**Geelong
Regional
Library**
C O R P O R A T I O N

DRAFT

Budget 2014-2015
Strategic Resource Plan 2014-2018

17 March 2014

Contents

Geelong Regional Library Corporation – Budget 2014-15

1   Background

Geelong Regional Library Corporation (GRLC) was created in March 1997 in accordance with sections 196 and 197 of the Local Government Act 1989. The Corporation provides library services to all residents of the Borough of Queenscliffe, City of Greater Geelong, Golden Plains Shire and Surf Coast Shire and covers an area of over 5,500 square kilometres.

There are 16 branch libraries located at Bannockburn, Barwon Heads, Belmont, Chilwell, Corio, Drysdale, Geelong, Geelong West, Highton, Lara, Newcomb, Ocean Grove, Queenscliff, Torquay, Waurn Ponds and Western Heights College. There are two mobile libraries, a community library service and an inter library loans service. GRLC is coordinated centrally from offices located in Brougham Street, Geelong.

GRLC's annual recurrent income is comprised as follows:

| Recurrent Income	2012-13 Actual	2013-14 Budget	2014-15 Budget	2013-14 to 2014-15 Budgets $ Increase /- Decrease	2013-14 to 2014-15 Budgets % Increase /- Decrease	% of 2014-15 income	Comments
Member Council Contributions	7,836,301	8,176,851	8,541,051	364,200	4.5%	80%	With the full year of operation of new libraries member council contributions have been recalibrated based on usage. While the average increase is 4.5% there are varying % increases/decreases for each member council further described in 5.1.1
State Government Grants	1,703,883	1,754,999	1,755,343	344	0%	17%	The nominal increase is due to the overstated 2013-14 budget figure. The confirmed total for 2013-14 was $1.729m and a 1.5% increase applied to estimate $1.755m for 2014-15
Fees & Charges	244,421	264,579	225,359	-39,220	-15%	2%	Over the last couple of years we have noted a gradual decline in overdue fines collected due to automated pre-overdue email messaging to users
Interest & Sundry Income	130,055	100,000	100,000	-	-	1%	Expected to remain steady in 2014-15
Total recurrent income	9,914,660	10,296,429	10,621,753	325,324	3.2%	100%	

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

- Member Council Contributions – 80% (2013-14 -79%)
- State Government Grants – 17% (2013-14 -17%)
- Fees & Charges – 2% (2013-14 - 3%)
- Interest & Sundry Income – 1% (2013-14 – 1%)

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

Library services continue to be one of the most popular and valued of all council services. GRLC's 2012-13 Annual Report demonstrates the following:

- 39% or 104,000 people are library members from a total population of around 267,000 across our four member councils
- There are 1.65m visits per year to 16 library branches, an additional 26,000 visits to mobile libraries and 760,000 website visits
- Over 3,500 programs and events attracted 96,000 participants across children's, youth and adult programs
- An extensive reach into the community with 109 networks and partnerships

104,000
library members

1.65m
visits to library branches

96,000
events & programs attendees

109
community partners
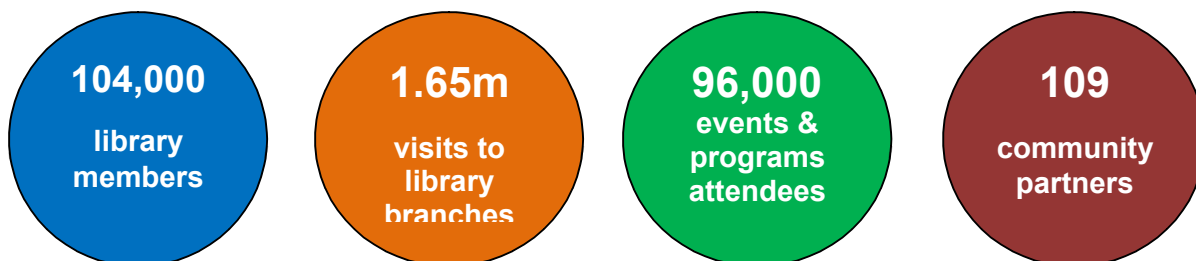
The library service is required to prepare and adopt an annual budget under the provisions of the Local Government Act 1989 (the Act). The budget is required to include specific financial information as well as a schedule of user fees and charges applicable for the year ahead.

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

2 Budget Processes

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

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

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

The budget is required to be adopted and a copy submitted to the Minister by 31 August each year. The key dates for the budget process are summarised below:

1	Preliminary budget presentation at Board meeting	18 November 2013
2	Preliminary budget options discussion at planning day	22 February 2014
3	Proposed budget submitted to the Board for approval	17 March 2014
4	Public notice advising intention to adopt budget	22 March 2014
5	Budget available for public inspection and comment until	2 May 2014
6	Budget and submissions presented to the Board for adoption	26 May 2014
7	Copy of adopted Budget submitted to the Minister by	31 August 2014

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 2 – 2014-15 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:

Budget principles

The 2014-15 budget has been prepared incorporating the following principles:
- Retention of existing service levels – opening hours of 726 hours per week, 16 branch libraries, 2 mobile services, a community library service, an inter library loans service and events and programs
- 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
- With a full year of operation of new libraries and the ability to measure usage equitably, a return to the cost allocation formula outlined in the Library Agreement between the four Member Councils

Budget assumptions

- Salaries - an overall of 5.9% based on a total EFT of 90.69 (same as 2013-14). The 5.9% increase includes a 3.8% Enterprise Agreement increase plus banding increments for permanent full-time and part-time staff
- Worksafe premium at the current rate of 0.65% and superannuation at 9.25%
- General expenditure - CPI increase of 2.4% where appropriate based on the All Groups Melbourne index for the September 2012 to September 2013 period
- Specific expenditure line items such as the Brougham Street lease, courier contractor costs and communications agreements are based on known costs
- Interest income – expected to remain steady at $90,000
- The new Geelong Library and Heritage Centre, expected to open in late 2015, is not reflected in the strategic resourcing plan from an operational perspective at this time

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 2014-15 Budget, which is included in this report, is for the year 1 July 2014 to 30 June 2015 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 2014-15 year.

