709	90,000	80,000
Sundry income	28,528	10,000	60,000
Total Recurrent Income	**10,271,214**	**10,621,753**	**12,219,257**
Recurrent Expenditure			
Employee Related			
Salaries	5,844,190	6,510,666	7,870,555
Superannuation & workcover	519,687	607,803	777,489
	6,363,877	**7,118,469**	**8,648,044**
Goods and Services			
General works - materials	79,129	64,555	89,222
General works - equip/vehicles	77,104	76,177	79,646
General works - external services	972,716	1,041,252	1,105,108
Administration	253,851	238,961	293,498
Professional services	223,866	362,591	312,536
Utilities	406,899	413,797	422,186
Depreciation	1,795,648	1,863,000	1,983,000
(Gain)/Loss on Sale of Plant & Equipment	191,304	- 10,690	- 750
Total recurrent expenditure	**10,364,394**	**11,168,112**	**12,932,490**
Recurrent surplus / -deficit	**- 93,180**	**- 546,359**	**- 713,233**
Non recurrent income			
Capital grants and income	815,421	10,000	10,000
Unfunded superannuation contributions	194,915		195,000
Non recurrent expenditure			
Unfunded superannuation liability	17,952	8,900	15,000
Net surplus / - deficit	**899,204**	**- 545,259**	**- 523,233**

6   Budgeted Cash Position

The following table represents a summary of the Standard Cash Flow Statement and indicates the cash results from the operating, investing and financing activities for the 2015-16 year.

Cash Flows	Actual 2013-14		Budget 2014-15		Budget 2015-16	
Operating		1,519,808		1,305,951		1,269,017
Investing	-	1,330,318	-	1,662,733	-	1,589,983
Investing - unspent 2013-14 capital allocations carried forward into 2014-15			-	508,000		
Net increase/-decrease in cash held		**189,490**	-	**864,782**	-	**320,966**
Cash at beginning of financial year		1,608,921		1,798,411		933,629
Cash at end of financial year		**1,798,411**		**933,629**		**612,663**

6.1   Cash at End of the Year

Overall total cash is forecast to decline to around $613,000 at 30 June 2016.

While ideally GRLC would have a level of cash reserves that cover the value of restricted assets we believe that the cash levels are acceptable.

The value of restricted assets related to long service leave entitlements was calculated at $746,277 at 30 June 2014. We do not have an expectation that all staff will be calling on these entitlements in the short term.

7 Budgeted Balance Sheet

The following table represents a summary of the Library's assets, liabilities and equity.

Balance Sheet Summary	Actual 2013-14	Budget 2014-15	Budget 2015-16
Assets and Liabilities			
Total Assets	12,438,718	11,226,947	11,296,341
Total Liabilities	1,791,977	2,267,963	2,312,613
Net Assets	**10,646,741**	**8,958,984**	**8,983,728**
Equity	**10,646,741**	**8,958,984**	**8,983,728**

The Library's Assets comprise its bank balance (which is restricted cash) and non current assets (the majority being the collection), whilst the liabilities comprise a Defined Benefit Plan Superannuation liability; employee provisions and reserves. Equity consists of member contributions and the accumulated accounting surplus.

7.1 Defined Benefit Plan Superannuation Liability

During 2011-12 the Local Authorities Superannuation Fund advised GRLC of the quantum of its liability relating to the most recent call at $787,348. The Library Board resolved to repay the liability in four instalments in the four financial years 2012-13 to 2015-16. This repayment plan attracts interest and charges of approximately $37,652 making a total of $825,000 in repayments. This is the final year of the repayment plan.

Defined Benefit Plan Superannuation Liability Instalment Payments	Actual 2012-13	Actual 2013-14	Actual 2014-15	Instalment 2015-16
GRLC Reserves	240,000			
Special Member Contribution				
Borough of Queenscliffe		2,205	2,205	2,205
City of Greater Geelong		182,000	182,085	182,085
Golden Plains Shire		4,935	4,935	4,935
Surf Coast Shire		5,775	5,775	5,775
Total instalment payments	**240,000**	**194,915**	**195,000**	**195,000**

7.2 Borrowings

GRLC had no borrowings during the year 2014-15 and will not be taking out any borrowings for the 2015-16 year.

8. Strategic Resource Plan

The Library Service 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.

8.1 Plan Development

GRLC has prepared a Strategic Resource Plan for the four years 2015-16 to 2018-19 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The Plan takes the strategic objectives and strategies as specified in the Library Plan and expresses them in financial terms for the next 4 years.

The key objective, which underlies the development of the Plan, is financial sustainability in the medium to long term; whilst still achieving GRLC's strategic objectives as specified in the Library Plan. The key financial objectives which underpin the SRP are:

- Maintenance of existing service levels
- Maintain a capital expenditure program on the library collection
- Achieve a balanced budget on a cash basis.

