

GEELONG
REGIONAL
LIBRARIES



**Draft Budget 2018-2019
Strategic Resource Plan 2018-2022**

23 April 2018

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Geelong Regional Library Corporation – Budget 2018-19

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 Queenscliff, City of Greater Geelong, Golden Plains Shire and Surf Coast Shire and covers an area of over 5,500 square kilometres. As at the 1 July 2018 there are 16 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's annual recurrent income is comprised as follows:

Recurrent Income	2016-17 Actual	2017-18 Budget	2018-19 Budget	2017-18 to 2018-19 Budget \$ Increase / (Decrease)	2017-18 to 2018-19 Budget % Increase / -Decrease	% of 2018-19 Income	Comments
Member Council Contributions	10,593,430	11,048,873	11,245,472	196,599	1.8%	79.2%	Contribution increase of no more than 2.25% for any Member Council.
State Government Grants – Public Libraries Funding Program	1,863,936	1,919,852	1,974,542	54,690	2.8%	13.9%	State Government Public Libraries Funding Program based on 3% increase on 2017-18 funding.
State Government Grants – Heritage	-	-	31,000	31,000	100.0%	0.2%	Funding from the 'Victoria Remembers Them' Major Grant Program
Fees & Charges	440,770	540,350	631,600	91,250	22.6%	4.4%	Budget increase due to targets for Venue Hire and Friends of the Library.
Interest & Sundry Income	238,980	340,400	332,100	(8,300)	(2.4%)	2.3%	Decrease due to low interest rates on cash investments.
Total recurrent income	13,137,116	13,849,475	14,214,714	365,239	2.6%	100.0%	

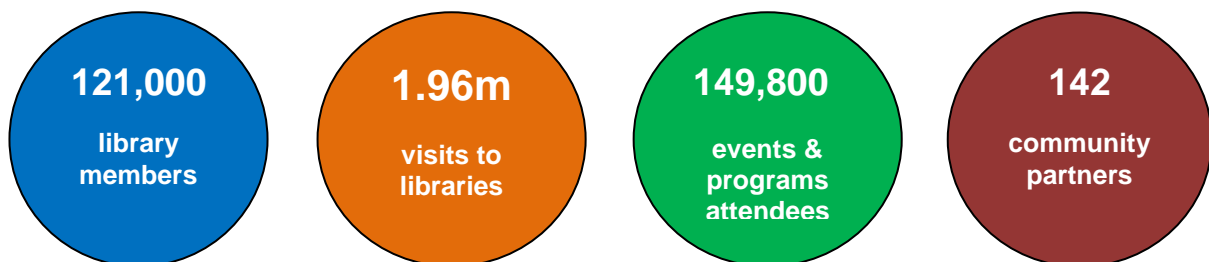
The Library Service is funded by Member Councils, the State Government and its own operations on the following basis:

- Member Council Contributions: 79.2% (2017-18: 79.8%)
- State Government Grants – Public Libraries Funding Program: 13.9% (2017-18: 13.8%)
- State Government Grants – Heritage: 0.2% (2017-18: n/a)
- Fees & Charges: 4.4% (2017-18: 3.9%)
- Interest & Sundry Income: 2.3% (2017-18: 2.5%)

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 2.25%, 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 2016/17 Annual Report demonstrated the following:

- 41% or 121,000 people are library members from a total population of 294,000 across our four member councils
- There were 1.96m visits per year to 16 library branches and mobile libraries and 811,000 website visits
- Over 6,255 programs and events attracted 149,800 participants across children's, youth and adult programs
- An extensive reach into the community with 142 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 and further meeting	27 November 2017 and 12 February 2018
2	Proposed budget submitted to the Board for approval	23 April 2018
3	Public notice advising intention to adopt budget	28 April 2018
4	Budget available for public inspection and comment (for at least 28 days) until	28 April 2018 – 28 May 2018
5	Meeting to consider public submissions	4 June 2018
6	Budget and submissions presented to the Board for adoption (must be adopted by 30 June)	18 June 2018
7	Copy of adopted Budget submitted to the Minister for Local Government within 28 days of adoption	16 July 2018

3 Linkage to Library Plan

The Library Plan 2017-2021 *Reading Ahead* concentrates on the development of community focused and innovative services both within both physical library and digital spaces. Our vision and mission remain true to our core principles.

Vision

A thriving regional community

- Enriched by reading
- Empowered by learning
- Inspired by information and ideas

Mission

To be an exemplary library service. We will create opportunities for our community to read, learn, work and connect with each other and the world:

- by providing safe, welcoming and inclusive places and spaces
- by facilitating equitable access to collections, programs, information and technology
- by nurturing discovery, creativity and innovation
- through the knowledge, expertise and encouragement of library staff

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

1. Welcoming places and spaces

Present welcoming, purposeful and safe physical and digital library facilities at the heart of the community.

2. Learning for life

Deliver engaging library programs, print and digital collections, events and activities that encourage reading, support a range of literacies, promote lifelong learning and increase access and inclusion.

3. Creativity and innovation

Provide creative and co-working spaces, technology and learning opportunities that stimulate innovations and equip people with skills and confidence for the future.

4. Sharing our stories

Capture, share, celebrate and preserve the stories – past and present – that tell of the region's heritage, culture, creative endeavour and aspirations.

5. Better together

Work collaboratively with community, government and business organisations to increase awareness of, access to, and use of library services among targeted population groups.

6. Capable, confident and caring

Create an organisational culture that expects, supports and recognises relevant knowledge and expertise, excellent customer service, creativity and innovation, flexibility, good governance and accountability.

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 State Government Rate Cap and state to local Government funding ratio

The Victorian State Government rate cap of 2.25% for the 2018-19 financial year (2.00% in 2017-18) is impacting significantly on the level of member Council contributions possible.

The ratio of State Government to Local Government funding demonstrates a continuing decline in the trend of State Government funding. Funding from the State Government public library recurrent grant comprises 13.9% of total income in the coming year.

4.2 Budget Principles

The 2018-19 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; and,
- 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 and asset renewal;
- 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; and,
- 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 detailed in the Library Agreement between the four Member Councils.

4.3 Budget Assumptions

4.3.1 Balance Sheet

The 2018-19 budgeted balance sheet is based on the most recently completed financial year (i.e. 2016-17 actual rather than budget). This will enable the budgeted balance sheet to more closely reflect the expected actual balance sheet as at 30 June 2019.