5.1 Total Operating & Capital Revenue

Recurrent Income	2012-13 Actual	2013-14 Budget	2014-15 Budget	2013-14 to 2014-15 $ Increase /-Decrease	2013-14 to 2014-15 % Increase /-Decrease	% of 2014-15 income
Operating						
Member Council Contributions	7,836,300	*8,176,851	8,541,051	364,200	4.5%	80%
State Government Grants-Operating	1,703,883	**1,754,999	1,755,343	344	0%	17%
Fees & Charges	244,421	264,579	225,359	-39,220	-15%	2%
Interest & Sundry Income	125,741	100,000	100,000	-	0%	1%
Capital						
State Government Grants-Capital	489,322	49,322	-	-49,322	-100%	0%
Capital Contribution - CoGG	10,000	10,000	10,000	-	-	-
Capital Contribution – Golden Plains	106,240	-	-	-	-	-
Total operating & capital revenue	10,515,907	10,355,751	10,631,753	276,002	3%	100%

* 2013-14 confirmed levels of funding for Member Council Contributions are further described for the four individual member councils in 5.1.1 on page 9. Please note that City of Greater Geelong funding confirmed after budget approval fell short of budget by $18,530 and $60,000 related to Ward Councillor allocations which are not continuing into 2014-15.

**2013-14 confirmed levels of funding for State Government Grants-Operating are further described in 5.1.2 on page 10. Please note that funding confirmed after budget approval fell short of budget by $25,597. This means that the increase in real terms from the confirmed 2013-14 funding to the 2014-15 budget estimate is 1.5%.

5.1.1   Member Council Contributions

With a full year of operation of new libraries at Lara, Waurn Ponds and Bannockburn there has been a change in usage patterns across library services. According to the Agreement to continue 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.

The change in usage patterns based on the latest visits and loans data has resulted in varying increases and decreases to contributions for each member council.

Member Council Contribution	2012-13	2013-14	2014-15	2013-14 to 2014-15	2013-14 to 2014-15
	Actual	Budget	Budget	$ Increase/-Decrease	% Increase/-Decrease
Borough of Queenscliffe	220,548	230,426	209,262	-21,164	-9.2%
City of Greater Geelong	6,767,604	7,027,453	7,406,868	379,415	5.4%
City of Greater Geelong - Ward Councillor Allocation	-	60,000	-	-60,000	-100.0%
Golden Plains Shire	321,869	336,487	406,945	70,458	20.9%
Surf Coast Shire	465,570	488,850	502,871	14,021	2.9%
Member Council Contributions - annual operating allocations	**7,775,591**	**8,143,216**	**8,525,946**	**382,730**	**4.7%**
City of Greater Geelong – 2013-14 Budget Shortfall	-	18,530	-	-18,530	-100.0%
City of Greater Geelong – Western Heights	15,105	15,105	15,105	-	0.0%
City of Greater Geelong – Other Programs	45,605	-	-	-	0.0%
Total Member Council Contributions	**7,836,301**	**8,176,851**	**8,541,051**	**364,200**	**4.5%**

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 1.5% overall. The Department of Planning and Community Development will confirm these grants in May 2014.
- *Premier's Reading Challenge Book Fund* – 2013-14 was the final year of a 4-year program and there has been no indication as yet as to whether this program will continue into 2014-15.

State Government Funding	2012-13 Actual	2013-14 Budget	2013-14 Confirmed post adoption of Budget	2014-15 Budget	2013-14 confirmed to 2014-15 budget $ Increase /-Decrease	2013-14 confirmed to 2014-15 budget % Increase /-Decrease
Borough of Queenscliffe	57,644	59,373	58,069	58,940	871	1.5%
City of Greater Geelong	1,299,828	1,338,823	1,312,826	1,332,518	19,692	1.5%
Golden Plains Shire	150,940	155,468	157,333	159,693	2,360	1.5%
Surf Coast Shire	195,471	201,335	201,174	204,192	3,018	1.5%
Subtotal – Public Libraries Funding Program	**1,703,883**	**1,754,999**	**1,729,402**	**1,755,343**	**25,941**	**1.5%**
Premiers Reading Challenge Book Fund	49,322	49,322	49,322	-	-49,322	-100.0%
Total State Government Contributions	**1,753,205**	**1,804,321**	**1,778,724**	**1,755,343**	**-23,381**	**-1.3%**

An application will be made to the State Government's Living Libraries program to fund on a 3:1 ratio the purchase of a new mobile library. The request will be for $487,500 based on GRLC contributing $162,500 comprising $152,000 from the capital expenditure budget and $10,500 in-kind.

5.1.3   User fees and charges

User fees and charges were last increased in 2010-11. As these charges had not been increased for the last four years they were benchmarked against three other library services. The benchmarking showed that our charges are comparable to these other library services and therefore we do not recommend increases in user fees and charges for 2014-15.