In preparing the Strategic Resource Plan, the Library Service 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 library service's decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

8.2   Financial Resources

The following table summarises the key financial results for the current year 2014-15 plus the next 4 years as set out in the Plan for the years 2015-16 to 2018-19. Appendix B contains the 4 Standard Statements (Income Statement; Balance Sheet; Cash Flow and Capital Works Statement) which provides a more detailed analysis of the financial resources to be used over the four year period.

Key Financial Results	2014-15 Budget $	2015-16 Budget $	2016-17 Plan $	2017-18 Plan $	2018-19 Plan $
Operating result - surplus/-deficit	- 545,259	- 523,233	- 699,876	- 744,400	- 784,829
Cash and investments	492,142	612,663	415,054	327,922	320,360
Net increase/-decrease in cash	933,629	- 320,966	- 197,609	- 87,133	- 7,562
Capital expenditure	3,920,233	1,600,733	1,600,733	1,565,733	1,565,733

The key outcomes of the Plan are as follows:

- Financial sustainability
  While the operating result is a deficit from 2014-15 onwards we note that this is largely related to increases in the cost of depreciation, historically between the 2012-13 and 2013-14 budgets due to new and refurbished libraries and then the new Geelong Library and Heritage Centre. The capital expenditure budget will be closely monitored in future years in order to ensure that cash reserves remain at an acceptable level.

- Cash and investments decrease from $492,000 in 2014-15 to $320,000 in 2018-19. An adjustment to capital expenditure will be required in future years to ensure that cash remains at a level to meet commitments.

- Contributions strategy
  Council contributions will be based on the Library Agreement formula which applies the direct costs of service points to the relevant member council and regional costs apportioned on a usage basis by calculating the total number of visits and loans per service point and mobile service.

- Capital works strategy
  Capital expenditure over the 4 year period (from 2015-16 to 2018-19) will total $6.33m at an average of $1.58m per year

8.3   Service Delivery Strategy

Service levels prior to the opening of the new Geelong Library and Heritage Centre in late 2015:
- Library services - 733 hours per week, 16 branch libraries, 2 mobile services, a community library service, an inter library loans service and events and programs
- Heritage services – 18 hours per week in a single location

Opening hours will be adjusted as follows post the opening of the new Geelong Library and Heritage Centre in late 2015:
- The new Geelong Library and Heritage Centre will open to the public in late October 2015 with opening hours of 74 per week for library services and 38 hours per week for heritage services.

- Since the demolition of the former Geelong City Library to make way for the construction of the new library a temporary library has been operating from the State Government Offices and opening hours were increased at Geelong West Library. These temporary arrangements will cease on the opening of the new central library.

8.4 Strategic Resource Plan Assumptions

- Member Council Contributions for 2015-16, excluding the opening of the new Geelong Library and Heritage Centre, reflect an average 2.5% increase across the four member councils. Additionally an amount of $755,000 forms part of the City of Greater Geelong's increase to fund the operation of the new Geelong Library and Heritage Centre from 5 October 2015 ready for opening in late 2015. $0.3m in existing funding for the Heritage Centre will be transferred to GRLC. In 2016-17 a full year of operation of the Geelong Library and Heritage Centre is included and an average increase in contribution of 5% each year is assumed.
- State Government Grants are forecast to increase for the 2015-16 and following years at 3% per annum.
- User Fees & Charges – to remain at 2014-15 levels.
- Interest & Sundry Income – interest will reduce as levels of cash reserves decline over the four year period. Sundry income is expected to increase due to sponsorships and donations.
- Employee costs – increased by 5% each year to cover Enterprise Agreement increases and salary banding increments from 2016-17 onwards. Increases in staffing respond to the requirements of the new 6000m^2 Geelong Library and Heritage Centre opening in late 2015 with a pro-rata calculation based on 9 months for new staff included. There have been no increases in other network libraries. From 2016-17 onwards the effect of the new Geelong Library and Heritage Centre is included at a full year equivalent cost.
- All other expenditure categories have been increased by a CPI of 2.4% in each year from 2016-17 onwards.
- Depreciation costs are estimated to increase by an average $120,000 in the years 2015-16 to 2018-19 due to the increase in the asset base on the opening of the new Geelong Library and Heritage Centre.
- The 2015-16 confirmed level of capital grants for collections of $10,000 is assumed to continue in each year of this SRP. If these grants do not continue the capital expenditure on collections will be adjusted accordingly.
- This is the final year of the instalment repayment plan approved by the Board to settle the Defined Benefit Plan superannuation liability. A final instalment of $195,000 will be paid in 2015-16. A Special Member Contribution will be made by each of the four member councils at a total of $195,000.
- Capital expenditure has been maintained at 2014-15 levels with no increases over the next four years. While the projected decline in cash reserves dictates this approach we are concerned that static spending on the collection will mean that the corporation will not reach the library industry standard of the provision of 2 collection items per capita. Estimates of the cost of replacement of two vehicles in each of 2015-16 and 2016-17 and one vehicle in each of 2017-18 and 2018-19 are included.