The calculation is as follows:

Actual 2016-17 balance sheet
+ Budgeted 2017-18 income statement & capital expenditure
+ Budgeted 2018-19 income statement & capital expenditure
= Budgeted 2018-19 balance sheet

The result is a slightly lower net asset value compared to the 2018-19 Plan disclosed in the 2017-18 Budget. This is due to a \$720,000 decrease in the value of Property, Plant and Equipment, arising from a higher than anticipated depreciation expense in 2016-17, which necessitated an upwards adjustment in 2018-19. Please refer to sections 5.2.3 'Depreciation', 7.2 'Property, Plant and Equipment' and 8.2 'Financial Resources' for further details.

4.3.2 Salaries

The three year Geelong Regional Library Corporation Enterprise Agreement No. 7 (2017) commenced on 1 July 2017. The Agreement provides for the following salary increases:

- Year 1 - 2017-18: 1.75%
- Year 2 - 2018-19: 2.025%, being 90% of the Gazetted Rate Cap
- Year 3 - 2019-20: 90% of the Gazetted Rate Cap, with a minimum of 1.75%

Also included in salaries are banding increments, Superannuation at 9.5% and Worksafe premium at the current rate of 0.48%.

A review of vacant positions was undertaken in preparing this budget, which identified some cost savings. In addition to this, there is a revised downwards estimate of backfill requirements to cover for staff absences. Please also refer to section 5.2.1 'Employee Expenses'.

The overall result is an increase in salary costs of only 1.0% in 2018-19.

4.3.3 Other Income and Expenditure

- 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 \$80,000, an income stream in the form of donations at \$30,000 and venue hire revenue at \$260,000 is anticipated.

4.4 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 2018-19 Budget, which is included in this report, is for the year 1 July 2018 to 30 June 2019 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 2018-19 year.

5.1 Total Operating and Capital Revenue

Recurrent Income	2016-17 Actual	2017-18 Budget	2018-19 Budget	2017-18 to 2018-19 \$ Increase / (Decrease)	2017-18 to 2018-19 % Increase / (Decrease)
Operating					
Member Council Contributions	10,593,430	11,048,873	11,245,472	196,599	1.8%
State Government Grants – Public Libraries Funding Program	1,863,936	1,919,852	1,974,542	54,690	2.8%
State Government Grants - Heritage	-	-	31,000	31,000	100.0%
Fees & Charges	440,770	540,350	631,600	91,250	16.9%
Interest & Sundry Income	238,980	340,400	332,100	(8,300)	(2.4%)
Subtotal - Operating	13,137,116	13,849,475	14,214,714	365,239	2.6%
Capital					
State Government Grants - Capital	49,093	49,102	49,255	153	0.3%
Capital Contribution – COGG Western Heights	10,000	10,000	10,000	-	-
Subtotal - Capital	59,093	59,102	59,255	153	0.3%
Total Operating and Capital Revenue	13,196,209	13,908,577	365,392	365,392	2.6%

5.1.1 Member Council Contributions

According to the Library Agreement 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 – i.e. 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	2016-17 Actual	2017-18 Budget	2018-19 Budget	2017-18 to 2018-19 \$ Increase / (Decrease)	2017-18 to 2018-19 % Increase / (Decrease)
Borough of Queenscliffe	216,157	199,186	202,750	3,564	1.8%
City of Greater Geelong	9,269,277	9,743,770	9,919,640	175,870	1.8%
Golden Plains Shire	414,317	404,804	406,195	1,391	0.3%
Surf Coast Shire	678,574	685,706	701,133	15,427	2.2%
Member Council Contributions - annual operating allocations	10,578,325	11,033,466	11,229,718	196,252	1.8%
City of Greater Geelong – Western Heights Library	15,105	15,407	15,754	347	2.3%
Total Member Council Contributions	10,593,430	11,048,873	11,245,472	196,599	1.8%

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 Environment, Land, Water and Planning will confirm these grants in June 2018.
- *Premier's Reading Challenge Book Fund*.

State Government Grant per Member Council	2016-17 Actual	2017-18 Budget	2018-19 Budget	2017-18 to 2018-19 \$ Increase / (Decrease)	2017-18 to 2018-19 % Increase / (Decrease)
Borough of Queenscliffe	72,011	74,171	75,216	1,045	1.4%
City of Greater Geelong	1,387,882	1,429,518	1,471,228	41,710	2.9%
Golden Plains Shire	179,991	185,390	190,405	5,015	2.7%
Surf Coast Shire	224,052	230,773	237,693	6,920	3.0%
Public Libraries Funding Program	1,863,936	1,919,852	1,974,542	54,690	2.8%
Premiers Reading Challenge Book Fund	49,093	49,102	49,255	153	0.3%
State Government Grant - Heritage	-	-	31,000	31,000	100.0%
Total	1,913,029	1,968,954	2,054,797	85,843	4.4%

5.1.3 User Fees and Charges; Interest and sundry income

Some increases are proposed, starting 1 July 2018:

- Overdue fees for adults will increase by 10 cents per day. This may be considered a substantial increase, however, the current 30 cent fee has remained unchanged since 2011-12.
- User fees and charges have been comprehensively reviewed and benchmarked with public libraries and other local businesses offering similar services.
- CPI increases have been applied to Venue Hire rates, which were last increase in 2016-17.

Sponsorships and grants income from Friends of the Library, the Heritage Centre project grant and the Word for Word Festival is anticipated to contribute 6.6% (\$57,700) of the 12.9% (\$113,950) increase in income from user fees and charges, interest and sundry income compared to the 2017-18 budget.

Interest is expected to be \$10,000 lower than the 2017-18 budget. Interest rates applicable to GRLC's daily banking account and Term Deposits were lower than budgeted in 2017-18, and are budgeted to remain at the current actual rates in the coming year.