5.2   Cash Expenditure – Operating and Capital

Cash Expenditure – Operating and Capital (excluding depreciation and gain/loss on sale of plant & equipment)	2012-13 Actual	2013-14 Budget	2014-15 Budget	2013-14 to 2014-15 $ Increase /-Decrease	2013-14 to 2014-15 % Increase /-Decrease
Operating					
Employee costs	5,615,498	6,719,577	7,118,469	398,892	5.9%
General works- materials	69,073	63,121	64,555	1,434	2.3%
General works–equip/vehicles	100,229	74,438	76,177	1,739	2.3%
General works–external services	960,628	1,026,103	1,041,252	15,149	1.5%
Administration	278,590	229,206	238,961	9,755	4.3%
Professional services	255,213	294,737	362,591	67,854	23.0%
Utilities	362,807	410,653	413,797	3,144	0.8%
Capital					
Capital replacement expenditure	1,920,629	2,338,603	1,682,733	-655,870	-28.0%
Capital expenditure on new libraries collections	106,099	-	-	-	0.0%
Total Cash Expenditure – Operating and Capital	**9,668,766**	**11,156,438**	**10,998,535**	**-157,903**	**-1.4%**

5.2.1 Employee expenses

Employee costs comprise around 64% of total cash expenditure for 2014-15.

Increases in staff costs reflect an annual Enterprise Agreement increase of 3.8%, banding increments, statutory Superannuation Guarantee Charge at 9.25% and Worksafe premium insurance at the current premium rate of 0.65%.

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.

5.2.2 Other Expenditure

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

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

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

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

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

Utilities
Utilities mostly reflects branch communications costs as indicated by Telstra for 2014-15.

5.2.3 Depreciation

For the purposes of the budget this non-cash item includes an estimated increase of $80,000 for 2014-15.

5.2.4 Capital budget

The following table outlines the capital expenditure budget for 2014-15.

Capital Expenditure	2012-13 Actual	2013-14 Budget	2014-15 Budget	2013-14 to 2014-15 $ Increase /-Decrease	2013-14 to 2014-15 % Increase /-Decrease
Collections	1,441,018	1,276,000	1,230,733	-45,267	-3.5%
IT Infrastructure	362,583	250,000	250,000	0	0.0%
Branch Furniture, Fittings & Equipment	45,805	70,000	50,000	-20,000	-28.6%
Vehicle replacement	25,706	-	-	-	0.0%
Mobile upgrade *	-	137,500	152,000	14,500	10.5%
Premiers Reading Challenge	45,517	-	-	-	-
New libraries and upgrades-COGG	37,918	-	-	-	-
New libraries and upgrades-Golden Plains	68,181	-	-	-	-
Unspent allocations from 2012-13 carried forward into 2013-14	-	605103	-	-605,103	-100.0%
Total capital expenditure	**2,026,728**	**2,338,603**	**1,682,733**	**-655,870**	**-28.0%**

*Mobile upgrade - this allocation relates to a mobile upgrade at an estimated total cost of $650,000 dependent on a successful application to the State Government for a *Living Libraries Grant* which would fund 75% of the cost or $487,500 leaving the balance of 25% or $162,500 to be funded by GRLC in the form of $152,000 from the capital expenditure budget and $10,500 in the form of an in-kind contribution from GRLC.

GRLC was successful in obtaining similar funding in 2013-14 for its other mobile library.

5.2.5 Operating (Accrual) Budget

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 2012-13	Budget 2013-14	Budget 2014-15
Recurrent Income			
Member Contributions	7,836,301	8,176,851	8,525,946
COGG - Western Heights & other programs			15,105
Grants Member Municipalities	1,703,883	1,754,999	1,755,343
User Charges	116,831	101,162	101,162
Other Fees and Charges	127,590	163,417	124,197
Interest Investments	109,979	90,000	90,000
Sundry Income	20,076	10,000	10,000
Total Recurrent Income	**9,914,660**	**10,296,429**	**10,621,753**
Recurrent Expenditure			
Employee Related			
Salaries	5,615,498	6,143,432	6,510,666
Workcover / Superannuation	497,457	576,145	607,803
	6,112,955	**6,719,577**	**7,118,469**
Goods and Services			
General Works - Materials	69,073	63,121	64,555
General Works - Plant, Vehicle Costs	100,229	74,438	76,177
General Works - External Services	960,628	1,026,103	1,041,252
Administration	278,590	229,206	238,961
Professional Services	255,213	294,737	362,591
Utilities	362,807	410,653	413,797
Depreciation	1,718,587	1,783,000	1,863,000
(Gain)/Loss on Sale of Plant & Equipment	255,471	-10,690	-10,690
Total Recurrent Expenditure	**10,113,553**	**10,590,145**	**11,168,112**
Recurrent Surplus / -Deficit	**-198,893**	**-293,716**	**-546,359**
Non Recurrent Income			
Capital Grants & Income	605,562	59,322	10,000
Non Recurrent Expenditure			
Unfunded Superannuation Liability	-	8,900	8,900
Net Surplus / (Deficit)	**406,669**	**-243,294**	**-545,259**

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 2014-15 year.

Cash Flows	Actual 2012-13	Budget 2013-14	Budget 2014-15
Operating	2,041,400	1,478,594	1,305,951
Investing	-1,485,025	-2,238,591	-1,662,733
Net increase/(decrease) in cash held	**556,375**	**-759,997**	**-356,782**
Cash at beginning of financial year	1,052,546	1,608,921	848,924
Cash at end of financial year	**1,608,921**	**848,924**	**492,142**

6.1 Cash at End of the Year

Overall total cash is forecast to decline to around $500,000 at 30 June 2015.

