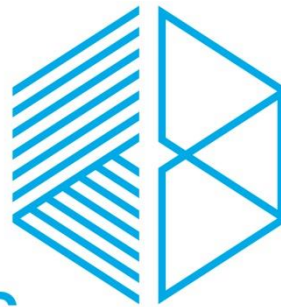


GEELONG
REGIONAL
LIBRARIES



**Budget 2016-2017
Strategic Resource Plan 2016-2020**

Adopted 27 June 2016

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Geelong Regional Library Corporation – Budget 2016-17

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, Waurin 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 November 2015 the new \$45.5M Geelong Library and Heritage Centre (GLHC) opened for business. This coming represents its first full year of operation.

GRLC's annual recurrent income is comprised as follows:

Recurrent Income	2014-15 Actual	2015-16 Budget	2016-17 Budget	2015-16 to 2016-17 Budget \$ Increase /-Decrease	2015-16 to 2016-17 Budget % Increase /-Decrease	% of 2016-17 Income	Comments
Member Council Contributions	8,414,749	9,941,852	10,591,921	650,069	6.5%	81%	The increase comprises: - \$0.31m in additional funding for the new GLHC from opening in October 2015 - \$0.34m increase for the existing library network
State Government Grants	1,772,717	1,825,898	1,863,936	38,038	2.1%	14%	While 2.1% is the budget to budget increase we note that the final confirmed level of funding for 2015-16 was \$1,814,621 and the budget assumption is an increase of 2.7% for 2016-17.
Fees & Charges	269,244	311,507	477,875	166,368	53.4%	4%	Increase due to anticipated increase in venue hire income from the Geelong Library and Heritage Centre and community libraries
Interest & Sundry Income	167,690	140,000	207,725	67,725	48.4%	2%	Sponsorships and donations income anticipated for the new Geelong Library and Heritage Centre
Total recurrent income	10,624,399	12,219,257	13,141,457	922,200	7.5%	100%	

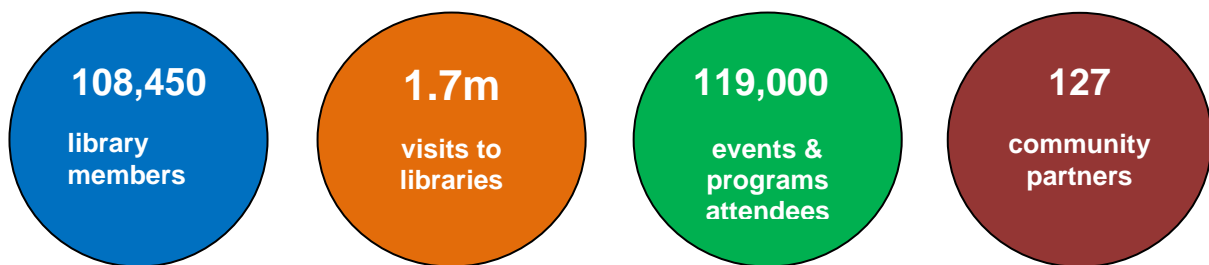
The Library Service is funded by Member Councils, the State Government and its own operations on the following basis:

- Member Council Contributions – 81% (2015-16 -82%)
- State Government Grants – 14% (2015-16 -15%)
- Fees & Charges – 4% (2015-16 - 2%)
- Interest & Sundry Income – 2% (2015-16 – 1%)

The Library Service is mindful of the cost pressures on Member Councils, particularly in light of the introduction of a rate cap this coming financial year of 2.5%, 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 2014-15 Annual Report demonstrates the following:

- 39% or 108,450 people are library members from a total population of 277,000 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 751,000 website visits
- Over 4,435 programs and events attracted 119,000 participants across children's, youth and adult programs
- An extensive reach into the community with 127 networks and partnerships



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	5 December 2015
2	Proposed budget submitted to the Board for approval	2 May 2016
3	Public notice advising intention to adopt budget	7 May 2016
4	Budget available for public inspection and comment (for at least 28 days) until	4 June 2016
5	Budget and submissions presented to the Board for adoption (must be adopted by 30 June)	27 June 2016
6	Copy of adopted Budget submitted to the Minister within 28 days of adoption	25 July 2016

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 4 – 2016-17 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 2016-17 budget has been prepared incorporating the following principles:

Service levels

Service levels post opening of the new Geelong Library and Heritage Centre:

- Library services - 755 hours per week, Geelong Library & Heritage Centre, 15 branch libraries, 2 mobile services, a community library service, an inter library loans service, events and lifelong learning programs
- Heritage services – 38 hours per week in a single location

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% increase. The four year Geelong Regional Library Corporation Enterprise Agreement No. 6 (2013) expires on 30 June 2017 and this year's increase is the final payable under the current agreement. Also included in salaries are banding increments and the cost of operating the new Geelong Library and Heritage Centre for a full 12 months. Total EFT has decreased by 1.1 last year to 109.6 in 2016-17.