5.2 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 2016-17	Budget 2017-18	Budget 2018-19	2017-18 to 2018-19 \$ increase / (decrease)	2017-18 to 2018-19 % increase / (decrease)
Recurrent Income					
Member Council contributions	10,578,325	11,033,466	11,229,718	196,252	1.8%
COGG - Western Heights	15,105	15,407	15,754	347	2.3%
State Government grants - PLFP	1,863,936	1,919,852	1,974,542	54,690	2.8%
State Government grants - Heritage	-	-	31,000	31,000	100.0%
User charges	328,145	403,710	494,760	91,050	22.6%
Other fees and charges	112,625	136,640	136,840	200	0.1%
Interest on investments	70,969	90,000	80,000	(10,000)	(11.1%)
Sundry income	168,011	250,400	252,100	1,700	0.7%
Total Recurrent Income	13,137,116	13,849,475	14,214,714	365,239	2.6%
Recurrent Expenditure					
Employee Related					
Salaries	8,354,189	8,923,998	9,020,445	96,447	1.1%
Superannuation & Workcover	774,231	839,091	827,196	(11,895)	(1.4%)
Total Employee Expenses	9,128,421	9,763,089	9,847,640	84,552	0.9%
Goods and Services					
General works - materials	176,854	206,011	245,971	39,960	19.4%
General works - equip/vehicles	97,742	78,273	78,484	211	0.3%
General works - external services	1,472,890	1,141,950	1,110,916	(31,034)	(2.7%)
Administration	313,263	322,634	379,639	57,005	17.7%
Professional services	416,467	476,900	505,350	28,450	6.0%
Utilities	434,509	438,636	427,000	(11,636)	(2.7%)
Depreciation	2,246,164	2,183,000	2,563,000	380,000	17.4%
(Gain)/Loss on Sale of Plant & Equipment	12,144	(15,000)	-	15,000	(100.0%)
Total Recurrent Expenditure	14,298,453	14,595,493	15,158,000	562,507	3.9%
Recurrent Surplus / (Deficit)	(1,161,337)	(746,018)	(943,286)	(197,268)	(26.4%)
Non-Recurrent Income					
Capital grants and income	59,093	59,102	59,255	153	0.3%
Net Surplus / (Deficit)	(1,102,244)	(686,916)	(884,031)	(197,115)	(28.7%)

5.2.1 Employee Expenses

Employee costs comprise 70% of total cash expenditure (operating and capital) for 2018-19. This is unchanged from the prior year budget.

Increases in staff costs reflect an annual Enterprise Agreement of 90% of the 2.25% rate cap, banding increments, statutory Superannuation Guarantee Charge at 9.5% and Worksafe premium insurance at the current premium rate of 0.48%.

Overall, employee expenses are expected to increase 1.0% in 2018-19. This is due to a revised estimate of backfill required to cover staff absences and cost savings identified during a review of vacant positions in the 2017-18 year.

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 2018-19 \$	Comprises		Budget 2018-19 EFT	Comprises	
		Permanent Full Time \$	Permanent Part Time \$		Permanent Full Time EFT	Permanent Part Time EFT
Library services	9,018,730	6,074,743	2,943,987	102.2	63.4	38.8
Total permanent staff	9,018,730	6,074,743	2,943,987	102.2	63.4	38.8
Casuals and other	828,910			10.3		
Total *	9,847,640			112.5		

* includes 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 and 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 2018-19 and contract with Aarnet for internet communications at the Geelong Library and Heritage Centre.

5.2.3 Depreciation

Depreciation is the decrease in value of the current library collection and equipment due to usage. GRLC's capital expenditure seeks to replenish the collection as obsolete items are withdrawn, in order to maintain a high quality collection which meets the needs of the communities we serve.

The depreciation expense has increased almost 80%, or \$980,000, between 1 July 2010 and 30 June 2017 due to the expansion of the library network, and subsequent increase in the size of the library collection and equipment. Several new branches, including the \$45m Geelong Library and Heritage Centre, have been opened, and a number of existing branches have been refurbished.

For 2018-19, the depreciation expense is budgeted to remain consistent with the 2016-17 financial year. This is based on the current unchanged network, with no budgeted increase in capital expenditure.

5.3 Capital Budget

The following table outlines the capital expenditure budget for 2018-19 and associated sourcing of funding.

Capital expenditure	2016-17 Actual	2017-18 Budget	2018-19 Budget	2017-18 to 2018-19 \$ Increase /(Decrease)
Collections	1,370,742	1,130,733	1,095,733	(35,000)
IT Infrastructure	265,483	350,000	350,000	-
Branch furniture, fittings & equipment	42,144	50,000	50,000	-
Vehicle replacement	35,838	-	35,000	35,000
Total capital expenditure	1,714,207	1,530,733	1,530,733	-

Capital expenditure	2018-19 Budget	Funding sources	
		Grants \$	GRLC Cash \$
Collections	1,095,733	59,102	1,036,631
IT Infrastructure	350,000	-	350,000
Branch furniture, fittings & equipment	50,000	-	50,000
Vehicle replacement	35,000	-	35,000
Total capital expenditure	1,530,733	59,102	1,471,631

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 2018-19 financial year.

Cash Flows	Actual 2016-17	Budget 2017-18	Budget 2018-19
Operating	1,650,286	1,421,982	1,588,714
Investing	(1,421,601)	(1,456,631)	(1,471,478)
Net increase/(Decrease) in cash held	228,685	(34,649)	117,236
Cash at beginning of financial year *	141,781	1,185,127	1,341,613
Cash at end of financial year	370,466	1,150,478	1,458,849

* Starting from the 2017-18 budget, GRLC's Term Deposit is now included in the budget definition of 'Cash'.

6.1 Cash at End of the Year

Overall total cash is forecast to be just under \$1.5m at 30 June 2019, being an increase of \$117,000 over the 12 month period. The cash balance on 1 July 2018 is budgeted to be around \$1.3m, which is \$191,000 or 17% higher than the previously budgeted 30 June 2018 closing balance.

GRLC's cash surplus provided by operating activities is budgeted to increase to almost \$1.6m, up from \$1.4 in the previous budget. This demonstrates that the day to day operations across the two most recent budget years is consistent. The surplus also indicates a healthy financial position. Cash reserves are not impacted by the depreciation expense and subsequent budgeted deficit. Please refer to the Statement of Cash Flows in Appendix B.

It is also noted that the budgeted cash balance is sufficient to cover a significant proportion of budgeted current employee entitlements of \$1.4m.

The value of restricted current assets related to long service leave entitlements was calculated at \$890,288 at 30 June 2017.

7 Budgeted Balance Sheet

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

Balance Sheet Summary	Actual 2016-17	Budget 2017-18	Budget 2018-19
Assets and Liabilities			
Total Assets	13,867,242	13,591,887	12,265,295
Total Liabilities	1,990,563	2,011,336	1,959,563
Net Assets	11,876,679	11,580,551	10,305,732
Equity	11,876,679	11,580,551	10,305,732

The Library's major assets comprise its bank balance, the collection, vehicles and furniture and office equipment. The major liability is employee provisions. Equity consists of member contributions and the accumulated accounting surplus.