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 $705,264 at 30 June 2013. We do not have an expectation that all staff will be calling on these entitlements in the short term.

7   Budgeted financial position – Balance Sheet

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

Balance Sheet Summary	Actual 2012-13	Budget 2013-14	Budget 2014-15
Assets and Liabilities			
Total Assets	11,909,383	11,778,998	11,226,947
Total Liabilities	2,161,846	2,274,755	2,267,963
Net Assets	9,747,537	9,504,243	8,958,984
Equity	9,747,537	9,504,243	8,958,984

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

7.1 Defined Benefit Plan Superannuation liability

During 2011-12 the Local Authorities Superannuation Fund advised GRLC of the quantum of its liability relating to the most recent call at $787,348. The Library Board has resolved to repay the liability in four instalments in the four financial years 2012-13 to 2015-16. This repayment plan attracts interest and charges of approximately $37,652 making a total of $825,000 in repayments. The Board agreed with member councils that the first instalment of $240,000 would be paid out of GRLC's cash reserves and the remaining three instalments of $195,000 would be paid by member councils via special contributions in 2013-14, 2014-15 and 2015-16.

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

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 2014-15 to 2017-18 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 2013-14 plus the next 4 years as set out in the Plan for the years 2014-15 to 2017-18. 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.

Financial Indicator Summary	2013-14 $	2014-15 $	2015-16 $	2016-17 $	2017-18 $
Operating Result – Surplus/-Deficit	- 243,294	- 545,259	- 554,895	- 561,072	- 582,082
Cash and Investments	848,924	492,142	318,413	199,609	189,794
Net Increase/(Decrease) in cash	- 759,997	- 356,782	- 173,729	- 118,805	- 9,815
Capital Expenditure	1,733,500	1,771,950	1,762,427	1,848,325	1,847,807

The key outcomes of the Plan are as follows:

- Financial sustainability
  While the operating result is a deficit from 2013-14 onwards we note that this is largely related to a steep increase in the cost of depreciation between the 2012-13 and 2013-14 budgets. The capital expenditure budget will be closely monitored in future years in order to ensure that cash reserves remain at an acceptable level.

- Cash and investments decrease from $849,000 in 2013-14 to a $190,000 deficit in 2017-18. 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 2014-15 to 2017-18) will total $6.4m at an average of $1.6m per year

8.3   Service Delivery Strategy

Current service levels will be maintained.

8.4 Strategic Resource Plan Assumptions

- Member Council Contributions are forecast to increase for the 2014-15 and following years at an average 5% per annum.
- State Government Grants are forecast to increase for the 2013-14 and following years at 1.5% per annum.
- User Fees & Charges – to remain at 2013-14 levels.
- Interest & Sundry Income – interest will reduce as levels of cash reserves decline over the four year period
- Employee costs – increased by 5% each year to cover Enterprise Agreement increases and salary banding increments. There are no increases in staffing levels proposed in the SRP
- All other expenditure categories have been increased by a CPI of 2.4% in each year.
- Depreciation costs are estimated to increase by an average $80,000 in the years 2014-15 to 2016-17.
- The 2014-15 confirmed level of capital grants for collections of $10,000 is assumed to continue in each year of this SRP. If these grants do not continue the capital expenditure on collections will be adjusted accordingly.
- The remaining balance of the Defined Benefit Plan superannuation liability is to be repaid in two instalments of $195,000 each in 2014-15 and 2015-16. A Special Member Contribution will be made by each of the four member councils at a total of $195,000 each in 2014-15 and 2015-16 to cover the remaining instalment repayments.
- Capital expenditure – a 5% increase in collections spending from 2014-15 onwards in order to reach the library industry standard of the provision of 2 collection items per capita. A 2.4% CPI increase in library branch equipment and IT infrastructure from 2014-15 onwards. Estimates of the cost of replacement of two vehicles in each of 2015-16 and 2016-17. An upgrade to one of the mobile library vehicles in 2014-15 is subject to a successful funding application.

8.5 Financial Indicators

The following table outlines a summary of budgeted financial ratios for the years 2012-13 to 2017-18. 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 meets the commitments that are incorporated in this Strategic Resource Plan.

	2012-13 Actual	2013-14 Budget	2014-15 Budget	2015-16 Plan	2016-17 Plan	2017-18 Plan
Underlying result Measures surplus/-(deficit) as a % of revenue	-2%	-3%	-5%	-5%	-5%	-5%
Working capital Current assets/current liabilities Measuring GRLC's ability to meet current commitments	0.96	0.53	0.32	0.22	0.15	0.14
Adjusted working capital 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.	1.39	0.77	0.47	0.32	0.23	0.22
Investment gap Capital Expenditure / Depreciation Measuring GRLC's rate of replacement of assets	1.24	1.31	0.90	0.82	0.80	0.73

9. Statutory Disclosures

The Library is required to present information in its Annual Budget pursuant to the Act and the Regulations.

