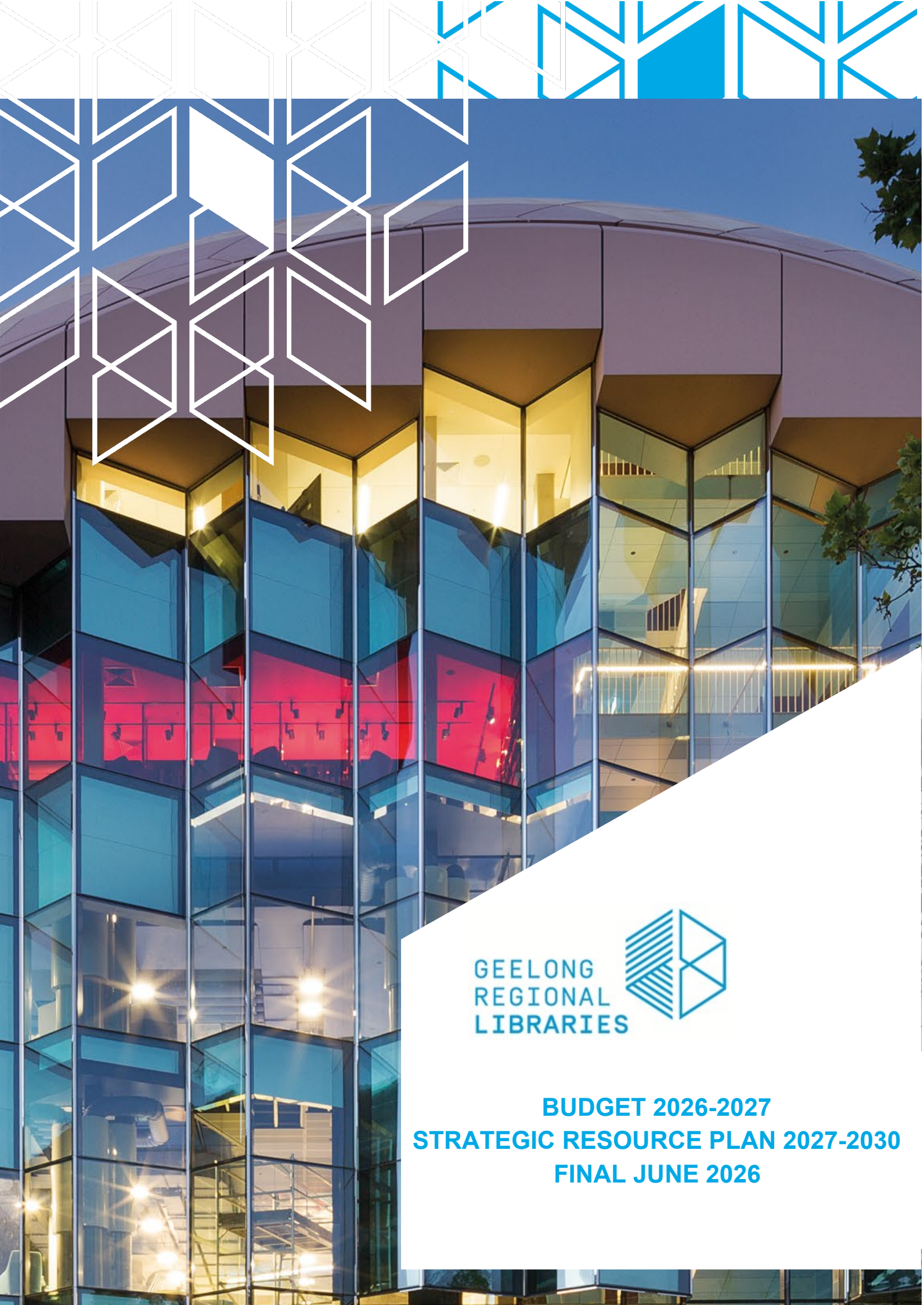




GEELONG
REGIONAL
LIBRARIES



BUDGET 2026-2027
STRATEGIC RESOURCE PLAN 2027-2030
FINAL JUNE 2026



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1 INTRODUCTION

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, Colac Otway Shire, Golden Plains Shire and Surf Coast Shire. The network covers an area of almost 9,000 square kilometres, with 20 libraries located at Apollo Bay, Biyal-a Armstrong Creek, Bannockburn, Barwon Heads, Belmont, Chilwell, Colac, Corio, Boronggook Drysdale, Geelong, Geelong West, Highton, Lara, Leopold, Newcomb, Ocean Grove, Queenscliff, Torquay, Waurrn Ponds and Western Heights College. There is an outreach service that supports 25 townships, a Home Library Service and an inter-library loans service.