7.1 Borrowings

GRLC had no borrowings during the year 2017-18 and will not be taking out any borrowings for the 2018-19 year.

7.2 Property, Plant and Equipment

The value of the collection is expected to decline where Member Council contributions are restricted by the Victorian Councils' rate cap, and therefore, not sufficient to cover the depreciation expense or increase capital expenditure.

The investment gap ratio in section 8.5 'Financial Indicators' highlights the decrease in the size of the collection. In 2018-19, there will only be 60 cents of new expenditure to replace every \$1.00 of withdrawn or written down items.

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 2018-19 to 2021-22 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 branch network and service levels based on a central library, 15 branch libraries and 2 mobile libraries
- Maintain a capital expenditure program on the library collection and technology
- 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 2017-18 plus the next 4 years as set out in the Plan for the years 2018-19 to 2021-22. Appendix B contains the 4 Standard Statements (Income Statement, Balance Sheet, Cash Flow and Capital Works) which provides a more detailed analysis of the financial resources to be used over the four year period.

Key Financial Results	2017-18 Budget \$	2018-19 Budget \$	2019-20 Plan \$	2020-21 Plan \$	2021-22 Plan \$
Operating result - surplus/(deficit)	(686,916)	(884,031)	(861,024)	(798,619)	(735,369)
Cash and investments	1,150,478	1,458,849	1,576,174	1,735,872	1,918,703
Net increase/(Decrease) in cash	(34,649)	117,236	117,325	159,698	182,832
Capital expenditure	1,530,733	1,530,733	1,567,251	1,604,683	1,644,800

The key outcomes of the Plan are as follows:

- Financial sustainability**
 While the operating result is a deficit from 2018-19 onwards we note that this is related to the cost of depreciation, due to new and refurbished library branches.
 Given the current rate capping environment, Member Council Contributions are not sufficient to cover the depreciation expense and achieve a net surplus/deficit of zero. The increase in the size of the branch network and collection since 2011 (refer to section 5.2.3 'Depreciation') requires a subsequent increase in capital expenditure to maintain the collection. This has not been achieved in the Strategic Resource Plan ending 30 June 2022.
 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**
 The cash balance is expected to increase between \$100,000 and \$200,000 in each year. As noted in section 6.1 'Cash at End of the Year', the steady increase in net cash from operating activities demonstrates a consistently strong performance in day to day operations.
 Surplus funds are invested in Term Deposits, which generally achieve an interest rate that is 50% higher than the standard rate on the daily transaction account.
- 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 2018-19 to 2021-22) will total \$6.3m, at \$1.5 - \$1.6m per year.

8.3 Service Delivery Strategy

Current opening hours and service levels across the network are:

- 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 2018-19 reflect an average 1.8% increase across the four member councils. Contributions have been limited to no more than 2.25% for any Member Council.
- State Government Grants are forecast to increase at 3% per annum, based on the actual Grant received in 2017-18.
- User Fees & Charges – \$0.10 increase in adult overdue fee, small increases in Inter-Library loan fee and charges for damaged materials. Venue Hire targets to increase \$60,000 in 2018-19 and \$20,000 each year thereafter.
- Interest & Sundry Income – interest will increase slightly with levels of cash reserves over the four year period. Modest growth is expected with sundry income, being retail sales and sponsorships.
- Employee costs – Will increase 1.0% in 2018-19, and 2.5%, 2.1% and 2.1% for each year thereafter. This allows for Enterprise Agreement increases and salary band increments. The low increase of 1.0% in 2018-19 is due to a revised estimate of backfill required to cover staff absences and leave.
- Depreciation costs are estimated to remain steady, as discussed in sections 5.2.3 'Depreciation' and 8.2 'Financial Resources'.
- The 2016-17 confirmed level of capital grants for collections of \$59,255 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.
- 2018-19 Capital expenditure has been maintained at 2017-18 budgeted levels, with 2.5% increases on non-vehicle expenditure over the next three years. The new Library Plan includes the development of a collection investment plan that will provide recommendations for future levels of investment commitment. Estimates of the replacement cost of one vehicle in 2018-19, two vehicles in in 2019-20 and a further two vehicles in 2020-21 are included.

8.5 Financial Indicators

The following table outlines a summary of budgeted financial ratios for the years 2018-19 to 2021-22. 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	2018-2019 Budget	2019-20 Plan	2020-21 Plan	2021-22 Plan
Underlying Result (%)	(7%)	(6%)	(6%)	(5%)
Recurrent Surplus or (Deficit) / Total Recurrent Income				
Measures surplus/(deficit) as a % of revenue				
Working Capital or Liquidity	0.98	1.06	1.15	1.25
Current Assets / Current Liabilities				
Assesses GRLC's ability to meet current commitments				
Adjusted Working Capital or Adjusted Liquidity	1.91	2.07	2.25	2.45
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	0.60	0.61	0.63	0.64
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 2022 - refer Appendix B
- Library Plan 2017 - 2021 – Year 2 – 2018-19 Priorities – refer Appendix C

Appendix A

Fees and Charges Schedule

	Proposed 2018-19
Overdue fees*	
Adults collection, music CDs and DVDs – per item per day	\$0.40
Children’s and youth materials	No fee
Inter Library Loans (ILL)	
From non-GRLC public libraries	\$5.50
Where an ILL cost is charged by a non-GRLC lending library - will be charged to the library member plus postage	\$16.50 plus postage
Loans from interstate libraries	\$5.50 plus \$10 postage
Charges for damaged materials*	
Rejacketing	\$6.50
CD & DVD case or slick replacement	\$6.50
RFID tags and barcode replacement	\$6.50
Charges for lost/totally damaged items*	
	Item cost plus \$6.50 admin fee
Replacement membership cards	\$3.30
Photocopying & PC printing	
A4 page (B&W)	\$0.30
A3 page (B&W)	\$0.60
A4 page (Colour)	\$1.00
A3 page (Colour)	\$2.00
Facsimile	
Australia – first page	\$2.00
Overseas – first page	\$5.00
Subsequent pages	\$1.00
Earphones	\$1.00
USB stick	\$10.00
Library Bags	\$15.00
Withdrawn Collection Items	
Adult fiction and non-fiction	\$2.00
Children’s materials and magazines	\$1.00
Professional Heritage research	
Professional Research by Heritage Centre staff	\$50.00 per hour
High resolution digital or hard copy prints images from Heritage Collection	\$20 per image
Attendance to special events and author events – non-library members	\$10
Meeting rooms – Bannockburn, Belmont, Corio, Newcomb & Waurnd Ponds	
Commercial/Professional user – per hour	\$55
Commercial/Professional user – per day	\$310
Not for Profit – per hour	\$40
Not for Profit – per day	\$235
Community user – per hour	\$10
Community user– per day	\$60
Audio visual equipment – commercial/professional user	Included in room hire rates
Audio visual equipment – community user	Included in room hire rates