These following Appendices provide such information:

- Fees and Charges Schedule – refer Appendix A
- Budgeted Standard Statements 2012-13 to 2017-18 – refer Appendix B

Appendix A

Fees and Charges Schedule

	2013-14	Proposed 2014-15
Overdue charges		
Adults collection, music CDs and DVDs – per item per day	$0.30	$0.30
Charges for damaged materials		
Rejacketing	$5.00	$5.00
CD & DVD case or slick replacement	$5.00	$5.00
RFID tags and barcode replacement	$5.00	$5.00
Charges for lost/totally damaged items	Item cost plus $5 admin fee	Item cost plus $5 admin fee
Replacement membership cards	$3.30	$3.30
Photocopying & PC printing		
A4 page (B&W)	$0.25	$0.25
A3 page (B&W)	$0.50	$0.50
A4 page (Colour)	$1.00	$1.00
A3 page (Colour)	$2.00	$2.00
Laminating		
Card laminating	$1.00	$1.00
A4 laminating	$1.50	$1.50
Facsimile		
Australia – first page	$2.00	$2.00
Overseas – first page	$5.00	$5.00
Subsequent pages	$1.00	$1.00
Earphones	$1.00	$1.00
USB stick	$10.00	$10.00
Meeting rooms – Bannockburn, Belmont, Corio, Newcomb & Waurn Ponds		
Commercial/Professional user – per hour	$50	$50
Commercial/Professional user – per day	$300	$300
Community user – per hour	$10	$10
Community user– per day	$60	$60
Audio visual equipment – commercial/professional user	Included in room hire rates	Included in room hire rates
Audio visual equipment – community user	Included in room hire rates	Included in room hire rates

All fees and charges inclusive of GST

Appendix B

Budgeted Standard Statements – 2012-13 to 2017-18

GEELONG REGIONAL LIBRARY CORPORATION

STANDARD INCOME STATEMENT

2014-15 BUDGET

APPENDIX B

	Actual	Budget	Budget	Plan	Plan	Plan	Variance 13-14 Budget to
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-18	14-15 Budget
	$	$	$	$	$	$	$
Recurrent Income							
Member Council Contributions	7,836,301	8,176,851	8,541,051	8,968,104	9,416,509	9,887,334	364,200
State Government Grants	1,703,883	1,754,999	1,755,343	1,808,003	1,862,243	1,918,111	344
Fees & Charges	244,421	264,579	225,359	225,359	225,359	225,359	(39,220)
Interest & Sundry Income	130,055	100,000	100,000	90,000	80,000	70,000	0
Total Recurrent Income	**9,914,660**	**10,296,429**	**10,621,753**	**11,091,466**	**11,584,111**	**12,100,804**	**325,324**
Recurrent Expenditure							
Employee Related							
Employee Costs	6,112,955	6,719,577	7,118,469	7,474,392	7,848,112	8,240,518	398,892
General Works - Materials	69,073	63,121	64,555	66,104	67,691	69,315	1,434
General Works - Plant, Vehicle Costs	100,229	74,438	76,177	78,005	79,877	81,794	1,739
General Works - External Services	960,628	1,026,103	1,041,252	1,066,242	1,091,832	1,118,036	15,149
Administration	278,590	229,206	238,961	244,696	250,569	256,582	9,755
Professional Services	255,213	294,737	362,591	371,293	380,204	389,329	67,854
Utilities	362,807	410,653	413,797	423,728	433,898	444,311	3,144
Depreciation	1,718,587	1,783,000	1,863,000	1,943,000	2,023,000	2,103,000	80,000
(Gain)/Loss on Sale of Plant & Equipment	255,471	(10,690)	(10,690)	(20,000)	(20,000)	(10,000)	0
Total Recurrent Expenditure	**10,113,553**	**10,590,145**	**11,168,112**	**11,647,461**	**12,155,183**	**12,692,886**	**577,967**
		1,171,396					
Recurrent Surplus / (Deficit)	**(198,893)**	**(293,716)**	**(546,359)**	**(555,996)**	**(571,072)**	**(592,082)**	**(252,643)**
Non Recurrent Income							
Capital Grants & Income	605,562	59,322	10,000	10,000	10,000	10,000 -	49,322
Non Recurrent Expenditure							
Defined Benefits Superannuation Liability - Interest cost	-	8,900	8,900	8,900	-	-	(0)
NET SURPLUS / (DEFICIT)	**406,669**	**(243,294)**	**(545,259)**	**(554,895)**	**(561,072)**	**(582,082)**	**(301,965)**

GEELONG REGIONAL LIBRARY CORPORATION
STANDARD BALANCE SHEET
2014-15 BUDGET

APPENDIX B

*Year End 30 June Balances	Actual 2012-2013 $	Budget 2013-2014 $	Budget 2014-2015 $	Plan 2015-2016 $	Plan 2016-2017 $	Plan 2017-18 $	Variance Budget to Budget $
Current Assets							
Cash and Investments	1,608,921	848,924	492,142	318,413	199,609	189,794	(356,782)
Receivables	11,604	78,369	50,000	50,000	50,000	50,000	(28,369)
Prepayments	29,446	26,000	28,677	33,678	33,679	33,679	2,677
Total Current Assets	**1,649,971**	**953,293**	**570,819**	**402,091**	**283,288**	**273,473**	**(382,474)**
Current Liabilities							
Payables	378,153	485,000	394,000	341,900	275,901	290,000	(91,000)
Provisions	1,341,364	1,307,364	1,413,364	1,519,364	1,625,364	1,631,364	106,000
Total Current Liabilities	**1,719,517**	**1,792,364**	**1,807,364**	**1,861,264**	**1,901,265**	**1,921,364**	**15,000**
Net Current Assets	**(69,546)**	**(839,071)**	**(1,236,545)**	**(1,459,173)**	**(1,617,977)**	**(1,647,891)**	**(397,474)**
Non-Current Assets							
Property, Plant & Equipment	10,259,412	10,825,705	10,656,128	10,323,861	9,921,594	9,359,327	(169,577)
Total Non-Current Assets	**10,259,412**	**10,825,705**	**10,656,128**	**10,323,861**	**9,921,594**	**9,359,327**	**(169,577)**
Non-Current Liabilities							
Creditors and Provisions	442,329	482,391	460,599	460,599	460,599	450,500	(21,792)
Total Non-Current Liabilities	**442,329**	**482,391**	**460,599**	**460,599**	**460,599**	**450,500**	**(21,792)**
NET ASSETS	**9,747,537**	**9,504,243**	**8,958,984**	**8,404,089**	**7,843,018**	**7,260,936**	**(545,259)**
Ratepayers Equity							
Members Contribution	3,886,011	3,886,011	3,886,011	3,886,011	3,886,011	3,886,011	-
Accumulated Surplus	5,861,526	5,618,232	5,072,973	4,518,078	3,957,007	3,374,925	(545,259)
TOTAL EQUITY	**9,747,537**	**9,504,243**	**8,958,984**	**8,404,089**	**7,843,018**	**7,260,936**	**(545,259)**