- Superannuation at 9.5% and Worksafe premium at the current rate of 0.5%
- General expenditure – No increases wherever possible. Increases where contractually obligated.
- 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 \$95,000 and income stream in the form of donations at \$20,000 and venue hire revenue at \$205,375 is anticipated.

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 2016-17 Budget, which is included in this report, is for the year 1 July 2016 to 30 June 2017 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	2014-15 Actual	2015-16 Budget	2016-17 Budget	2015-16 to 2016-17 \$ Increase / -Decrease	2015-16 to 2016-17 % Increase / -Decrease
Operating					
Member Council Contributions	8,609,749	10,136,852	10,591,921	455,069	4.5%
State Government Grants - Operating	1,772,717	1,825,898	1,863,936	38,038	2.1%
Fees & Charges	269,244	311,507	477,875	166,368	53.4%
Interest & Sundry Income	189,147	140,000	207,725	67,725	48.4%
Subtotal - Operating	10,840,857	12,414,257	13,141,457	727,200	5.9%
Capital					
State Government Grants - Capital	49,421		49,102	9,102	-
Capital Contribution - City of Greater Geelong	1,760,000	10,000	10,000	-	-
Golden Plains Shire		-	-	-	-
Subtotal - Capital	1,809,421	10,000	59,102	49,102	-
Total Operating and Capital Revenue	12,650,278	12,424,257	13,200,559	776,302	6.2%

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	2014-15 Actual	2015-16 Budget	2016-17 Budget	2015-16 to 2016- 17 \$ Increase / - Decrease	2015-16 to 2016-17 % Increase / -Decrease
Borough of Queenscliffe	206,556	216,843	216,157	-686	-0.3%
City of Greater Geelong	7,295,649	8,727,252	* 9,273,532	546,280	6.3%
Golden Plains Shire	401,916	424,176	414,317	-9,859	-2.3%
Surf Coast Shire	495,523	558,476	**678,574	120,098	21.5%
Member Council Contributions - annual operating allocations	8,399,644	9,926,747	10,582,580	655,833	
City of Greater Geelong – Western Heights Library	15,105	15,105	15,105	-	-
Total Member Council Contributions	8,414,749	9,941,852	10,597,685	655,833	6.6%

* Includes increase for 12 months service at Geelong Library and Heritage Centre in 2016-17. 2015-16 budget included 9 months of service.

**Increase from 2015/16 actual to 2016/17 draft budget is 6%. Surf Coast Shire approved expansion of children's and youth services at the Torquay Library granting a further \$82,000 in recurrent contribution after the GRLC 2015/16 budget was adopted. The actual contribution in 2015/16 from Surf Coast Shire is \$640,196.

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 2.4% overall. The Department of Environment, Land, Water and Planning will confirm these grants in June 2016.
- *Premier's Reading Challenge Book Fund* – It is anticipated that this program will continue in 2016-17.

State Government Grant per member council	2014-15 Actual	2015-16 Budget	2016-17 Budget	2015-16 to 2016-17 \$ Increase / -Decrease	2015-16 to 2016-17 % Increase / -Decrease
Borough of Queenscliffe	59,296	61,075	72,011	10,936	17.9%
City of Greater Geelong	1,354,898	1,388,348	1,387,882	-466	0.0%
Golden Plains Shire	160,353	165,164	179,991	14,827	9.0%
Surf Coast Shire	205,157	211,312	224,052	12,740	6.0%
Subtotal - Public Libraries Funding Program	1,779,704	1,825,899	1,863,936	38,037	2.1%
Premiers Reading Challenge Book Fund	49,421	-	49,102.00	49,102	
Totals	1,829,125	1,825,899	1,913,038	87,139	4.8%

Note - the confirmed total for the Public Libraries Funding Program for 2015-16 was \$1,814,621 compared to the budget of \$1,825,899 representing \$11,278 less than budgeted. The confirmed 2015-16 level of funding has been used as the base to which an assumed 2.7% 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 benchmarked our prices each year since and again this year. Our comparison to five other library services indicate similar pricing except in a couple of areas. Increases in user fees and charges for Inter Library Loans and Printing/Photocopying are recommended in 2016-17.