8.5   Financial Indicators

The following table outlines a summary of budgeted financial ratios for the years 2015-16 to 2018-19. These ratios are used as a guide to assess trends in GRLC's financial health. They show that the Library must carefully manage its resources with particular emphasis on cash flow and relies heavily on the continued support of Member Councils to meet the commitments incorporated in this Strategic Resource Plan.

Financial Ratios	2015-2016 Budget	2016-2017 Plan	2017-18 Plan	2018-19 Plan
Underlying Result (%)	**-6%**	**-5%**	**-5%**	**-5%**
Recurrent Surplus-Deficit / Total Recurrent Income				
Measures surplus/-deficit as a % of revenue				
Working Capital or Liquidity	**0.38**	**0.26**	**0.21**	**0.20**
Current Assets / Current Liabilities				
Assesses GRLC's ability to meet current commitments				
Adjusted Working Capital or Adjusted Liquidity	**0.56**	**0.40**	**0.32**	**0.31**
Current Assets / Adjusted Current Liabilities				
Where current liabilities are adjusted to reflect only the expected payments of LSL in the following year rather than the full value of the current entitlement				
Investment Gap Ratio	**0.81**	**0.76**	**0.70**	**0.67**
Capital Expenditure / Depreciation				
Measuring GRLC's rate of replacement of assets				

9.   Statutory Disclosures

The Library is required to present information in its Annual Budget and Strategic Resourcing Plan pursuant to the Local Government Act, the Regulations and the Local Government Victoria Compliance Checklist.

These following Appendices are included:
- Fees and Charges Schedule – refer Appendix A
- Strategic Resourcing Plan Statements for the four years ended 30 June 2019 - refer Appendix B
- Library Plan 2013-2017 – Year 3 – 2015-16 Priorities – refer Appendix C

Appendix A

Fees and Charges Schedule

	2014-15	Proposed 2015-16
Overdue charges		
Adults collection, music CDs and DVDs – per item per day	$0.30	$0.30
Charges for damaged materials		
Rejacketing	$5.00	$5.00
CD & DVD case or slick replacement	$5.00	$5.00
RFID tags and barcode replacement	$5.00	$5.00
Charges for lost/totally damaged items	Item cost plus $5 admin fee	Item cost plus $5 admin fee
Replacement membership cards	$3.30	$3.30
Photocopying & PC printing		
A4 page (B&W)	$0.25	$0.25
A3 page (B&W)	$0.50	$0.50
A4 page (Colour)	$1.00	$1.00
A3 page (Colour)	$2.00	$2.00
Laminating		
Card laminating	$1.00	$1.00
A4 laminating	$1.50	$1.50
Facsimile		
Australia – first page	$2.00	$2.00
Overseas – first page	$5.00	$5.00
Subsequent pages	$1.00	$1.00
Earphones	$1.00	$1.00
USB stick	$10.00	$10.00
Meeting rooms – Bannockburn, Belmont, Corio, Newcomb & Waurn Ponds *		
Commercial/Professional user – per hour	$50	$50
Commercial/Professional user – per day	$300	$300
Community user – per hour	$10	$10
Community user– per day	$60	$60
Audio visual equipment – commercial/professional user	Included in room hire rates	Included in room hire rates
Audio visual equipment – community user	Included in room hire rates	Included in room hire rates

All fees and charges inclusive of GST

Geelong Library and Heritage Centre

The following schedule lists venue hire fees and charges for the new Geelong Library and Heritage Centre spaces including commercial and discounted community hire rates.

Full Fee Rates

Venue	Hourly Rate Mon-Fri 8am-10pm	Half Day	Full Day	Evening Loading	Weddings/ Exhibitions/ Tradeshows	Weekend & Pubic Holiday Half Day Rate	Weekend & Public Holiday Full Day Rate	Kitchen Levy	Special Notes
Level 5 - Event Space Room 1	100	420	780	70/hr	1,000	570	1,250	30/hr	AV
Level 5 - Event Space Room 2	120	500	1,000	70/hr	1,500	625	975	30/hr	AV and Balcony
Level 5 - Event Space Combined	180	680	1,300	70/hr	2,500	850	1,625	30/hr	AV & Balcony
Level 4 - Meeting Room 1	100 *	330	500	POA		412	625		Library Hours Only
Level 2 - Meeting Room 1	100 *	300	500	POA		375	625		
Level 2 - Meeting Room 2	60 *	150	250	POA		185	313		
Level 2 - Meeting Room 3	60 *	130	230	POA		163	288		
Level 2 - Meeting Room 4	60 *	130	230	POA		163	288		
Level 2 - Meeting Room 5	70 *	170	270	POA		213	267		
Level 1 - Glass House	80 *	170	300	POA		213	375		Library Hours Only
* 2 hr. minimum Mon-Friday									