GRLC's annual recurrent income is comprised as follows:

	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	BUDGET 2026-27 \$	Change \$ Increase/ (Decrease)	Change % Increase/ - Decrease	Comments
Member Council contributions	17,890,142	17,153,961	17,423,699	269,738	1.6%	Based on a 2.75% increase across Member Councils except City of Greater Geelong which has a 1.38% increase.
State Government Grant - Public Libraries Funding Program	2,374,220	2,374,220	2,374,220	-	0.0%	No increase in PLFP funding is anticipated for 2026-2027.
User fees	411,589	375,615	444,040	68,425	18.2%	Comprises 54% venue hire income and 46% library income.
Interest and other income	514,558	350,732	603,218	252,486	72.0%	Includes \$472k interest income on cash and term deposits.
Total recurrent income	21,190,509	20,254,529	20,845,177	590,648	2.9%	
Member Council contributions	273,966	10,000	10,000	-	0.0%	
State Government Grant - Premiers Reading Challenge	56,417	56,417	56,417	-	0.0%	
Other capital grants	13,935	-	-	-	0.0%	
Total capital income	344,318	66,417	66,417	-	0.0%	
Total income	21,534,827	20,320,946	20,911,594	590,648	2.9%	

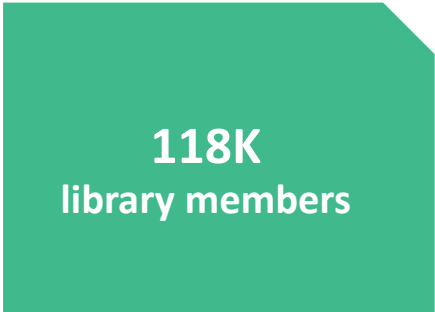
The Library Service is funded by Member Councils, the State Government and its own operations:

- Member Council contributions: 83.6% (2025-26: 84.7%)
- State Government Grant – Public Libraries Funding Program: 11.4% (2025-26: 11.7%)
- Fees & Charges: 2.1% (2025-26: 2.3%)
- Interest & Sundry Income: 2.9% (2025-26: 1.3%)

The Library Service is mindful of the cost pressures on Member Councils, with a rate cap this coming financial year of 2.75%. We are continually reassessing processes to ensure that value is being achieved.

Visitation to our libraries and access to our collections, programs and services continues to grow across the region as we work with our member Councils and partners to deliver community benefit.

- 31% or 117,855 people are library members from a total population of 387,463 across the five Member Councils at 31 March 2026;
- Over the last 12 months (to 31 March 2026) there has been:
 - 1.49 million visits to 20 libraries and 3 mobile libraries
 - over 2.2 million website and catalogue visits;
 - 2.4 million loans of collection items
 - 557,989 loans of e-Collection items
 - 9,261 programs and events, attracting over 150,000 participants



2 LINK TO THE LIBRARY PLAN

2.1 Library Plan

GRLC developed and adopted Library Plan 2025-29 in the current financial year. The new library plan is the primary strategic document of GRLC, and this Budget has been developed with the new plan in mind. GRLC will continue to revise the four-year strategic resource plan with each annual budget.

SUMMARY OF THE LIBRARY PLAN 2025-29:

PURPOSE

We exist to create knowledge and connection for people and communities. At Geelong Regional Libraries, we provide access to knowledge and opportunities for connection that can transform lives and strengthen communities across our region.

Whether through books, technology, programs, or conversation, our network of libraries and online resources bring people together around shared interests, diverse perspectives, and new opportunities to grow. By offering free, universal access to lifelong learning, reading and discovery, and social spaces, we help people connect to themselves, to the world around them, and to our community. In doing so, we live our purpose - to create knowledge and connection for people and communities.

FOUR PRIORITIES

1. Encouraging Personal Curiosity

We will ensure our libraries continue to be places where people can safely and truthfully learn not only about the world, but themselves, leading to a more meaningful existence for everyone in our region.