Charges for the events space and meeting rooms in the new Geelong Library and Heritage Centre have been reviewed and amended. Venue hire fees adopted last year were set prior to the completion of the Geelong Library and Heritage Centre. Five months of operating the building and service as provided a greater understanding of demand and has resulted in proposed minor changes.

5.2 Cash Expenditure – Operating and Capital

Cash Expenditure - Operating and Capital (excluding depreciation and gain/loss on sale of plant & equipment)	2014-15 Actual	2015-16 Budget	2016-17 Budget	2015-16 to 2016-17 \$ Increase/ -Decrease	2015-16 to 2016-17 % Increase/ -Decrease
Operating					
Employee costs	6,742,199	8,702,179	9,240,342	538,163	6.2%
General works - materials	178,612	89,223	205,325	116,102	130.1%
General works - equip/vehicles	90,069	79,646	84,759	5,113	6.4%
General works - external services	965,566	1,118,542	1,054,600	63,942	-5.7%
Administration	222,707	289,248	323,753	34,505	11.9%
Professional services	299,596	303,349	459,210	155,861	51.4%
Utilities	429,164	422,187	457,126	34,939	8.3%
Unfunded superannuation liability charges	15,523	15,000		15,000	-100.0%
Subtotal operating expenditure	8,943,436	11,019,374	11,825,115	805,741	7.3%
Capital					
Capital replacement expenditure	2,075,896	1,600,733	1,633,483	32,750	2.0%
Capital expenditure on new library collection	926,431	-	-	-	
Subtotal capital expenditure	3,002,327	1,600,733	1,633,483	32,750	2.0%
Total Cash Expenditure - Operating and Capital	11,945,763	12,620,107	13,458,598	838,491	6.6%

5.2.1 Employee Expenses

Employee costs comprise around 68% of total cash expenditure (operating and capital) for 2016-17.

An expansion of the corporation's service delivery occurred in 2015-16 with the opening of the Geelong Library and Heritage Centre, a new central library in an iconic building of 6,000m² over five public levels and the budget for that year included 9 months of the first year of operation.

Increases in staff costs reflect a full 12 months of operating costs for the Geelong Library and Heritage Centre, 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%.

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 2016-17 \$	Comprises		Budget 2016-17 EFT	Comprises	
		Permanent Full Time \$	Permanent Part Time \$		Permanent Full Time EFT	Permanent Part Time EFT
Library services	7,856,635	5,214,905	2,641,730	100.0	62	38
Total permanent staff	7,856,635	5,214,905	2,641,730	100	62	38
Casuals and other	581,505			9.6		
Total *	8,438,140			109.6		

* 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. Increases only where contractually required.

General works – equipment & vehicles

This expenditure relates to the running costs of GRLC vehicles and mobile libraries.

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, Regional Library Support Centre Level 4 GLHC 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.

Professional services

This category includes expenditure anticipated on consultants, external audit and legal fees.

Utilities

Utilities largely reflect branch communications costs as indicated by Telstra for 2016-17 and contract with Aarnet for internet communications at the Geelong library and Heritage Centre..

5.2.3 Depreciation

For the purposes of the budget this non-cash item includes an estimated increase of \$100,000 for 2016-17 reflecting the increase in the asset base resulting from the new Geelong Library and Heritage Centre opened in 2015-16.

5.2.4 Capital Budget

The following table outlines the capital expenditure budget for 2016-17 and associated sourcing of funding.

Capital expenditure	2014-15 Actual	2015-16 Budget	2016-17 Budget	2015-16 to 2016-17 \$ Increase /- Decrease
Collections	951,005	1,230,733	1,230,733	-
IT Infrastructure	298,122	250,000	250,000	-
Branch furniture, fittings & equipment	6,815	50,000	50,000	-
Vehicle replacement	33,241	70,000		- 70,000
Mobile replacement *	523,069	-	102,750	102,750
Premiers Reading Challenge	50,246	-	-	-
New libraries and upgrades - CoGG for GLHC **	945,868	-	-	-
Total capital expenditure	2,808,366	1,600,733	1,633,483	32,750

* Mobile trailer refurbishment - this project is funded by a State Government Living Libraries infrastructure grant received late 2015-16 to be expended in 2016-17

Capital expenditure	2016-17 Budget	Funding sources	
		Grants \$	GRLC Cash \$
Collections	1,230,733	49,102	1,181,631
IT Infrastructure	250,000	-	250,000
Branch furniture, fittings & equipment	50,000	-	50,000
Vehicle replacement		-	-
Mobile Replacement	102,750	102,750	
Total capital expenditure	1,633,483	151,852	1,481,631