Labour Rates and Charges		Discount Rates		Event Space	Meeting Space	Bonds (refundable)	
Venue Support Staff	50/hr	Government		10%	10%	Event Security Bond	500
AV Technician	60/hr	Education & Training		20%	20%	Meeting Security Bond	100
Cleaning	35/hr	Not For Profit with Funding		20%	20%	Key/Swiper Bond	75
Room Set-up/Dismantle	35/hr	Not for Profit without Funding		25%	50%		
Security Lock Down	66	Incorporated/Non Incorporated with Community Benefit		25%	25%		
Rubbish Removal	100						
		Regular Hirer (at least 1/month)		25%	25%		
		Interest Groups/Community Groups		50%	80%		

No discounts for weddings/exhibitions or tradeshows

Appendix B

Strategic Resourcing Plan Statements
For the four years ended 30 June 2019

GEELONG REGIONAL LIBRARY CORPORATION
COMPREHENSIVE INCOME STATEMENT
FOR THE FOUR YEARS ENDED 30 JUNE 2019

	Budget	Plan	Plan	Plan
	*	**		
	2015-2016	2016-2017	2017-18	2018-19
	$	$	$	$
Recurrent Income				
Member Council Contributions	9,941,852	10,908,463	11,453,886	12,026,580
State Government Grants	1,825,898	1,917,193	1,974,709	2,033,950
Fees & Charges	311,507	342,867	342,867	342,867
Interest & Sundry Income	140,000	147,000	154,350	162,068
Total Recurrent Income	**12,219,257**	**13,315,523**	**13,925,811**	**14,565,464**
Recurrent Expenditure				
Employee Related				
Salaries	7,870,555	8,678,367	9,112,285	9,567,899
Workcover / Superannuation	777,489	886,070	930,373	976,892
General Works - Materials	89,222	99,043	101,420	103,854
General Works - Plant, Vehicle Costs	79,646	81,558	83,515	85,519
General Works - External Services	1,105,108	1,131,631	1,158,790	1,186,601
Administration	293,498	296,190	303,299	310,578
Professional Services	312,536	319,013	326,669	334,509
Utilities	422,186	431,294	441,646	452,245
Depreciation	1,983,000	2,103,000	2,223,000	2,343,000
(Gain)/Loss on Sale of Plant & Equipment	(750)	(767)	(785)	(804)
Total Recurrent Expenditure	**12,932,490**	**14,025,398**	**14,680,211**	**15,360,293**
Recurrent Surplus / (Deficit)	**(713,233)**	**(709,876)**	**(754,400)**	**(794,829)**
Non Recurrent Income				
Capital Grants & Income	10,000	10,000	10,000	10,000
Unfunded Superannuation Contributions	195,000	-	-	-
Non Recurrent Expenditure				
Defined Benefits Superannuation Liability Fees	15,000	-	-	-
NET SURPLUS / (DEFICIT)	**(523,233)**	**(699,876)**	**(744,400)**	**(784,829)**

* Includes 9 months of operation of the new Geelong Library and Heritage Centre

** Includes 12 months of operation of the new Geelong Library and Heritage Centre

GEELONG REGIONAL LIBRARY CORPORATION
BALANCE SHEET
FOR THE FOUR YEARS ENDED 30 JUNE 2019

	Budget 2015-16	Plan 2016-17	Plan 2017-18	Plan 2018-19
*Year End 30 June Balances	$	$	$	$
Current Assets				
Cash and Investments	612,663	415,054	327,922	320,360
Receivables	50,000	50,000	50,000	50,000
Prepayments	33,678	33,678	33,679	33,679
Total Current Assets	**696,341**	**498,732**	**411,601**	**404,039**
Current Liabilities				
Payables	332,650	262,249	230,600	216,668
Provisions	1,519,364	1,625,364	1,731,364	1,837,364
Total Current Liabilities	**1,852,014**	**1,887,613**	**1,961,964**	**2,054,032**
Net Current Assets	**(1,155,673)**	**(1,388,881)**	**(1,550,363)**	**(1,649,993)**
Non-Current Assets				
Property, Plant & Equipment	10,600,000	10,097,733	9,440,466	8,663,199
Total Non-Current Assets	**10,600,000**	**10,097,733**	**9,440,466**	**8,663,199**
Non-Current Liabilities				
Creditors and Provisions	460,599	425,000	350,650	258,582
Total Non-Current Liabilities	**460,599**	**425,000**	**350,650**	**258,582**
NET ASSETS	**8,983,728**	**8,283,852**	**7,539,453**	**6,754,624**
Ratepayers Equity				
Members Contribution	3,886,011	3,886,011	3,886,011	3,886,011
Accumulated Surplus	5,097,717	4,397,841	3,653,442	2,868,613
TOTAL EQUITY	**8,983,728**	**8,283,852**	**7,539,453**	**6,754,624**