2. Evolving Customer Experiences

We will augment our core programs, collections and services to meet evolving community needs in a digital age. We will support all our customers to participate meaningfully in modern life, both professionally and personally, so that they leave their library having their expectations exceeded and horizons expanded.

3. Enhance Community Wellbeing

Our libraries will continue to evolve as safe, welcoming and accessible public places where people from all walks of life connect with knowledge, ideas, and each other. In doing so, we contribute to the health and wellbeing of both local and wider communities.

4. Embracing Our Future

Our people will feel happy, supported, safe, and proud to work for an organisation that has successfully adopted a new not for profit governance model, enhanced its financial security and built strategic partnerships connected with likeminded organisations.

2.2 Planning and Accountability Framework

BUDGET PROCESSES

The preparation of the Budget begins with library officers preparing the Annual Budget in accordance with the *Local Government Act 1989* and submitting the proposed Budget to the Board for approval in principle.

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

Action	Description	Date
1	Preliminary Budget presentation at Board Meeting	26 February 2026
2	Proposed Budget submitted to the Board for approval	30 April 2026
4	Public notice advising intention to adopt Budget	5 May 2026
5	Budget available for public inspection and comment for at least 28 days	5 May to 2 June 2026
6	Meeting to consider public submissions (if required)	11 June 2025
7	Budget and submissions presented to the Board for adoption (subject to final adopted Budgets of Member Councils)	25 June 2026
8	Copy of Adopted Budget submitted to the Minister for Local Government within 28 days of adoption	By 23 July 2026

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 2014* which support the Act. The 2026-27 Budget, which is included in this report, is for the year 1 July 2026 to 30 June 2027 and is prepared in accordance with the Act and Regulations.

This Budget document incorporates the Strategic Resource Plan (SRP) for the 3 years to 2029-30. In preparing the SRP, GRLC has complied 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; and,
- Provide full, accurate and timely disclosure of financial information.

2.3 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 into consideration. These include:

- The Victorian State Government rate cap is 2.75% for the 2026-27 financial year (2025-26: 3.00%)
- Funding from the State Government public library recurrent grant has remained unchanged since July 2019. This funding has not kept pace with GRLC's expanding network and the increase in employee costs over that time.

2.4 Budget Principles

The following principles have been incorporated in the 2026-27 Budget:

OVERALL BUDGET

The Budget has been prepared based on a 2.75% increase in contributions from all Councils relative to their 2025/26 contributions except City of Greater Geelong which has a 1.38% contribution increase. The composite contribution increase across all Councils is 1.6%. As expenses are increasing at a rate higher than this increase, a comprehensive review has been undertaken over the past 12 months to identify efficiencies. This review focused on reducing contractor expenditure, streamlining processes, and rationalising key subscriptions. As a result, a reduction has been budgeted across all non-employee related expenditure for the coming year, driven in large part by the transfer of finance and payroll services, which can be delivered more cost-effectively internally by GRLC than under the previous shared services arrangement with the City of Greater Geelong.

SERVICE LEVELS

- There are no proposed service level adjustments where member councils have proposed a 2.75% increase to their member contribution from FY26. At this stage that is Queenscliff, Surf Coast Shire, Colac Otway Shire and Golden Plains Shire.
- As part of the development of the Budget, and at the request of City of Greater Geelong (CoGG), modelling has been undertaken to assess service level scenarios in which CoGG provides for a 1.38% increase on its previous year contribution of \$14,696,960. Consistent with discussions in previous years, considerations regarding these scenarios and associated service implications are being undertaken collaboratively and in good faith for Councils consideration. Under this scenario there would be minor service level changes that would involve deferring some planned projects, resources and activation activities. There will be no impact to opening hours or existing staff.

BUDGET PARAMETERS

- Achieving a recurrent surplus (prior to depreciation) that is sufficient to maintain a financially sustainable capital expenditure program.
- Maintaining an acceptable level of cash reserves at the end of each year to cover anticipated employee leave commitments and asset renewal.
- Expenditure Budget has been thoroughly reviewed and is considered realistic and achievable.
- Set income budgets that are realistic and continue the achievement of the Library Plan.
- Costs are distributed to Member Councils in accordance with the Library Agreement between the five Member Councils.