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 2014-15	Budget 2015-16	Budget 2016-17
Recurrent Income			
Member Council contributions	8,399,644	9,926,747	10,576,816
COGG - Western Heights	15,105	15,105	15,105
State Government grants	1,779,704	1,825,899	1,863,936
User charges	154,669	193,200	357,435
Other fees and charges	114,575	118,307	120,440
Interest on investments	121,795	80,000	95,000
Sundry income	83,434	114,133	112,725
Total Recurrent Income	10,668,926	12,273,391	13,141,457
Recurrent Expenditure			
Employee Related			
Salaries	6,182,199	8,663,866	8,438,140
Superannuation & workcover	560,000	38,313	802,202
	6,742,199	8,702,179	9,240,342
Goods and Services			
General works - materials	178,612	89,223	205,325
General works - equip/vehicles	90,069	79,646	84,759
General works - external services	975,494	1,118,542	1,073,500
Administration	222,707	289,248	323,753
Professional services	299,596	303,349	459,210
Utilities	429,164	422,187	457,126
Depreciation	2,074,985	1,983,000	2,083,000
(Gain)/Loss on Sale of Plant & Equipment	23,830	- 750	- 15,000
Total recurrent expenditure	11,036,656	12,986,624	13,912,015
Recurrent surplus / -deficit	- 367,730	- 713,233	- 770,558
Non recurrent income			
Capital grants and income	1,810,182	10,000	59,102
Unfunded superannuation contribution	195,000	195,000	-
Non recurrent expenditure			
Unfunded superannuation liability	15,523	15,000	-
Net surplus / - deficit	1,621,929	- 523,233	- 711,456

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 2014-15	Budget 2015-16	Budget 2016-17
Operating	3,814,817	1,269,017	1,297,442
Investing	- 3,596,852-	1,589,983-	1,559,381
Net increase/-decrease in cash held	217,965-	320,966-	261,939
Cash at beginning of financial year	1,798,411	933,629	612,663
Cash at end of financial year	2,016,376	612,663	350,724

6.1 Cash at End of the Year

Overall total cash is forecast to decline to around \$345,000 at 30 June 2017.

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 \$850,492 at 30 June 2015. 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 2014-15	Budget 2015-16	Budget 2016-17
Assets and Liabilities			
Total Assets	13,983,630	11,296,341	10,551,357
Total Liabilities	1,714,959	2,312,613	2,279,085
Net Assets	12,268,671	8,983,728	8,272,272
Equity	12,268,671	8,983,728	8,272,272

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 employee provisions and reserves. Equity consists of member contributions and the accumulated accounting surplus.

7.2 Borrowings

GRLC had no borrowings during the year 2015-16 and will not be taking out any borrowings for the 2016-17 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 2016-17 to 2019-20 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	2015-16 Budget \$	2016-17 Budget \$	2017-18 Plan \$	2018-19 Plan \$	2019-20 Plan \$
Operating result - surplus/-deficit	-	-	-	-	-
Cash and investments	523,233	711,456	686,916	714,891	683,079
Net increase/-decrease in cash	492,142	350,724	316,075	353,451	557,639
Capital expenditure	612,663	261,939	34,649	37,376	204,188
	1,600,733	1,633,483	1,530,733	1,530,733	1,495,733

The key outcomes of the Plan are as follows:

- Financial sustainability**
 While the operating result is a deficit from 2016-17 onwards we note that this is largely related to increases in the cost of depreciation, 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 increase**
 Cash and investments increase from \$492,000 in 2015-16 to \$552,000 in 2019-20. 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 2016-17 to 2019-20) will total \$6.2m at an average of \$1.55m per year

8.3 Service Delivery Strategy

Since opening the Geelong Library and Heritage Centre in November 2015 opening hours have increased.

- Library services - 755 hours per week, a central library and heritage centre, 15 branch libraries, 2 mobile services, a community library service, an inter library loans service and events and programs
- Heritage services – 38 hours per week in a single location.