GEELONG REGIONAL LIBRARY CORPORATION
STATEMENT OF CASH FLOWS
FOR THE FOUR YEARS ENDED 30 JUNE 2019

	Budget	Plan	Plan	Plan
	2015-2016	2016-2017	2017-18	2018-19
	$	$	$	$
Cash Flows from Operating Activities				
Payments				
Employee Costs	(8,648,044)	(9,564,436)	(10,042,658)	(10,544,791)
General Works / Utilities / Disbursements	(1,701,412)	(1,743,526)	(1,785,371)	(1,828,219)
Administration / Professional Services	(600,784)	(615,203)	(629,968)	(645,087)
	(10,950,240)	**(11,923,165)**	**(12,457,996)**	**(13,018,097)**
Receipts				
Member Contributions	9,941,852	10,908,463	11,453,886	12,026,580
Fees and Charges	311,507	342,867	342,867	342,867
Interest & Sundry Income	140,000	147,000	154,350	162,068
Government Grants	1,825,898	1,917,193	1,974,709	2,033,950
	12,219,257	**13,315,523**	**13,925,811**	**14,565,464**
Net Cash Inflow from Operating Activities	**1,269,017**	**1,392,357**	**1,467,815**	**1,547,367**
Cash Flows from Investing Activities				
Capital Expenditure	(1,600,733)	(1,600,733)	(1,565,733)	(1,565,733)
Capital Income	10,000	10,000	10,000	10,000
Proceeds from Sale of Plant and Equipment	750	767	785	804
Net Cash Outflow from Investing Activities	**(1,589,983)**	**(1,589,966)**	**(1,554,948)**	**(1,554,929)**
Cash Flows from Financing Activities				
Special Member Contributions	195,000	-	-	-
Defined Superannuation Liability Payments	(195,000)	-	-	-
Net Increase (Decrease) in Cash Held	**(320,966)**	**(197,609)**	**(87,133)**	**(7,562)**
Cash at the Beginning of the Financial Year	933,629	612,663	415,054	327,922
Cash at the end of the Financial Year	**612,663**	**415,054**	**327,922**	**320,360**

**GEELONG REGIONAL LIBRARY CORPORATION
STATEMENT OF CAPITAL WORKS
FOR THE FOUR YEARS ENDED 30 JUNE 2019**

	Budget	Plan	Plan	Plan
	2015-2016	**2016-2017**	**2017-18**	**2018-19**
	$	**$**	**$**	**$**
Collections	1,230,733	1,230,733	1,230,733	1,230,733
IT Infrastructure	250,000	250,000	250,000	250,000
Branch Furniture, Fittings & Equip	50,000	50,000	50,000	50,000
Vehicle Replacement	70,000	70,000	35,000	35,000
Total Capital Expenditure	**1,600,733**	**1,600,733**	**1,565,733**	**1,565,733**
Represented by:				
New asset expenditure	-	-	-	-
Asset renewal expenditure	1,600,733	1,600,733	1,565,733	1,565,733
Total Capital Expenditure	**1,600,733**	**1,600,733**	**1,565,733**	**1,565,733**
Funding sources:				
Grants	-	-	-	-
GRLC Cash	1,600,733	1,600,733	1,565,733	1,565,733
Total Funding Sources	**1,600,733**	**1,600,733**	**1,565,733**	**1,565,733**

GEELONG REGIONAL LIBRARY CORPORATION
STATEMENT OF HUMAN RESOURCES
FOR THE FOUR YEARS ENDED 30 JUNE 2019

	Budget 2015-2016 $	Plan 2016-2017 $	Plan 2017-18 $	Plan 2018-19 $
Staff expenditure				
Salaries - operating	7,870,555	8,678,367	9,112,285	9,567,899
Salaries - capital	-	-	-	-
Total staff expenditure	**7,870,555**	**8,678,367**	**9,112,285**	**9,567,899**
	*	**		
	EFT	EFT	EFT	EFT
Staff EFT				
Library and heritage services	110.7	111.1	111.1	111.1
Total EFT at 30 June	**110.7**	**111.1**	**111.1**	**111.1**

EFT = equivalent full time

* Includes 9 months of operation of the new Geelong Library and Heritage Centre
** Includes 12 months of operation of the new Geelong Library and Heritage Centre

Appendix C

**Reading the Future: Next Generation Libraries, Library Plan
2013 to 2017 Year 3 2015/16 Priorities**

The table on the following pages details the priorities for Year 3 – 2015/16 of the Library Plan.