Items marked (*) are GST free
All other fees and charges are 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 2018-19

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 <i>Wurdi Youang Combined Space</i> (3 hrs+)	\$190.00	\$705.00	\$1,405.00	\$1,855.00
Level 5 - High Ground <i>Wurdi Youang North</i> (min 3 hrs M-F)	\$125.00	\$515.00	\$890.00	\$1,445.00
Level 5 - High Ground <i>Wurdi Youang South</i> (min 3 hrs M-F)	\$105.00	\$435.00	\$825.00	n/a
Level 4 - Board Room (special requests only)	\$75.00	\$290.00	\$425.00	
Level 2 - Meeting Room	\$45.00	\$165.00	\$310.00	
Level 2 - Discussion Rooms (1,2,3,4)	\$35.00	\$125.00	\$250.00	
Level 1 - Activities Room (limited availability)	\$75.00	\$325.00	\$520.00	

Discounts

Commercial/Business	0%
Government	25%
Community/Not for Profit Level 5 <i>Wurdi Youang High Ground</i>	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 2022

**COMPREHENSIVE INCOME STATEMENT
FOR THE FOUR YEARS ENDED 30 JUNE 2022**

	Budget	Plan	Plan	Plan
	2018-19	2019-20	2020-21	2021-22
	\$	\$	\$	\$
Recurrent Income				
Member Council Contributions	11,245,472	11,470,381	11,699,789	11,933,785
State Government Grants – Public Libraries Funding Program	1,974,542	2,033,778	2,094,792	2,157,635
State Government Grants - Heritage	31,000	25,000	-	-
Fees & Charges	631,600	657,600	702,600	722,600
Interest & Sundry Income	332,100	352,100	372,100	392,100
Total Recurrent Income	14,214,714	14,538,860	14,869,281	15,206,120
Recurrent Expenditure				
Employee Related				
Salaries	9,020,445	9,245,956	9,440,121	9,638,363
Workcover / Superannuation	827,196	847,876	865,681	883,860
General Works - Materials	245,971	250,890	255,908	261,026
General Works - Plant, Vehicle Costs	78,484	80,054	81,655	83,288
General Works - External Services	1,110,916	1,133,134	1,155,797	1,178,913
Administration	379,639	387,232	394,976	402,876
Professional Services	505,350	515,457	525,766	536,281
Utilities	427,000	435,540	444,251	453,136
Depreciation	2,563,000	2,563,000	2,563,000	2,563,000
(Gain)/Loss on Sale of Plant & Equipment	-	-	-	-
Total Recurrent Expenditure	15,158,000	15,459,138	15,727,155	16,000,744
Recurrent Surplus / (Deficit)	(943,286)	(920,279)	(857,874)	(794,624)
Non Recurrent Income				
Capital Grants & Income	59,255	59,255	59,255	59,255
NET SURPLUS / (DEFICIT)	(884,031)	(861,024)	(798,619)	(735,369)

**BALANCE SHEET
FOR THE FOUR YEARS ENDED 30 JUNE 2022**

	Budget	Plan	Plan	Plan
	2018-19	2019-20	2020-21	2021-22
	\$	\$	\$	\$
Current Assets				
Cash and Investments	1,458,849	1,576,174	1,735,872	1,918,703
Receivables	181,816	181,816	181,816	181,816
Prepayments	116,664	116,664	116,664	116,664
Total Current Assets	1,757,329	1,874,654	2,034,352	2,217,183
Non-Current Assets				
Property, Plant & Equipment	10,507,966	9,512,217	8,553,900	7,635,700
Total Non-Current Assets	10,507,966	9,512,217	8,553,900	7,635,700
Total Assets	12,265,295	11,386,871	10,588,252	9,852,883
Current Liabilities				
Payables	350,817	350,817	350,817	350,817
Unearned Income	17,400	-	-	-
Provisions	1,420,689	1,420,689	1,420,689	1,420,689
Total Current Liabilities	1,788,906	1,771,506	1,771,506	1,771,506
Non-Current Liabilities				
Creditors and Provisions	170,657	170,657	170,657	170,657
Total Non-Current Liabilities	170,657	170,657	170,657	170,657
Total Liabilities	1,959,563	1,942,163	1,942,163	1,942,163
NET ASSETS	10,305,732	9,444,708	8,646,089	7,910,720
Ratepayers Equity				
Members Contribution	3,886,011	3,886,011	3,886,011	3,886,011
Accumulated Surplus	6,419,721	5,558,697	4,760,078	4,024,709
TOTAL EQUITY	10,305,732	9,444,708	8,646,089	7,910,720

**STATEMENT OF CASH FLOWS
FOR THE FOUR YEARS ENDED 30 JUNE 2022**

	Budget 2018-19 \$	Plan 2019-20 \$	Plan 2020-21 \$	Plan 2021-22 \$
Cash Flows from Operating Activities				
Payments				
Employee Costs	(9,847,640)	(10,093,832)	(10,305,802)	(10,522,224)
General Works / Utilities / Disbursements	(1,862,371)	(1,899,618)	(1,937,611)	(1,976,363)
Administration / Professional Services	(884,989)	(902,689)	(920,743)	(939,157)
	(12,595,000)	(12,896,138)	(13,164,155)	(13,437,744)
Receipts				
Member Council Contributions	11,245,472	11,470,381	11,699,789	11,933,785
Fees and Charges	631,600	657,600	702,600	722,600
Interest & Sundry Income	332,100	352,100	372,100	392,100
State Government Grants – Public Libraries Funding Program	1,974,542	2,033,778	2,094,792	2,157,635
State Government Grants – Heritage	-	7,600	-	-
	14,183,714	14,521,460	14,869,281	15,206,120
Net Cash from Operating Activities	1,588,714	1,625,321	1,705,126	1,768,376
Cash Flows from Investing Activities				
Capital Expenditure	(1,530,733)	(1,567,251)	(1,604,683)	(1,644,800)
Capital Income	59,255	59,255	59,255	59,255
Proceeds from Sale of Plant and Equipment	-	-	-	-
Net Cash used in Investing Activities	(1,471,478)	(1,507,996)	(1,545,428)	(1,585,545)
Cash Flows from Financing Activities				
Special Member Contributions	-	-	-	-
Net Cash used in Financing Activities	-	-	-	-
Net Increase in Cash and Cash Equivalents	117,236	117,325	159,698	182,832
Cash and Cash Equivalents at the beginning of the Financial Year	1,341,613	1,458,849	1,576,174	1,735,872
Cash and Cash Equivalents at end of Period	1,458,849	1,576,174	1,735,872	1,918,703