8.4 Strategic Resource Plan Assumptions

- Member Council Contributions for 2016-17, excluding the additional three months of operation for the Geelong Library and Heritage Centre reflect an average 2.5% increase across the four member councils. Additionally an amount of \$314,000 forms part of the City of Greater Geelong's full 12 months of operations for the Geelong Library and Heritage Centre in 2016-17 and an average increase in contribution of 2.5% each year is assumed.
- State Government Grants are forecast to increase at 2.7% for 2016-17 and following years at 4% per annum.
- User Fees & Charges – largely remain at 2015-16 levels except for inter-library loans and printing/photocopying..
- 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, donations and venue hire.
- Employee costs – increased by 6.2% in 2016-17 largely due to 12 months of operation of the Geelong Library and Heritage Centre and 2.8% for each year thereafter the each year to cover Enterprise Agreement increases and salary banding increments from 2016-17 onwards. 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.
- Depreciation costs are estimated to increase by an average \$100,000 in the years 2016-17 to 2019-20 due to the increase in the asset base since the opening of the new Geelong Library and Heritage Centre.
- The 2016-17 confirmed level of capital grants for collections of \$59,102 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.
- Capital expenditure has been maintained at 2015-16 levels with no increases over the next four years. In addition expenditure of \$102,750 in the 2016-17 year on a major refurbishment of the Golden Plains Mobile Library trailer will occur. While the lower levels 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 or maintain appropriate replacement. Estimates of the cost of replacement of one vehicle in 2018-19 and two vehicles in 2019/20 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	2016-2017 Budget	2017-2018 Plan	2018-19 Plan	2019-20 Plan
Underlying Result (%)	-6%	-6%	-6%	-5%
Recurrent Surplus-Deficit / Total Recurrent Income				
Measures surplus/-deficit as a % of revenue				
Working Capital or Liquidity	0.22	0.21	0.22	0.31
Current Assets / Current Liabilities				
Assesses GRLC's ability to meet current commitments				
Adjusted Working Capital or Adjusted Liquidity	0.33	0.32	0.34	0.48
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	0.78	0.70	0.67	0.63
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 2020 - refer Appendix B
- Library Plan 2013-2017 – Year 4 – 2016-17 Priorities – refer Appendix C

Appendix A

Fees and Charges Schedule

	2015-16	Proposed 2016-17
Overdue fees		
Adults collection, music CDs and DVDs – per item per day	\$0.30	\$0.30
Inter Library Loans (ILL)		
From non-GRLC public libraries	\$0.00	\$5.00
Where an ILL cost is charged by a non-GRLC lending library - will be charged to the library member plus postage	\$0.00	\$16.50- plus postage costs
Charges for damaged materials		
Rejacketing	\$5.00	\$6.00
CD & DVD case or slick replacement	\$5.00	\$6.00
RFID tags and barcode replacement	\$5.00	\$6.00
Charges for lost/totally damaged items	Item cost plus \$5 admin fee	Item cost plus \$6 admin fee
Replacement membership cards	\$3.30	\$3.30
Photocopying & PC printing		
A4 page (B&W)	\$0.20	\$0.30
A3 page (B&W)	\$0.50	\$0.60
A4 page (Colour)	\$1.00	\$1.00
A3 page (Colour)	\$2.00	\$2.00
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
Professional Heritage research Professional Research by Heritage Centre staff - \$49.00 per hour	\$49.00 per hour	\$50.00 per hour
High resolution digital or hard copy prints images from Heritage Collection	\$20 per image	\$20 per image
Meeting rooms – Bannockburn, Belmont, Corio, Newcomb & Waurin 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 Geelong Library and Heritage Centre spaces including commercial and discounted community hire rates.

GEELONG LIBRARY & HERITAGE CENTRE SCHEDULE OF FEES 2016/17

Venue	Hourly Rate Mon-Fri	Half Day Rate Mon-Fri (up to 5 hrs.)	Full Day Rate Mon-Fri (up to 9 hrs.)	Weddings
Level 5 High Ground Wurdi Youang Combined Space (Min. 3 hours)	\$180.00	\$680.00	\$1,360.00	\$1,800.00
Level 5 High Ground Wurdi Youang North (Min. 3 hours Mon-Fri)	\$120.00	\$500.00	\$864.00	\$1,400.00
Level 5 High Ground Wurdi Youang South (Min. 3 hours Mon-Fri)	\$100.00	\$420.00	\$800.00	n/a
Level 4 Board Room (special requests only)	\$70.00	\$280.00	\$410.00	
Level 2 Meeting Room	\$40.00	\$160.00	\$300.00	
Level 2 - Discussion Rooms (1,2,3,4)	\$30.00	\$120.00	\$240.00	
Level 1 - Activities Room (limited availability)	\$70.00	\$315.00	\$504.00	
Discounts				
Commercial/Business	0%			
Government	25%			
Community/Not for Profit Level 5 Wurdi Youang High Ground	50%			
Discounts of up to 30% will be applied for multiple bookings over a defined period e.g. weekly bookings over a 3 month period.				
Bonds (if applicable)				
Bond - Functions	\$500.00			
Bond - Classes/Meetings	\$100.00			
Bond - Key/Swiper	\$75.00			

Other fees will be charged at an hourly rate for cleaning, set up, technical support and Duty Manager on a cost recovery basis.