1. Digital library **Develop, lead and implement technology-enabled service delivery models so that people can access our library collections, services and programs – anywhere any time.**		Year 3 Actions
1.1	Develop a Digital Library Strategy that articulates the library's technology offer and capability and increases the capacity of the digital library as a key destination for a range of library services.	Continue implementation of Digital Strategy developed in Year 1
1.2	Position the library to take best possible advantage of opportunities created by the NBN and enable innovative digital library and information services.	Continue identifying collaboration opportunities including Geelong Secondary Schools and Community Digital Learning Hub Project.
1.3	Redesign and expand web presence to be interactive, intuitive and content rich.	Launch new website
1.4	Work with other libraries, cultural institutions and library users to collaboratively create, deliver and manage digital content.	Identify partners. Pilot project/s.
1.5	Improve access to collections and resources by adding a 'discovery layer' capability to the catalogue.	Launch discovery layer.
1.6	Lead the adoption of and opportunities for community access to new and emerging technologies.	Roll out new Info Tech equipment including tablets and chrome books in the new GLHC.
1.7	Investigate the feasibility of a Digital Hub providing public access to online resources digital collections and infrastructure.	Open GLHC as a centre of excellence for digital technologies and resources. Collaborate with synergistic partners including involvement in the Community Digital Learning Hub Project.
1.8	Explore the potential for including "maker" technology spaces for experimentation, digital content creation and technology equipment and software development in libraries.	Develop maker space at Corio Library.
1.9	Provide digital literacy training to enable development of greater technology skill levels of library staff and community members including e-learning and online training modules.	Continue digital literacy program responding to community need and new technologies. Facilitate usage of Library spaces for digital learning.
1.10	Utilise technology to extend services to remote and rural areas.	Work with Member Councils to explore opportunities. Ensure IT infrastructure capacity.

2. Welcoming places and spaces Present welcoming, purposeful and safe library facilities at the heart of the community.		Year 3 Actions
2.1	Work together with the City of Greater Geelong to deliver a new and innovative Geelong Library and Heritage Centre.	Participate in all relevant meetings and forums including Building phase Project Steering Group. Complete GLHC operation plans to ensure successful operation of GLHC late 2015.
2.2	Maintain continuity of quality library services in the temporary Geelong Library and showcase the forthcoming Geelong Library and Heritage Centre.	Interim Library operations from Geelong Temporary Library, Geelong West Library and Breakwater Storage facility. Implement operational plans including Moves Plan into new GLHC late 2015
2.3	Participate in planning and development of new and refurbished libraries (including Lara township plans, Leopold Stage 2, Waterworld Precinct Plan, Queenscliffe's Hesse Street Hub Project, Armstrong Creek, Surf Coast Precinct Masterplan, and Smythesdale Well).	Membership of and contribution to key planning forums to ensure delivery of optimum library infrastructure and services.
2.4	In partnership with Member Councils conduct a branch library network and opening hours review to ensure equitable access to library services across the region.	Work with member Councils to implement recommendation arising out of review undertaken in 14/15.
2.5	Continue implementation of 'Forward Motion' mobile library review endorsed findings and recommendations.	Continue to source funding for replacement of Golden Plains Mobile Library
2.6	Secure resources to replace current mobile library vehicles to provide greater range of services and technology to rural communities.	Investigate greater access to library resources and services to rural communities
2.7	Expand Community Library Service for members of the community unable to access libraries due to isolation, age, disability or frailty.	Work with Volunteer organisations and in particular Karingal Do Care Geelong and Volunteering Geelong to expand reach of service.
2.8	Investigate opportunities to provide multiple means of service delivery to rural communities including feasibility of postal service, digital access and access points for pick up and returns outside mobile library visit hours.	Explore opportunities for new and innovative approaches and conduct feasibility of implementation.
2.9	In partnership with member councils address ageing infrastructure, improve access for all and ensure safe public library facilities	Work effectively with member Council Community Facilities and Rural Access Officers to ensure optimum access and use of spaces.
2.10	Review and improve internal library layout, signage and facilities with a view to maximising public space and comfort for learning, study, work and leisure.	Develop Library places and spaces strategy focusing on optimising physical spaces for library services, collections and programming.
2.11	Review and update the Disability Action Plan.	Previous Plan implemented. Commence development of new Disability Action Plan

2.12	Encourage and facilitate community use of libraries as meeting places.	Implement findings of Meeting Rooms review. Active marketing and promotion of meeting spaces to encourage maximum usage.

3. Customer–driven collections **Maintain extensive and diverse print and digital collections that cater to users' reading preferences and information, literacy and learning needs.**		**Year 3 Actions**
3.1	Increase resources for the procurement of a broad range of print and digital content in response to customer demand, expectations and publishing trends.	Access additional funding resources.
3.2	Continue investment in quality children's collections that contribute to the development of reading literacy skills in our region	Working closely with Children's and Youth Team, children's services partners and state wide network to resource reading literacy development collections and support extensive offer of children's programs.
3.3	Establish collection of e-readers and tablets containing digital collection content for loan.	Continue Working with ALIA, PLVN and international networks advocating for Library Lending Rights within DRM environment
3.4	Review and update Collection Development Policy and implement Collection Management Plan.	Continue implantation of Collection Management Plan adopted 2014/15
3.5	Develop and implement collection strategy for the Geelong Library and Heritage Centre.	Continue implementation of Procurement strategy commenced in 2014/15
3.6	Investigate appropriate software systems to enable successful Integration of GRLC and Geelong Heritage Centre collections.	Work with CoGG Geelong Heritage Centre to commence implementation of market review.
3.7	Explore statewide and other collaborative opportunities to access collection materials in Languages Other Than English.	Promote and utilise state-wide collaborative bulk loans and services. Continue to develop LOTE e-resources.
3.8	Develop non-fiction collections that support the National Curriculum.	Commence implementation and provide specialist collection to support VCE students in GLHC
3.9	Explore opportunities for collaborative procurement of print and digital collections and resources.	Continue collaboration activities.