**STATEMENT OF CAPITAL WORKS
FOR THE FOUR YEARS ENDED 30 JUNE 2022**

	Budget 2018-19 \$	Plan 2019-20 \$	Plan 2020-21 \$	Plan 2021-22 \$
Collections	1,095,733	1,087,251	1,114,433	1,214,043
IT Infrastructure	350,000	358,750	367,719	376,912
Branch Furniture, Fittings & Equip	50,000	51,250	52,531	53,845
Vehicle Replacement	35,000	70,000	70,000	-
Total Capital Expenditure	1,530,733	1,567,251	1,604,683	1,644,800
Represented by:				
New asset expenditure	-	-	-	-
Asset renewal expenditure	1,530,733	1,567,251	1,604,683	1,644,800
Total Capital Expenditure	1,530,733	1,567,251	1,604,683	1,644,800
Funding sources:				
Grants	59,102	59,255	59,255	59,255
GRLC Cash	1,471,631	1,507,996	1,545,428	1,585,545
Total Funding Sources	1,530,733	1,567,251	1,604,683	1,644,800

**STATEMENT OF HUMAN RESOURCES
FOR THE FOUR YEARS ENDED 30 JUNE 2022**

	Budget 2018-19 \$	Plan 2019-20 \$	Plan 2020-21 \$	Plan 2021-22 \$
Staff expenditure				
Salaries - Operating	9,020,445	9,245,956	9,440,121	9,638,363
Salaries - Capital	-	-	-	-
Total staff expenditure	9,020,445	9,245,956	9,440,121	9,638,363
	EFT	EFT	EFT	EFT
Staff EFT *				
Library and Heritage Services	112.5	112.5	112.5	112.5
Total EFT at 30 June	112.5	112.5	112.5	112.5

* EFT = equivalent full time

Appendix C

**Reading Ahead
Library Plan 2017 - 2021
Year 2 2018-19 Draft Annual Priorities**

Reading Ahead Library Plan 2017 – 2021 Year 2 - 2018/19 Draft Annual Priorities

The GRLC Board adopted Reading Ahead: Library Plan 2017-2021 in June 2017. The following pages detail the priorities for the coming year representing year 2 of the current four year plan. A half year progress will be provided at the February 2019 meeting.

STRATEGIES FOR SUCCESS from the Library Plan 2017-2021

The Board and staff of the Geelong Regional Library Corporation work together in the interests of the regional population and the four member Councils. Over the next four years we will strategically direct our resources and energies to delivering library services, collections, programs, spaces and experiences which will enable us to achieve our goals.

Strategy

- 1. Welcoming places and spaces** Present welcoming, purposeful and safe physical and digital library facilities at the heart of the community.
- 2. Learning for life** Deliver engaging library programs, print and digital collections, events and activities that encourage reading, support a range of literacies, promote lifelong learning and increase access and inclusion.
- 3. Creativity and innovation** Provide creative and co-working spaces, technology, and learning opportunities that stimulate innovation and equip people with skills and confidence for the future.
- 4. Sharing our stories** Capture, share, celebrate and preserve the stories – past and present – that tell of our region's heritage, culture, creative endeavour and aspirations.
- 5. Better together** Work collaboratively with community, government and business organisations to increase awareness of, access to and use of library services among targeted population groups.
- 6. Capable, confident and caring** Create an organisational culture that expects, supports and recognises relevant knowledge and expertise, excellent customer service, creativity and innovation, flexibility, good governance and accountability.

1.	Welcoming places and spaces Present welcoming, purposeful and safe physical and digital library facilities at the heart of the community	
		2018/19 Actions
1.1	Actively participate with member councils in planning and delivery of new and refurbished libraries including, Leopold Community Hub Stage 2, Hesse Street Hub, Lara, Drysdale, Armstrong Creek, Northern Arc Project, Smythesdale Well, Torquay and other growth areas in the region	<p>Leopold Library</p> <ul style="list-style-type: none"> ▪ Finalise and implement procurement plans for collections, technology, furniture and equipment. ▪ Finalise operational budget with City of Greater Geelong. ▪ Resolve facility management with City of Greater Geelong. ▪ Implement recruitment, selection and training plan and commence recruitment of staff. <p>Complete works required for implementing loans and returns services at Smythesdale The Well. Work with the Borough of Queenscliffe to deliver the Queenscliffe Hub. Explore Living Libraries Capital Funding Program opportunities to enable improvements at Corio Library.</p>
1.2	Review and update the 2009 Public Library Buildings Development Strategy, service model hierarchy and planning guidelines with a regional approach	Update planning principles and guidelines in line with latest edition of People Places, 2016 edition of National Standards for Libraries and other relevant guidelines. Work with member Councils to develop strategy. Review Service Hierarchy model in light of Branch Network Review recommendations. Participate in City of Greater Geelong Council's Social Infrastructure Plan development.
1.3	In partnership with member Councils address building infrastructure to improve access for all and ensure safe and purposeful public library facilities	Continue to strengthen relationship with key personnel including maintenance staff in each member Council. Review reporting policies and procedures. Provide input and advice to member Council maintenance schedules. Work closely with Council Rural Access Workers to undertake audits and implement improvements as required. Work with SCS to implement improvements to Torquay Library layout and maintenance project.
1.4	Implement recommendations of the GRLC OHS Audit and Review	Continue undertaking organisation wide induction and training on new policies, procedures and management system. Continued review of OHS including emergency response plans. Implement OHS online reporting and management system. Regular reporting (quarterly) to the GRLC Board.
1.5	Enable improvement and change of internal library layout and facilities to incorporate a mix of flexible spaces that facilitate and support responsive, comfortable and safe spaces to read, learn, study, work and meet	Finalise revised library layout plans and develop implementation plans and budgets for the branch network.
1.6	Complete and implement opening hours review to ensure equitable access to library services across the region	Complete opening hours review. Report findings and options for change to the Board. Allocate staff resources across the network in line with usage and service priorities. Implement Bannockburn library hours following pilot undertaken with GPS.
1.7	Review website and online spaces ensuring ease of access and use, content richness interactivity, maximising marketing possibilities and awareness raising.	Review information to ensure accuracy and currency. Analyse and respond to usage and feedback data.
1.8	Strive to reduce environmental impacts of library operations and space	Develop GRLC internal Green Plan.
1.9	Encourage and facilitate the use of our libraries' meeting, discussion and events spaces for a range of lifelong learning and cultural activities	Implement recommendations of Venue Hire policies, procedures and promotional materials in community branches review.