Cancellation fees will be applied where appropriate .

Usage agreements outside these fees may be made with Member Councils and Cultural Precinct partners such as Geelong Gallery.

Appendix B

Strategic Resourcing Plan Statements For the four years ended 30 June 2020

Appendix B

GEELONG REGIONAL LIBRARY CORPORATION COMPREHENSIVE INCOME STATEMENT FOR THE FOUR YEARS ENDED 30 JUNE 2020

	Budget	Plan	Plan	Plan
	2016-2017	2017-2018	2018-19	2019-20
	\$	\$	\$	\$
Recurrent Income				
Member Council Contributions	10,591,921	10,856,719	11,128,137	11,406,340
State Government Grants	1,863,936	1,932,499	2,009,799	2,090,191
Fees & Charges	477,875	532,875	607,875	702,875
Interest & Sundry Income	207,725	227,725	247,725	267,725
Total Recurrent Income	13,141,457	13,549,818	13,993,536	14,467,132
Recurrent Expenditure				
Employee Related				
Salaries	8,438,140	8,674,408	8,917,291	9,166,975
Workcover / Superannuation	802,202	824,664	847,754	871,491
General Works - Materials	205,325	210,458	215,720	221,113
General Works - Plant, Vehicle Costs	84,759	86,878	89,050	91,276
General Works - External Services	1,073,500	1,100,338	1,127,846	1,156,042
Administration	323,753	331,847	340,143	348,647
Professional Services	459,210	430,690	481,458	493,494
Utilities	457,126	468,554	480,268	492,275
Depreciation	2,083,000	2,183,000	2,283,000	2,383,000
(Gain)/Loss on Sale of Plant & Equipment	(15,000)	(15,000)	(15,000)	(15,000)
Total Recurrent Expenditure	13,912,015	14,295,836	14,767,530	15,209,313
Recurrent Surplus / (Deficit)	(770,558)	(746,018)	(773,993)	(742,181)
Non Recurrent Income				
Capital Grants & Income	59,102	59,102	59,102	59,102
Unfunded Superannuation Contributions		-	-	-
Non Recurrent Expenditure				
Defined Benefits Superannuation Liability Fees		-	-	-
NET SURPLUS / (DEFICIT)	(711,456)	(686,916)	(714,891)	(683,079)

Appendix B

**GEELONG REGIONAL LIBRARY CORPORATION
BALANCE SHEET
FOR THE FOUR YEARS ENDED 30 JUNE 2020**

	Budget 2016-17	Plan 2017-18	Plan 2018-19	Plan 2019-20
*Year End 30 June Balances	\$	\$	\$	\$
Current Assets				
Cash and Investments	350,724	316,075	353,451	557,639
Receivables	50,000	50,000	50,000	50,000
Prepayments	150	33,678	33,679	33,679
Total Current Assets	400,874	399,753	437,130	641,318
Current Liabilities				
Payables	370,432	333,559	301,910	287,978
Provisions	1,448,054	1,554,054	1,660,054	1,766,054
Total Current Liabilities	1,818,486	1,887,613	1,961,964	2,054,032
Net Current Assets	(1,417,612)	(1,487,860)	(1,524,834)	(1,412,714)
Non-Current Assets				
Property, Plant & Equipment	10,150,483	9,498,216	8,745,949	7,858,682
Total Non-Current Assets	10,150,483	9,498,216	8,745,949	7,858,682
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	8,272,272	7,585,356	6,870,465	6,187,386
Ratepayers Equity				
Members Contribution	3,886,011	3,886,011	3,886,011	3,886,011
Accumulated Surplus	4,386,261	3,699,345	2,984,454	2,301,375
TOTAL EQUITY	8,272,272	7,585,356	6,870,465	6,187,386