4. Reading community **Promote and deliver engaging library programs, events and activities that encourage a lifelong love of reading and increase social inclusion.**		Year 3 Actions
4.1	Create a Reader Development Strategy to ensure optimum tailoring, take up and impact of collections, services and programs.	Develop Plan.
4.2	Undertake a major survey of the community utilising the Libraries Building Communities survey tool every two years.	Survey undertaken in 2014/15. Due to be undertaken again in 16/17.
4.3	Continue targeted community engagement with key priority groups including young people, CALD communities, older people and people with disabilities.	Strengthen current partnerships and collaborations and build new partnerships.
4.4	Develop strong connections with a variety of networks including those delivering community events, programs and commemorations with a view to broader information sharing.	Broaden partnership base with key learning, literary and cultural organisations.
4.5	Increase community capacity in reading activities and programs including storytelling kits, book clubs, conversation circles, digital library book clubs, outreach with particular emphasis on rural and remote areas without ready access to library facilities and communities experiencing disadvantage.	Implement review of Children's and youth services delivery and staffing model.
4.6	Deliver a calendar of community focused programs and events that increase reading and digital literacy, increase lifelong learning, enable sharing of knowledge and debate, enhance cultural engagement and enjoyment.	Timely delivery of quarterly calendar with relevant programming content.
4.7	Continue major emphasis in provision of preschool and children's programs to increase reading literacy and lifelong learning skills.	Delivery of responsive literacy development programs for the region's young people.
4.8	Develop comprehensive marketing plan including targeted program and service development, re-branding and repositioning, membership strategy, promotional activity and materials.	Commence development of plan.
4.9	Develop comprehensive media and communication strategy to raise the profile and awareness of the GRLC.	Linked to and part of previous action.
4.10	Maximise use of relevant social media for the purpose of community engagement and information sharing.	Continue to maximise usage of appropriate social media avenues for promotion and engaging.
4.11	Redevelop library website as a major marketing and promotional tool.	Launch new website.
4.12	Strengthen engagement with youth through	Continue building on current partnership

	partnerships with youth organisations and agencies and the establishment of a Youth Library Advisory Group.	base including member council youth services teams and youth focused organisations.
4.13	Participate in public speaking engagement opportunities in order to further promote library services across a broad spectrum of community interests and groups including service clubs and community services networks.	Continue speaking engagements wherever possible.

5. Culture and heritage **Facilitate community access to the region's heritage, culture and creative endeavour.**		**Year 3 Actions**
5.1	Complete integration of GRLC and the Geelong Heritage Centre including collections and digitised content.	Develop Heritage Collection Management Plan.
5.2	Conduct a National Significance Assessment of heritage collections.	Acquire funds in order to complete significance study of Heritage collection
5.4	Establish a print and digital regional collection focused on arts and culture to be housed at the Geelong Library and Heritage Centre.	Implement specialist arts collection and adjust according to opening day feedback and usage.
5.5	Establish a niche market Readers and Writers Festival for the Geelong Region.	In partnership with CoGG and Deakin University participate in the delivery of the second Word for Word Non-Fiction Festival
5.6	Increase and diversify the range of literary programs and events.	Deliver wide range of literary programming for all ages.
5.7	Showcase the creative output of local writers, poets and artists though programming and collection development.	Continue delivery.
5.8	Develop arts and culture centred activity in libraries through provision of meeting spaces for creative activity including writing workshops, poetry readings, and creative arts workshops.	Provide space and assist in promotions.
5.9	Participate in the region's cultural festivals and events.	Map Festivals and participate as appropriate
5.10	Continue active membership of G21 Arts & Culture Pillar.	Attend and participate in Arts and Culture Pillar meetings
5.11	Offer community training in the use of information technology to optimise heritage and genealogy research skills and access.	Explore and implement partnership opportunities with SLV and PROV Provide training as part of quarterly calendar. Participate in the National Library Digital Preservation Training.