2.5 Budget and Strategic Resource Plan Assumptions

INCOME

- Member Council contributions for 2026-27 reflect an overall increase of 1.6%, which is less than the rate cap for the year. The SRP assumes member contribution increases in future years of 2.75%.
- State Government Grants - Public Libraries Funding Program grants to Member Councils are estimated to be the same as 2026-27. The Department of Government Services will confirm these grants in mid-late 2027. The SRP assumes there will be no increase in State Government Grants.
- Interest income for 2026-27 is estimated at \$472,312 significantly higher than 2025-26. Interest rates and the average cash balances have both increased.
- User Fees & Charges – increase from the prior year Budget is primarily driven by increased volume (printing, photocopying, venue hire bookings).
- Other Income – this includes retail sales of 'Shelf Love' merchandise, donations, and some grants that are expected to continue in 2026-27.
- The 2025-26 confirmed level of capital grants for collections of \$66,417 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.

SALARIES

The current Enterprise Agreement Number 9 2024 (EA) commenced on 4 March 2025.

The legislated rate of superannuation increased from 11.5% to 12.0% from 1 July 2025. No future changes to this rate have been legislated.

The Workcover insurance premium is expected to be \$3k higher than the prior year Budget.

Also included in salaries are banding increment increases for eligible employees and Fringe Benefits Tax. There will be expense reductions due to flexible work arrangements and the end of some fixed term contracts.

The overall result is an increase in salary costs of 2.7% for 2026-27 when compared to the 2025-26 Adopted Budget.

The SRP assumes an increase in salary cost of 2.5% for each year from 2027-28 onwards. This assumes that Geelong Regional Libraries achieves efficiency of 0.5% per year (to achieve an overall 2.5% cost increase despite 3% enterprise agreement rate increases).

OTHER EXPENDITURE

- Specific expenditure line items relating to existing contracts such as courier services and digital communications agreements are based on known costs.
- Depreciation costs are estimated to be 20.2% higher than the 2025-26 Budget, as discussed in sections 4.1.7 'Depreciation' and 4.5 'Financial Resources'.

COST APPORTIONMENT APPROACH

The Library Agreement provides that certain shared costs are to be apportioned between member Councils based on relative usage of library services, measured by a combination of loans and visits. However, for approximately the past decade, annual member Council contributions have in practice been determined by applying an agreed percentage increase to the prior year's contribution, rather than recalculating usage-based shares each year. While this approach has provided budget stability and administrative simplicity, it may not fully reflect changes in relative service usage over time.

As a result, Councils may perceive that their current contribution does not align with their level of library utilisation. This Budget continues the established approach for the 2026–27 year, while noting that reviewing the cost-apportionment methodology is underway for the proposed business transition to a new entity, to ensure appropriateness of equity, transparency, and long-term sustainability.

BALANCE SHEET

The 2026-27 budgeted balance sheet is based on the most recently completed financial year (2024-25), and the current projection of the 2025-26 balance sheet. This will enable the budgeted balance sheet to more closely reflect the expected actual balance sheet at 30 June 2027. The calculation is as follows:

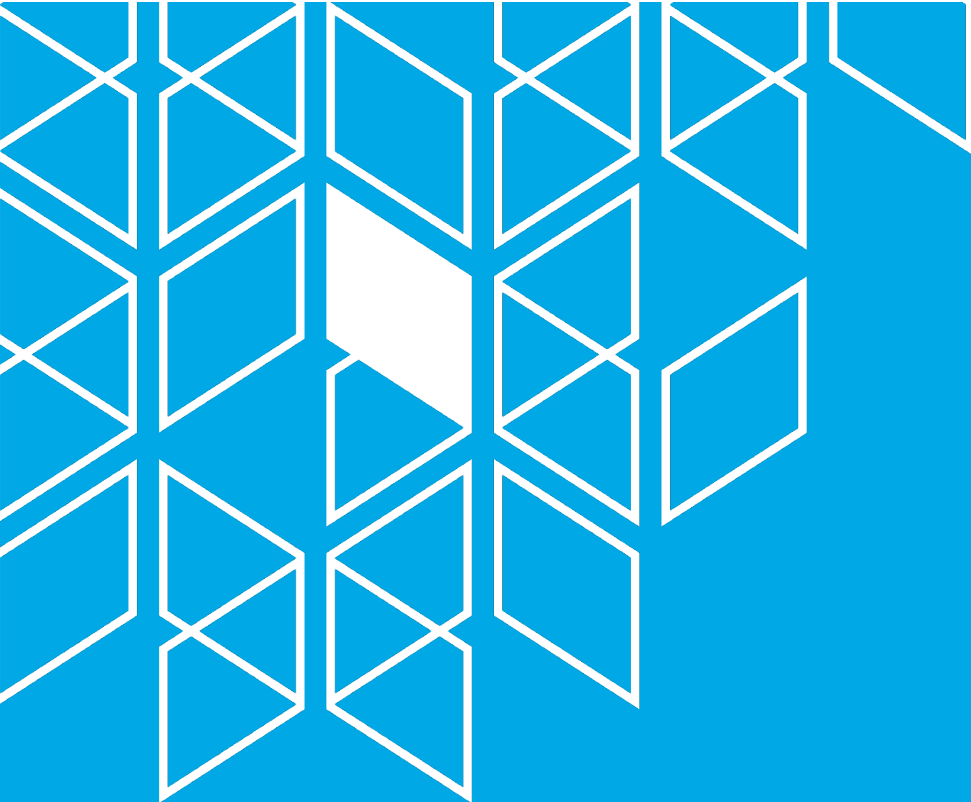
Actual 2024-25 Balance Sheet

- + Projected 2025-26 Income Statement & Capital Expenditure
- + Budgeted 2026-27 Income Statement & Capital Expenditure
- = **Budgeted 2026-27 Balance Sheet**

The result is a gradually decreasing net asset value over the four years of the SRP, which is mainly due to a continuing net deficit after depreciation.

CAPITAL EXPENDITURE

- Capital expenditure allows for an annual increase of 3% in Collections spending across the four years of the SRP.
- Computer and telecommunications investment is \$350,000 per year. Geelong Regional Libraries provide over 500 PC/laptop devices (for employee and public use) along with various other IT assets (such as printers, laser cutter, 3D printer).
- Fixtures, furniture and fittings annual expenditure of \$125,000 for the first two years and \$150,000 for the subsequent two years; this is for the ongoing renewal and replacement of the assets across the 20 libraries and 3 mobile libraries.



3 FINANCIAL STATEMENTS

This section presents information in regards to the Financial Statements and Statement of Human Resources. The Budget information for the year 2026-27 incorporates the Strategic Resource Plan for the three years ending 30 June 2030.

This section includes the following financial statements prepared in accordance with the Local Government Act 1989 and the Local Government Model Financial Report:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

3.1 COMPREHENSIVE INCOME STATEMENT FOR THE FOUR YEARS ENDING 30 JUNE 2030

	NOTES	BUDGET 2026-27 \$	PLAN 2027-28 \$	PLAN 2028-29 \$	PLAN 2029-30 \$
Income					
Member Council contributions	4.1.1	17,433,699	17,912,851	18,405,179	18,911,046
Grants - State Government	4.1.2	2,430,637	2,430,637	2,430,637	2,430,637
User fees	4.1.3	444,040	457,361	471,082	485,214
Other income	4.1.4	580,762	592,377	604,225	616,309
Net gain/loss on disposal of plant & equipment		22,456	-	-	-
Total Income	4.1.1	20,911,594	21,393,226	21,911,123	22,443,207
Expenditure					
Employee costs	4.1.5	15,981,954	16,381,503	16,791,040	17,210,816
Materials & services	4.1.6	2,611,126	2,676,404	2,743,314	2,811,897
Depreciation	4.1.7	2,189,331	2,233,118	2,277,780	2,323,336
Book value of items written off	4.1.7	335,356	342,063	348,904	355,882
Amortisation - intangible assets	4.1.8	18,081	18,081	18,081	18,081
Depreciation - right of use assets	4.1.9	93,151	93,151	93,151	93,151
Finance costs - leases		18,974	15,270	11,258	6,921
Other expenses	4.1.10	35,000	37,000	39,000	41,000
Total Expenditure		21,282,973	21,796,590	22,322,529	22,861,084
NET SURPLUS / (DEFICIT)		(371,379)	(403,363)	(411,406)	(417,878)