**GEELONG REGIONAL LIBRARY CORPORATION
STATEMENT OF CASH FLOWS
FOR THE FOUR YEARS ENDED 30 JUNE 2020**

	Budget	Plan	Plan	Plan
	2016-2017	2017-2018	2018-19	2019-20
	\$	\$	\$	\$
Cash Flows from Operating Activities				
Payments				
Employee Costs	(9,240,342)	(9,499,072)	(9,765,046)	(10,038,467)
General Works / Utilities / Disbursements	(1,820,710)	(1,866,228)	(1,912,883)	(1,960,706)
Administration / Professional Services	(782,963)	(762,537)	(821,601)	(842,141)
	(11,844,015)	(12,127,836)	(12,499,530)	(12,841,313)
Receipts				
Member Contributions	10,591,921	10,856,719	11,128,137	11,406,340
Fees and Charges	477,875	532,875	607,875	702,875
Interest & Sundry Income	207,725	227,725	247,725	267,725
Government Grants	1,863,936	1,932,499	2,009,799	2,090,191
	13,141,457	13,549,818	13,993,536	14,467,132
Net Cash Inflow from Operating Activities	1,297,442	1,421,982	1,494,007	1,625,819
Cash Flows from Investing Activities				
Capital Expenditure	(1,633,483)	(1,530,733)	(1,530,733)	(1,495,733)
Capital Income	59,102	59,102	59,102	59,102
Proceeds from Sale of Plant and Equipment	15,000	15,000	15,000	15,000
Net Cash Outflow from Investing Activities	(1,559,381)	(1,456,631)	(1,456,631)	(1,421,631)
Cash Flows from Financing Activities				
Special Member Contributions		-	-	-
Defined Superannuation Liability Payments		-	-	-
Net Increase (Decrease) in Cash Held	(261,939)	(34,649)	37,376	204,188
Cash at the Beginning of the Financial Year	612,663	350,724	316,075	353,451
Cash at the end of the Financial Year	350,724	316,075	353,451	557,639

Appendix B

**GEELONG REGIONAL LIBRARY CORPORATION
STATEMENT OF CAPITAL WORKS
FOR THE FOUR YEARS ENDED 30 JUNE 2020**

	Budget	Plan	Plan	Plan
	2016-2017	2017-2018	2018-19	2019-20
	\$	\$	\$	\$
Collections	1,230,733	1,230,733	1,195,733	1,125,733
IT Infrastructure	250,000	250,000	250,000	250,000
Branch Furniture, Fittings & Equip	50,000	50,000	50,000	50,000
Vehicle Replacement	-		35,000	70,000
Mobile Library	102,750			
Total Capital Expenditure	1,633,483	1,530,733	1,530,733	1,495,733
Represented by:				
New asset expenditure	-	-	-	-
Asset renewal expenditure	1,633,483	1,530,733	1,530,733	1,495,733
Total Capital Expenditure	1,633,483	1,530,733	1,530,733	1,495,733
Funding sources:				
Grants	49,102	-	-	-
GRLC Cash	1,633,483	1,530,733	1,530,733	1,495,733
Total Funding Sources	1,682,585	1,530,733	1,530,733	1,495,733

**GEELONG REGIONAL LIBRARY CORPORATION
STATEMENT OF HUMAN RESOURCES
FOR THE FOUR YEARS ENDED 30 JUNE 2020**

	Budget 2016-2017 \$	Plan 2017-2018 \$	Plan 2018-19 \$	Plan 2019-20 \$
Staff expenditure				
Salaries - operating	8,438,140	8,674,408	8,917,291	9,166,975
Salaries - capital	-	-	-	-
Total staff expenditure	8,438,140	8,674,408	8,917,291	9,166,975
	*	**		
	EFT	EFT	EFT	EFT
Staff EFT				
Library and heritage services	109.6	109.6	109.6	109.6
Total EFT at 30 June	109.6	109.6	109.6	109.6

EFT = equivalent full time

Appendix C

Reading the Future: Next Generation Libraries Library Plan 2013-2017 Year 4 2016/17 Annual Priorities

**Reading the Future: Next Generation Libraries, Library Plan 2013-2017
Year 4 2016/17 Annual Priorities**

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 4 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.	Implement final stage of <i>Digital Strategy 2014-17</i> .
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 involvement with Geelong Secondary Schools and Community Digital Hub Project – as one of the three strategic partners
1.3	Redesign and expand web presence to be interactive, intuitive and content rich.	Implement evaluation stage of website project
1.4	Work with other libraries, cultural institutions and library users to collaboratively create, deliver and manage digital content.	Progress projects with State Library Of Victoria and in particular Digital Preservation Training (Library of Congress)
1.5	Improve access to collections and resources by adding a ‘discovery layer’ capability to the catalogue.	Completed
1.6	Lead the adoption of and opportunities for community access to new and emerging technologies.	Roll out new digital technologies introduced to the Geelong Library & Heritage Centre to other libraries in the network.
1.7	Investigate the feasibility of a Digital Hub providing public access to online resources digital collections and infrastructure.	Completed. Investigate opportunities for locations other than GLHC.
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 spaces at Corio Library and Newcomb libraries. Dependent on success of GSSC Digital Hub project.