2.	Learning for Life Deliver engaging library programs, print and digital collections, events and activities that encourage reading, support a range of literacies, promote lifelong learning and increase access and inclusion.	
		2018/19 Actions
2.1	Continue major emphasis in the provision of preschool and children's services and on developing early literacy programs to increase reading enjoyment, lifelong learning skills and support families as a child's first educator.	Secure external sources of funding to establish Words on Wheels outreach service for AEDI vulnerable communities. Continue to provide a range of early years reading literacy development programs on a weekly basis in all libraries. Continue to increase opportunities for children with additional needs to access library programs including Sensory Storytime.
2.2	Increase engagement with young people to support development of transliteracy skills.	Establish Youth Advisory Group. Continue to strengthen partnerships with youth services teams across all member Councils and with relevant community organisations and agencies.
2.3	Create a Reader Development Strategy that optimises tailoring, take up and impact of collections and builds the region as a reading community.	Implement Reader Develop Strategy 2018/19 Encourage active participation in Reader Development Special Interest Group. Continue provision of Frontline reader development training for key customer service staff. Ensure literary programming supports the goals of the reader development strategy. Actively promote Australian and local authors.
2.4	Develop a calendar of community responsive programs that increase reading, information and digital literacies, increase lifelong learning, build 21 st century skills and enable sharing of knowledge.	Review systems and processes that promote programmed events and activities Prepare quarterly events programs that are aligned with organisational priorities and meet community expectations.
2.5	Increase resources for the procurement of a broad range of print and digital content in response to customer demand, expectations and publishing trends.	Identify special collections for fundraising by Friends of the Library Program. Seek grant and/or partnership opportunities for development and access to the Heritage Collection. Seek grant opportunities for ongoing support of digital programming resources.
2.6	Deliver the region's Word for Word Non-fiction Festival annually.	Develop innovative program for 2018 in line with agreed Festival themes and plans required for effective production and delivery including sponsorship, people and volunteer plan. Explore funding options for festival 2019 and beyond. Manage delivery of the program within budget.
2.7	Review and update Collection Development Policy and implement Collection Management Plan.	Update Collection Development Policy in line with latest national and international supporting statements from IFLA and ALIA. Review policy statements in the context of current public library trends. Review and update the Collection Management Plan.

3.	Creativity and innovation Provide creative and co-working spaces, technology, and learning opportunities that stimulate creativity and innovation and equip people with skills and confidence for the future.	
		2018/19 Actions
3.1	Review events and programming offer to ensure delivery is in line with expressed priorities and is meeting community needs.	Articulate clear objectives for all GRLC programs and events in line with organisational priorities Develop evaluation framework.
3.2	Lead the adoption of and opportunities to extend community access to new and emerging technologies.	Monitor trends in emerging technology and access models in public libraries. Pursue opportunities for grants relating to community access to emerging technology.
3.3	Explore opportunities to develop purpose designed co-working spaces for creative industries and entrepreneurship in libraries including participation in the State Library of Victoria's Start Space project.	Promote the use of existing Library capability as a co-working space including access to core library technology and high speed internet access as it becomes available through community branches. Support and participate in the SLV Start Space Project.
3.4	Develop digital hubs in community libraries including maker spaces and maker technologies.	Implement maker space at Corio Library.
3.5	Implement the recommendations of the Wide Area Network review and continually seek to improve internet access and speeds wherever possible across the network.	Implement findings from the WAN pilot project in Corio, Belmont and Torquay and other branches. Develop project plan and implement recommendations following successful pilot project.
3.6	Explore and utilise technology to extend services further into rural areas.	Monitor trends in emerging mobile technology. Monitor improvements in current technology that may be implemented in rural areas to improve access to library services. Seek grant opportunities to use technology in innovative ways to extend services to rural communities. Implement service delivery at the Smythesdale's The Well.
3.7	Develop a strategic plan for the Geelong Library and Heritage Centre to enable its continued positioning and success as a world class and innovative cultural and lifelong learning institution.	Develop strategy in the context of the building's many uses and ambitions. Consult with community, external and internal stakeholders and partners from tourism, cultural and business industries. Use industry best practice to inform strategy development
3.8	Investigate and implement the use of Smart technology to support data driven decision making.	Lead GRLC teams in projects relating to the requirements, procurement and implementation and management of systems relating to: CRM, OHS and Document Management. Implement systems as appropriate.
3.9	Conduct ICT Standards Compliance Audit and address gaps and weaknesses.	Implement recommendations of audit in Yrs 2,3 & 4