GEELONG REGIONAL LIBRARY CORPORATION

STANDARD CASHFLOW STATEMENT

2014-15 BUDGET

APPENDIX B

	Actual	Budget	Budget	Plan	Plan	Plan	Variance Budget to Budget
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-18	
	$	$	$	$	$	$	$
Cash Flows from Operating Activities							
Payments							
Employee Costs	(6,222,298)	(6,719,577)	(7,118,469)	(7,474,392)	(7,848,112)	(8,240,518)	(398,892)
General Works / Utilities / Disbursements	(1,553,709)	(1,574,315)	(1,595,781)	(1,634,080)	(1,673,298)	(1,713,457)	(21,466)
Administration / Professional Services	(470,683)	(523,943)	(601,552)	(615,989)	(630,773)	(645,912)	(77,609)
	(8,246,690)	**(8,817,835)**	**(9,315,802)**	**(9,724,461)**	**(10,152,183)**	**(10,599,886)**	**(497,967)**
Receipts							
Member Contributions	7,937,100	8,176,851	8,541,051	8,968,104	9,416,509	9,887,334	364,200
Fees and Charges	366,740	264,579	225,359	225,359	225,359	225,359	(39,220)
Interest & Sundry Income	109,979	100,000	100,000	90,000	80,000	70,000	-
Government Grants	1,874,271	1,754,999	1,755,343	1,808,003	1,862,243	1,918,111	344
	10,288,090	**10,296,429**	**10,621,753**	**11,091,466**	**11,584,111**	**12,100,804**	**325,324**
Net Cash Inflow from Operating Activities	**2,041,400**	**1,478,594**	**1,305,951**	**1,367,004**	**1,431,928**	**1,500,918**	**(172,643)**
Cash Flows from Investing Activities							
Capital Expenditure (including unspent 2012-13 allocations carried forward into 2013-14)	(2,125,673)	(2,338,603)	(1,682,733)	(1,600,733)	(1,610,733)	(1,530,733)	655,870
Capital Income	605,562	59,322	10,000	10,000	10,000	10,000	(49,322)
Proceeds from Sale of Plant and Equipment	35,086	40,690	10,000	50,000	50,000	10,000	(30,690)
Net Cash Outflow from Investing Activities	**(1,485,025)**	**(2,238,591)**	**(1,662,733)**	**(1,540,733)**	**(1,550,733)**	**(1,510,733)**	**(351,414)**
Cash Flows from Financing Activities					1,171,396		
Special Member Contributions	-	195,000	195,000	195,000	-	-	-
Defined Superannuation Liability Payments	-	(195,000)	(195,000)	(195,000)	-	-	-
Net Increase (Decrease) in Cash Held	556,375	(759,997)	(356,782)	(173,729)	(118,805)	(9,815)	403,215
Cash at the Beginning of the Financial Year	1,052,546	1,608,921	848,924	492,142	318,413	199,609	(759,997)
Cash at the end of the Financial Year	**1,608,921**	**848,924**	**492,142**	**318,413**	**199,609**	**189,794**	**(356,782)**

GEELONG REGIONAL LIBRARY CORPORATION

STANDARD STATEMENT OF CAPITAL EXPENDITURE

2014-15 BUDGET

APPENDIX B

	Actual	Budget	Budget	Plan	Plan	Plan	Variance Budget to Budget
	2012-2013 $	2013-2014 $	2014-2015 $	2015-2016 $	2016-2017 $	2017-18 $	$
Collections	1,441,018	1,230,733	1,230,733	1,230,733	1,230,733	1,230,733	0
Collections - Premiers Reading Challenge	45,517	45,267	-	-	-	-	(45,267)
New libraries collections-COGG	37,918	-	-	-	-	-	-
New libraries collections-Golden Plains	68,181	-	-	-	-	-	-
IT Infrastructure	362,583	250,000	250,000	250,000	250,000	250,000	0
Branch Furniture, Fittings & Equip	45,805	70,000	50,000	50,000	50,000	50,000	(20,000)
Vehicle Replacement	25,706	-	-	70,000	80,000	-	-
Mobile library upgrade *	-	137,500	152,000	-	-	-	14,500
Unspent allocations from 2012-13 carried forward into 2013-14		605,103					
Total Capital Expenditure	**2,026,728**	**2,338,603**	**1,682,733**	**1,600,733**	**1,610,733**	**1,530,733**	**- 50,767**

Appendix C

Reading the Future: Next Generation Libraries, Library Plan 2013 to 2017
Adopted 27 June 2013. Year 2 – 2014/15 Priorities

The table on the following pages details the priorities for Year 2 - 2014/15 of the Library Plan.