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 programming responsive to community need and emerging new technologies including rural communities. 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 subject to local internet infrastructure and capacity.

2. Welcoming places and spaces Present welcoming, purposeful and safe library facilities at the heart of the community.		Year 4 Actions
2.1	Work together with the City of Greater Geelong to deliver a new and innovative Geelong Library and Heritage Centre.	Completed
2.2	Maintain continuity of quality library services in the temporary Geelong Library and showcase the forthcoming Geelong Library and Heritage Centre.	Completed
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.	Branch Library Network Review completed. Conduct opening hours and staffing levels review.
2.5	Continue implementation of 'Forward Motion' mobile library review endorsed findings and recommendations.	Complete the refurbishment of the 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.	Completed
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 Volunteering Geelong to extend the involvement of volunteers in library programs.
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. Work with Golden Plains Shire on development of a pilot project at The Well.
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 4 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 the Children's and Youth Services 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 Continue development of tablet and mobile device service.
3.4	Review and update Collection Development Policy and implement Collection Management Plan.	Continue - implementation of Collection Management Plan adopted 2014/15
3.5	Develop and implement collection strategy for the Geelong Library and Heritage Centre.	Completed
3.6	Investigate appropriate software systems to enable successful Integration of GRLC and Geelong Heritage Centre collections.	Completed
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.	Completed
3.9	Explore opportunities for collaborative procurement of print and digital collections and resources.	Continue collaboration activities led by the SLV and State Government.

4. Reading community Promote and deliver engaging library programs, events and activities that encourage a lifelong love of reading and increase social inclusion.		Year 4 Actions
4.1	Create a Reader Development Strategy to ensure optimum tailoring, take up and impact of collections, services and programs.	PLVN Reader Development subcommittee established. Ensure active participation in research and implementation programs.
4.2	Undertake a major survey of the community utilising the Libraries Building Communities survey tool every two years.	Undertake 16/17 survey and analyse results.
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. Continue collaborations with community organisations and groups.
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. Achieve READ quality assurance accreditation and undertake an annual review of literacy programs across the network.
4.8	Develop comprehensive marketing plan including targeted program and service development, re-branding and repositioning, membership strategy, promotional activity and	Commence implementation of plan.

	materials.	
4.9	Develop comprehensive media and communication strategy to raise the profile and awareness of the GRLC.	Linked to and part of previous action. Commence implementation of a communications plan.
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 engagement.
4.11	Redevelop library website as a major marketing and promotional tool.	Completed
4.12	Strengthen engagement with youth through partnerships with youth organisations and agencies and the establishment of a Youth Library Advisory Group.	Continue building on current partnership 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 4 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.	Review the significance assessment of the Heritage Centre collection and develop prioritised action plan.
5.4	Establish a print and digital regional collection focused on arts and culture to be housed at the Geelong Library and Heritage Centre.	Review GLHC specialist collections and subject to feedback and usage.
5.5	Establish a niche market Readers and Writers Festival for the Geelong Region.	Deliver the third Word for Word Literary Festival in November 2016.
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 through programming and collection development.	Build on GLHC local collections and continue programming local writers and creators at library events.
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 in libraries across the network.
5.9	Participate in the region's cultural festivals and events.	Engage proactively with the Wadawurrung community and participate in other local festivals 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 State Library Digital Preservation Training.

6. Collaboration and partnerships Collaborate and nurture partnerships with community, government and business organisations to achieve mutual benefits.		Year 4 Actions
6.1	Increase engagement with the Wadawurrung 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	Active 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.	Revise volunteer policies and procedures and 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 Kaleidoscope, Audience Atlas and Geelong After Dark.
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.	Develop a Fundraising Strategy that includes an approach /policy to sponsorships.
6.13	Establish a GRLC Friends Group.	Develop marketing and communications strategy for the Friends of the Library including website presence.

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 4 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.	GLHC new workforce Plan completed. Undertake Staff / Organisation Culture survey
7.2	Strengthen leadership capability across the organisation and create staff forums that foster creativity and innovation in library services.	Develop Corporate Training Calendar and implement findings of staff survey.
7.3	Develop a customer services strategy and training program in alignment with desired organisational culture and international library trends.	Develop strategy building on success of GLHC.
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 and 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. Seek new income streams through donations, sponsorships and venue hire.
7.12	Investigate feasibility of establishing a GRLC Library Foundation.	Completed.

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	<ul style="list-style-type: none"> ▪ 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: <ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<i>People Places</i> standard