3.2 BALANCE SHEET FOR THE FOUR YEARS ENDING 30 JUNE 2030

	NOTES	BUDGET 2026-27 \$	PLAN 2027-28 \$	PLAN 2028-29 \$	PLAN 2029-30 \$
Current assets					
Cash and cash equivalents	4.3	2,467,759	2,536,999	2,568,245	2,587,200
Trade and other receivables		75,661	75,661	75,661	75,661
Other financial assets		5,500,000	5,500,000	5,500,000	5,500,000
Inventory		42,444	42,444	42,444	42,444
Prepayments		362,069	362,069	362,069	362,069
Total current assets		8,447,933	8,517,173	8,548,420	8,567,375
Non-current assets					
Property, plant & equipment		10,737,468	10,290,403	9,866,249	9,440,456
Right-of-use assets - Property		372,603	279,452	186,302	93,151
Intangible assets		110,414	92,333	74,252	56,171
Total non-current assets		11,220,485	10,662,188	10,126,802	9,589,778
TOTAL ASSETS	4.2.1	19,668,418	19,179,362	18,675,222	18,157,153
Current Liabilities					
Trade and other payables		2,194,512	2,194,512	2,194,512	2,194,512
Provisions		2,406,687	2,406,685	2,406,687	2,406,686
Lease liabilities - Property		85,694	92,734	100,191	108,087
Total current liabilities		4,686,893	4,693,932	4,701,391	4,709,285
Non-current liabilities					
Provisions		24,950	24,950	24,950	24,950
Lease liabilities - Property		301,012	208,278	108,087	-
Total non-current liabilities		325,961	233,227	133,036	24,950
TOTAL LIABILITIES	4.2.2	5,012,854	4,927,159	4,834,427	4,734,235
NET ASSETS		14,655,560	14,252,198	13,840,793	13,422,915
Equity					
Members contribution		3,886,011	3,886,011	3,886,011	3,886,011
Accumulated surplus		10,769,550	10,366,187	9,954,781	9,536,904
TOTAL EQUITY		14,655,561	14,252,198	13,840,792	13,422,915

3.3 STATEMENT OF CASH FLOWS FOR THE FOUR YEARS ENDING 30 JUNE 2030

	NOTES	BUDGET 2026-27 \$	PLAN 2027-28 \$	PLAN 2028-29 \$	PLAN 2029-30 \$
Cash flows from operating activities					
Member Council contributions		19,177,069	19,704,136	20,245,697	20,802,151
User fees		488,444	503,097	518,190	533,736
Grants - operating		2,430,637	2,430,637	2,430,637	2,430,637
Interest received		472,312	481,758	491,393	501,221
Other receipts		143,997	121,681	124,115	126,597
Employee costs		(15,981,954)	(16,381,503)	(16,791,040)	(17,210,816)
Materials & services		(2,872,240)	(2,944,044)	(3,017,645)	(3,093,087)
Other payments		(38,500)	(40,700)	(42,900)	(45,100)
Net gst refund / (payment)		(1,328,238)	(1,363,931)	(1,400,425)	(1,440,503)
Net cash flows provided by/used in operating activities	4.3.1	2,491,527	2,511,132	2,558,022	2,604,835
Cash flows from investing activities					
Payments for property, plant and equipment		(2,288,156)	(2,340,928)	(2,422,783)	(2,478,768)
Net cash provided by/ (used in) investing activities	4.3.2	(2,288,156)	(2,340,928)	(2,422,783)	(2,478,768)
Cash flows from financing activities					
Interest paid - lease liability		(18,974)	(15,270)	(11,258)	(6,921)
Repayment of lease liability		(79,049)	(85,694)	(92,734)	(100,191)
Net cash provided by/(used in) financing activities	4.3.3	(98,023)	(100,964)	(103,992)	(107,112)
Net increase/(decrease) in cash & cash equivalents		105,348	69,240	31,246	18,955
Cash and cash equivalents at the beginning of the financial year		2,362,411	2,467,759	2,536,999	2,568,245
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR		2,467,759	2,536,999	2,568,245	2,587,200
Other financial assets		5,500,000	5,500,000	5,500,000	5,500,000
TOTAL CASH AND TERM DEPOSITS AT THE END OF THE FINANCIAL YEAR		7,967,759	8,036,999	8,068,245	8,087,200