1. Digital library Develop, lead and implement technology-enabled service delivery models so that people can access our library collections, services and programs – anywhere any time.		Year 2 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.	Commence implementation of Digital Strategy developed in Year 1
1.2	Position the library to take best possible advantage of opportunities created by the NBN and enable innovative digital library and information services.	Continue identifying collaboration opportunities Implementation of Year 1 review findings.
1.3	Redesign and expand web presence to be interactive, intuitive and content rich.	Complete redesign and launch new website.
1.4	Work with other libraries, cultural institutions and library users to collaboratively create, deliver and manage digital content.	Complete technical preparedness. Identify partners. Pilot project/s.
1.5	Improve access to collections and resources by adding a 'discovery layer' capability to the catalogue.	Complete project brief, contract to supplier, implement and launch discovery layer.
1.6	Lead the adoption of and opportunities for community access to new and emerging technologies.	Roll out new Info Tech equipment including tablets and chrome books.
1.7	Investigate the feasibility of a Digital Hub providing public access to online resources digital collections and infrastructure.	Continue planning for the GLHC as a centre of excellence for digital technologies and resources. Collaborate with synergistic partners.
1.8	Explore the potential for including "maker" technology spaces for experimentation, digital content creation and technology equipment and software development in libraries.	Pilot maker space at Corio Library.
1.9	Provide digital literacy training to enable development of greater technology skill levels of library staff and community members including e-learning and online training modules.	Continue digital literacy program responding to community need and new technologies. Facilitate usage of Library spaces for digital learning.
1.10	Utilise technology to extend services to remote and rural areas.	Work with Local Government Member Councils to explore opportunities. Ensure IT infrastructure capacity.

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Reading the Future: Next Generation Libraries, Library Plan 2013 to 2017
Adopted 27 June 2013. Year 2 – 2014/15 Priorities

2. **Welcoming places and spaces** **Present welcoming, purposeful and safe library facilities at the heart of the community.**		Year 2 Actions
2.1	Work together with the City of Greater Geelong to deliver a new and innovative Geelong Library and Heritage Centre.	Participate in all relevant meetings and forums including Building phase Project Steering Group. Complete GLHC operation plans to ensure successful operation of GLHC
2.2	Maintain continuity of quality library services in the temporary Geelong Library and showcase the forthcoming Geelong Library and Heritage Centre.	Interim Library operations from Geelong Temporary Library, Geelong West Library and Breakwater Storage facility. Provide information updates re GLHC project progress.
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.	Commence development of project brief. Engage Consultant. Conduct review and report findings.
2.5	Continue implementation of 'Forward Motion' mobile library review endorsed findings and recommendations.	Commence services to Bellarine and Surf Coast with new mobile Library procures at end year 1.
2.6	Secure resources to replace current mobile library vehicles to provide greater range of services and technology to rural communities.	Complete Living Libraries Funding submission for funds to deliver a new mobile library for Golden Plains Shire.
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 member Councils to expand reach of service.
2.8	Investigate opportunities to provide multiple means of service delivery to rural communities including feasibility of postal service, digital access and access points for pick up and returns outside mobile library visit hours.	Explore opportunities for new and innovative approaches and conduct feasibility of implementation.
2.9	In partnership with member councils address ageing infrastructure, improve access for all and ensure safe public library facilities	Work effectively with member Council Community Facilities and Rural Access Officers to ensure optimum access and use

Reading the Future: Next Generation Libraries, Library Plan 2013 to 2017
Adopted 27 June 2013. Year 2 – 2014/15 Priorities

		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.	Implement findings of review conducted in Year 1.
2.12	Encourage and facilitate community use of libraries as meeting places.	Implement findings of 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 2 Actions
3.1	Increase resources for the procurement of a broad range of print and digital content in response to customer demand, expectations and publishing trends.	Access additional funding resources.
3.2	Continue investment in quality children's collections that contribute to the development of reading literacy skills in our region	Working closely with Children's and Youth Team, children's services partners and state wide network to resource reading literacy development collections and support extensive offer of children's programs.
3.3	Establish collection of e-readers and tablets containing digital collection content for loan.	Continue Working with ALIA, PLVN and international networks advocating for Library Lending Rights within DRM environment
3.4	Review and update Collection Development Policy and implement Collection Management Plan.	Complete detailed Collection management Plan to ensure appropriate standards and levels of investment are met.
3.5	Develop and implement collection strategy for the Geelong Library and Heritage Centre.	Implement Procurement strategy and profiles developed in year 1
3.6	Investigate appropriate software systems to enable successful Integration of GRLC and Geelong Heritage Centre collections.	Commence investigation of market availability.
3.7	Explore statewide and other collaborative opportunities to access collection materials in Languages Other Than English.	Implement findings of MAC Review of Public Libraries recommendation in relation to LOTE.
3.8	Develop non-fiction collections that support the National Curriculum.	Implement Review findings and recommendation undertaken in Year 1

Appendix C

Reading the Future: Next Generation Libraries, Library Plan 2013 to 2017
Adopted 27 June 2013. Year 2 – 2014/15 Priorities

3.9	Explore opportunities for collaborative procurement of print and digital collections and resources.	Implement findings of MAC Review of Public Libraries recommendation in relation to digital platforms and collections.