6. Collaboration and partnerships Collaborate and nurture partnerships with community, government and business organisations to achieve mutual benefits.		Year 3 Actions
6.1	Increase engagement with the Wathaurong Community to ensure the delivery of relevant library services and programs.	Increase participation in library services program delivery
6.2	Consult with Diversitat in the development and implementation of a Multicultural Library Services Action Plan	Commence development of Plan.
6.3	Participate actively in State Library of Victoria research and development projects	Membership and representation on relevant statewide project groups.
6.4	Work with Disability Organisations to improve access to library services and facilities.	Develop new Disability Action Plan
6.5	Explore opportunities to partner with Barwon Health and other health providers to contribute to the health and wellbeing of the region's communities	Deliver information and programs in partnership with relevant organisations and partners.
6.6	Work with Do Care, Volunteering Geelong and other volunteer organisations to increase library volunteer base and extend service delivery.	Work with volunteer organisations to implement GLHC volunteer recruitment program.
6.7	Strengthen partnerships with Deakin University and The Gordon libraries.	Increase opportunities for collaboration.
6.8	Work with Deakin University to conduct evidence-based evaluation of early literacy programs.	Explore further research opportunities.
6.9	Strengthen partnerships with Cultural Precinct organisations to enable integrated program planning and project delivery opportunities.	Participate in relevant precinct wide projects and activities including Geelong After Dark and GLHC opening programming.
6.10	Pursue opportunities to form strategic partnerships with key community learning and formal education organisations.	Explore and implement opportunities.
6.11	Continue active membership of G21 Education & Training Pillar.	Attend and participate in Education and Training Pillar meetings
6.12	Review the Sponsorship Policy and develop a Sponsorship Strategy Plan.	Implement findings of review and feasibility study.
6.13	Establish a GRLC Friends Group.	Develop Terms of Reference and commence recruitment.

7. Knowledgeable, innovative and accountable. Create an organisational culture that supports, expects and recognises relevant knowledge and expertise, excellent customer service, flexibility, innovation, governance and accountability.		Year 3 Actions
7.1	Complete design of the new workforce for the Geelong Library and Heritage Centre and develop a workforce planning process which proactively analyses future work needs and includes a responsive recruitment strategy.	Implement People Plan for GLHC. Undertake staff survey.
7.2	Strengthen leadership capability across the organisation and create staff forums that foster creativity and innovation in library services.	Team formation, training and forums. Encourage participation by GRLC staff in Shared Leadership Program and other formal training and professional development opportunities.
7.3	Develop a customer services strategy and training program in alignment with desired organisational culture and international library trends.	Develop strategy.
7.4	Ensure representation of GRLC on Victorian Public Library Network and State Library of Victoria statewide project committees and working groups.	Staff representation on key forums and groups.
7.5	Participate in statewide and local social and economic impact studies as appropriate to ensure that the results of library service provision are understood by the community and by funding bodies.	GRLC represented on advisory and working group of major research projects as developed in Triennium project planning.
7.6	Strengthen relationships between libraries and relevant local government units.	Continue to develop dialogue and key partnerships.
7.7	Participate in advocacy activities to ensure appropriate levels of State Government funding are directed to the Geelong Region and to the public library sector.	Participate actively in reviews, forums and campaigns that seek to increase the sustainability of public libraries.
7.8	Reposition the GRLC strategically in relation to changes in the Victorian State funding model following the MAC Review.	Continue to advocate for implementation of the MAC Review Recommendations. Improved State Government funding model and quantum.
7.10	Implement the Business Classification Scheme document management system, review and improve intranet access to key organisational documents and develop staff communications policy.	Implement business classification system and records management software.
7.11	Maintain financial sustainability through active advocacy for increased library funding, exploration of alternative streams of funding including philanthropic funds and develop business and community partnerships.	Influence Local and State Government. Explore and implement alternative streams of funding opportunities including foundation and sponsorship.
7.12	Investigate feasibility of establishing a GRLC Library Foundation.	Implement findings of feasibility study.

KEY PERFORMANCE INDICATORS

The success of the Geelong Regional Library Corporation in implementing this Strategic Plan, supporting the vision and adopting the actions described will be measured through the following aspirational, operational and accountability indicators. Progress will be measured and reported at the end of each financial year.

Indicator	Measure	Target (Standard)
Membership	Library members as % of population	60% by June 2017
Collection	Number of collection items per capita	Minimum 2.2 per capita (National enhanced target library standard)
Library use	▪ Number of annual library visits (physical, mobile, joint use) per capita ▪ Number of annual library visits (virtual) per capita	Equal to or above average level for Victorian public library services. Increasing usage trend.
Access to ICT	Number of public access PCs per capita	1 pc for every 2,000 population (National enhanced target library standards)
Program participation	Number of participants in library programs and activities (physical and online)	Equal to or above average level for Victorian public library services. Increasing usage trend.
User satisfaction	Library user satisfaction	Overall satisfaction rating of 4.5 or higher in library user surveys
Community strengthening	% of library users that believe the library: ▪ Is a hub for community activities and connections ▪ Encourages reading ▪ Helps to develop literacy skills	User ratings of 4.2 or higher in library user surveys
Social inclusion	▪ Library members by postcode ▪ Library participation and usage statistics	Increased membership and participation in library programs in targeted areas
Partnerships	Scope and level of engagement of community organisations and groups in library service planning and delivery	Increased number and range of service and planning partners.
Staffing	▪ Professional learning expenditure per EFT ▪ Overall staff satisfaction rating ▪ Staffing levels	Ability to meet annual training needs identified. Staff feedback and survey results National Library staff minimum standards
Funding	Library funding per capita	Equal to or above the median level for Victorian public library services
Facilities	Floor area per capita	*People Places* standard