4.	Sharing our stories Capture, share, celebrate and preserve the stories – past and present – that tell of our region’s heritage, culture, creative endeavour and aspirations.	
		2018/19 Actions
4.1	Develop a calendar of community focused programs that celebrate local culture and heritage including a focus on the narrative arts, knowledge & ideas, creative endeavour.	Strengthen existing relationships and establish new partnerships with leading arts and cultural organisations. With creative industries organisations develop programs and activities for practitioners and audiences
4.2	Showcase the creative output of local writers and artists through programming and collection development.	Supporting local writers through author talks and library events. Develop the collection to further accommodate the work of local contributors. Continue development of an annual Local Writers Showcase.
4.3	In collaboration with our cultural precinct and other cultural organisation partners develop platforms for collaborative cultural programming and work.	Strengthen partnerships with cultural precinct partners. Drive new project initiatives and activities. Actively promote the precinct and the work of partners. Undertake annual partnerships analysis to identify gaps and new approaches.
4.4	Support the community’s cultural mosaic, celebrate and nurture diversity and stimulate cross-cultural conversation and understanding.	Strengthen partnership with Diversitat. Explore programming and collection opportunities.
4.5	Explore funding opportunities to establish a Geelong Library and Heritage Centre Fellowship Program providing artists and scholars the opportunity to explore, repurpose or creatively respond to the collection.	Scope Fellowship Program including options and costs. Establish a framework / model for potential Fellowship funding.
4.6	Provide the Geelong Region community with a Heritage Centre that is recognised as leader in Australia.	Develop and implement collection related projects, public programs, events, collection displays, operational management procedures that are recognised as industry leading. Identify and participate in industry based collaborative opportunities, actively participate in state and national conferences and more broadly promote and advertise the Heritage Centre collection, operation and staffing expertise nationally.
4.7	Improve discoverability and accessibility to the collection and archive by developing a Heritage Centre Collection Management System with public web interface.	Implement findings of pilot project to test and evaluate a new archive/collection management system.
4.8	Preserve regional memory by developing and implementing a Heritage Centre Digitisation and Preservation Plan including a fully integrated Digital Repository.	Implement the Heritage Centre Digitisation and Preservation Plan recommendations in reference to new collection content and records. Installations of a digital repository as part of the Geelong Honours Them project.
4.9	Work with local history organisations and groups to capture, describe and increase access to the region’s dispersed heritage collections and stories.	Commence and deliver phase one of the Geelong Honours Them Project. Provide ongoing support to local history groups through practical professional collection management advice. Provide support through leadership and advocacy opportunities to State and Federal based cultural collection bodies, government agencies and funding bodies. Explore collaborative opportunities for collection management related projects between GRLC and local groups.

5.	Better together Work collaboratively with community, government and business organisations to increase awareness of, access to and use of library services among targeted population groups.	
		2018/19 Actions
5.1	Work closely with our member Councils and in alignment with their vision and strategic priorities to maximise community wellbeing.	Regular meetings and reporting. Opportunities to provide information briefings to Councillors.
5.2	Increase engagement with the Wathaurong Community to ensure the delivery of relevant, community responsive and culturally sensitive services, programs and access.	Develop a Management of Aboriginal Cultural Materials Policy that meets the legislated requirements of the Aboriginal Heritage Act 2006. Audit the GHC archive and identify materials that may be culturally sensitive and manage according to policy and procedure and in collaboration with Wathaurong cultural advisors. Work with Wathaurong cultural advisors to promote the Kim barne thaliyu as a safe keeping place for Australian Aboriginal cultural materials.
5.3	Pursue opportunities to form strategic partnerships with key community learning and formal education organisations.	Strengthen partnerships with Deakin University, G21 Pillars, Barwon Health, GMHBA and others as opportunities develop.
5.4	Develop an Access and Inclusion Plan utilising the knowledge and expertise of regional partners including, multicultural, disability, education and community services organisations.	Adopt and Implement Access and Inclusion Framework and Plan to provide for improved access and inclusion for the Disability, CALD, LGBTI and ATSI sectors of the community. Ongoing implementation in Yrs 2, 3 and 4.
5.5	Establish Friends of Geelong Regional Libraries.	Expand Friends of Geelong Regional Libraries initiative including benefits available. Increase by at least 400 members in Year 2.
5.6	Explore opportunities, costs and benefits of participating in the statewide Library Management System project.	Monitor outcomes of the working group for the statewide Library Management System project managed by the Municipal Association of Victoria and access opportunities as they present.
5.7	In partnership with State Library Victoria and Public library Network participate actively in the next Triennium of statewide projects including <i>Create, Memory, Learn and Lead, Advocate and Read.</i>	Membership of Advocate Project Working Group. Active participation in direction setting and campaigns arising.
5.8	Undertake a comprehensive survey of the region's library community every two years and address findings and recommendations.	Undertake biennial library survey of the community September / October 2018 with analysis and report to the Board at Planning Workshop November 2018
5.9	Ensure staff are part of relevant and aligned professional, planning and service networks.	Australian Library and Information Association and Public Library Victoria Network Special interest groups. Geelong region networks.

6.	Capable, confident and caring Create an organisational culture that expects, supports and recognises relevant knowledge and expertise, excellent customer service, creativity and innovation, flexibility, good governance and accountability.	
		2018/19 Actions
6.1	Align our staffing, policies, systems, and processes with strategic priorities and community need.	Branch Staffing Review Continue implementation of HR Audit recommendations. Analysis of demographic and other data. Societal and library trends
6.2	Redevelop and implement performance management and appraisal systems that enable excellence in service delivery, career development and training opportunities.	Implement revised Performance Management and Appraisal System.
6.3	Develop and implement an organisation culture and customer services strategy that responds to the Library Plan, the needs of a modern library service and the biennial staff engagement survey.	Undertake biennial Staff Engagement Survey. Develop and implement strategy.
6.4	Strengthen leadership capacity across the organisation and create staff forums that foster communication, creativity and innovation in library services.	Include Leadership training in Staff Development calendar.
6.5	Develop on an annual basis marketing, media and communications and community engagement plans in order to effectively target our services and raise the profile and awareness of the GRLC.	Develop 2018/19 Marketing and Communications Plan.
6.6	Ensure financial sustainability through advocacy, alternative streams of funding and operational and financial efficiency.	Initiate and respond to opportunities for funding. Continue to review operations and structure for efficiencies.
6.7	Review current financial services arrangements and services to ensure value for money and focus on GRLC priorities.	Commence Review and report findings and options to the Board.
6.8	Develop an Evaluation Framework focused on impact for GRLC Services and Programs for planning, development and advocacy purposes.	Commence project and research of best practice models.
6.9	Conduct annual audit against 2016 national public library standards and guidelines and benchmarking data from annual survey of Victorian public libraries in order to understand and act on industry standing and financial position.	Conduct audit for presentation to the GRLC Board Planning Workshop November 2018.
6.10	In partnership with member Councils develop a financial plan for the life of the Reading Ahead Library Plan and work towards a ten year financial plan.	Budget & Strategic Resource Plan. Commence work on 10 year strategy.
6.11	Develop a Volunteer strategy to support the growth and reach of the GRLC and a Corporate Responsibility Program.	Continue Volunteer development project including recruitment, induction and training policies, procedures and practices.