4. Reading community — Promote and deliver engaging library programs, events and activities that encourage a lifelong love of reading and increase social inclusion.		Year 2 Actions
4.1	Create a Reader Development Strategy to ensure optimum tailoring, take up and impact of collections, services and programs.	Implement plan developed in Year 1
4.2	Undertake a major survey of the community utilising the Libraries Building Communities survey tool every two years.	Review Survey tool, conduct survey, analyse and report of results.
4.3	Continue targeted community engagement with key priority groups including young people, CALD communities, older people and people with disabilities.	Strengthen current partnership 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, books 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.	Continue reviewing and developing new opportunities to build on Year 1 achievements.
4.6	Deliver a calendar of community focused programs and events that increase reading and digital literacy, increase lifelong learning, enable sharing of knowledge and debate, enhance cultural engagement and enjoyment.	Timely delivery of quarterly calendar with relevant programming content.
4.7	Continue major emphasis in provision of preschool and children's programs to increase reading literacy and lifelong learning skills.	Delivery of responsive literacy development programs for the region's young people.
4.8	Develop comprehensive marketing plan including targeted program and service development, re-branding and repositioning, membership strategy, promotional activity and materials.	Develop project brief, engage consultants, and implement recommendations.

Appendix C

Reading the Future: Next Generation Libraries, Library Plan 2013 to 2017
Adopted 27 June 2013. Year 2 – 2014/15 Priorities

4.9	Develop comprehensive media and communication strategy to raise the profile and awareness of the GRLC.	Linked to and part of previous action
4.10	Maximise use of relevant social media for the purpose of community engagement and information sharing.	Continue to maximise usage of appropriate social media avenues for promotion and engaging.
4.11	Redevelop library website as a major marketing and promotional tool.	Complete redesign and launch new website.
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 2 Actions**
5.1	Complete integration of GRLC and the Geelong Heritage Centre including collections and digitised content.	Complete Heritage Collection Management Plan
5.2	Conduct a National Significance Assessment of heritage collections.	Acquire funds in order to complete significance study of Heritage collection
5.4	Establish a print and digital regional collection focused on arts and culture to be housed at the Geelong Library and Heritage Centre.	Continue implementation of Opening Day Collection plan developed in Year 1
5.5	Establish a niche market Readers and Writers Festival for the Geelong Region.	In partnership with CoGG and Deakin University participate in the delivery of Word for Word Non-Fiction Festival
5.6	Increase and diversify the range of literary programs and events.	Diversify offer of literary programming
5.7	Showcase the creative output of local writers, poets and artists though programming and collection development.	Continue implementation
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	Provide space and assist in promotions.

Reading the Future: Next Generation Libraries, Library Plan 2013 to 2017
Adopted 27 June 2013. Year 2 – 2014/15 Priorities

	workshops.	
5.9	Participate in the region's cultural festivals and events.	Map Festivals and participate as appropriate
5.10	Continue active membership of G21 Arts & Culture Pillar.	Attend and participate in Arts and Culture Pillar meetings
5.11	Offer community training in the use of information technology to optimise heritage and genealogy research skills and access.	Explore and implement partnership opportunities with SLV and PROV Provide training as part of quarterly calendar
6. Collaboration and partnerships **Collaborate and nurture partnerships with community, government and business organisations to achieve mutual benefits.**		**Year 2 Actions**
6.1	Increase engagement with the Wathaurong Community to ensure the delivery of relevant library services and programs.	Increase participation in program delivery
6.2	Consult with Diversitat in the development and implementation of a Multicultural Library Services Action Plan	Conduct meeting with key personnel to explore project. Develop project plan.
6.3	Participate actively in State Library of Victoria research and development projects	Membership and representation on relevant statewide project groups
6.4	Work with Disability Organisations to improve access to library services and facilities.	Implement findings of Disability Action Plan review
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	Mapping of networks
6.6	Work with Do Care, Volunteering Geelong and other volunteer organisations to increase library volunteer base and extend service delivery.	Increase access and usage of service
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.	Complete evaluation project and report findings.
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
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

Appendix C

Reading the Future: Next Generation Libraries, Library Plan 2013 to 2017
Adopted 27 June 2013. Year 2 – 2014/15 Priorities

6.12	Review the Sponsorship Policy and develop a Sponsorship Strategy Plan.	Implement findings of review and feasibility study.
6.13	Establish a GRLC Friends Group.	Implement findings of review and feasibility study.

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 2 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.	Complete People Plan for GLHC
7.2	Strengthen leadership capability across the organisation and create staff forums that foster creativity and innovation in library services.	Team formation, training and forums.
7.3	Develop a customer services strategy and training program in alignment with desired organisational culture and international library trends.	Implement findings and recommendations from Year 1 Strategy development.
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.	MAC Review and MAV funding campaigns.
7.8	Reposition the GRLC strategically in relation to changes in the Victorian State funding model following the MAC Review.	Improved State Govt funding model and quantum.
7.10	Implement the Business Classification Scheme document management system, review and	Implement business classification system and records management software.

Appendix C

Reading the Future: Next Generation Libraries, Library Plan 2013 to 2017
Adopted 27 June 2013. Year 2 – 2014/15 Priorities

	improve intranet access to key organisational documents and develop staff communications policy.	
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 Govts. Explore alternative streams of funding opportunities including foundation and sponsorship.
7.12	Investigate feasibility of establishing a GRLC Library Foundation.	Implement findings of feasibility study.

Appendix C

***Reading the Future: Next Generation Libraries, Library Plan 2013 to 2017
Adopted 27 June 2013. Year 2 – 2014/15 Priorities***

KEY PERFORMANCE INDICATORS

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

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