3.4 STATEMENT OF CAPITAL WORKS FOR THE FOUR YEARS ENDING 30 JUNE 2030

	NOTES	BUDGET 2026-27 \$	PLAN 2027-28 \$	PLAN 2028-29 \$	PLAN 2029-30 \$
Lending collection		1,599,142	1,647,116	1,696,530	1,747,426
Computers and telecommunications		350,000	350,000	350,000	350,000
Fixtures, fittings and furniture		125,000	125,000	150,000	150,000
Plant, machinery and equipment		6,000	6,000	6,000	6,000
TOTAL CAPITAL EXPENDITURE	4.4	2,080,142	2,128,116	2,202,530	2,253,426
Represented By:					
New asset expenditure		-	-	-	-
Asset renewal expenditure		2,080,142	2,128,116	2,202,530	2,253,426
Asset upgrade expenditure		-	-	-	-
TOTAL CAPITAL EXPENDITURE	4.4	2,080,142	2,128,116	2,202,530	2,253,426
Funding Sources:					
Grants		56,417	56,417	56,417	56,417
GRLC cash		2,023,725	2,071,699	2,146,113	2,197,009
TOTAL FUNDING SOURCES	4.4	2,080,142	2,128,116	2,202,530	2,253,426



3.5 STATEMENT OF HUMAN RESOURCES FOR THE FOUR YEARS ENDING 30 JUNE 2030

	NOTES	BUDGET 2026-27 \$	PLAN 2027-28 \$	PLAN 2028-29 \$	PLAN 2029-30 \$
Staff expenditure					
Employee costs - operating		15,981,954	16,381,503	16,791,040	17,210,816
Employee costs - capital		-	-	-	-
TOTAL STAFF EXPENDITURE	4.1.5	15,981,954	16,381,503	16,791,040	17,210,816
Staff numbers		FTE	FTE	FTE	FTE
Library & Heritage Services		145.4	145.4	145.4	145.4
TOTAL FTE AT 30 JUNE	4.1.5	145.4	145.4	145.4	145.4

4 NOTES TO THE FINANCIAL STATEMENTS

4.1 Comprehensive Income Statement

4.1.1 MEMBER COUNCIL CONTRIBUTIONS

According to the Library Agreement between the five 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 across the councils.

MEMBER COUNCIL CONTRIBUTION	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	BUDGET 2026-27 \$	2025-26 to 2026-27 \$ Increase/ (Decrease)	2025-26 to 2026-27 % Increase/ -Decrease
Golden Plains Shire	449,074	460,265	472,922	12,657	2.75%
City of Greater Geelong	15,501,059	14,696,875	14,899,043	202,168	1.38%
City of Greater Geelong – Western Heights Library recurrent	17,653	17,695	18,182	487	2.75%
Borough of Queenscliffe	236,987	243,797	250,501	6,704	2.75%
Surf Coast Shire	826,281	850,469	873,857	23,388	2.75%
Colac Otway Shire	859,088	884,861	909,194	24,333	2.75%
Member Council Contributions - Annual Operating Allocations	17,890,142	17,153,961	17,423,699	269,738	1.57%
City of Greater Geelong – Western Heights Library capital	10,000	10,000	10,000	-	0.00%
City of Greater Geelong – Armstrong Creek Collection	120,000	-	-	-	0.00%
Golden Plains Shire - new Mobile Library vehicle expenses	143,966	-	-	-	0.00%
TOTAL MEMBER COUNCIL CONTRIBUTIONS	18,164,107	17,163,961	17,433,699	269,738	1.57%

MEMBER COUNCIL CONTRIBUTION	RECURRENT	CAPITAL	TOTAL
Golden Plains Shire	472,922	-	472,922
City of Greater Geelong	14,917,225	10,000	14,927,225
Borough of Queenscliffe	250,501	-	250,501
Surf Coast Shire	873,857	-	873,857
Colac Otway Shire	909,194	-	909,194
TOTAL MEMBER COUNCIL CONTRIBUTIONS	17,423,699	10,000	17,433,699

The increase in Member Council contributions has been set at 2.75% for all member Councils except City of Greater Geelong which has a 1.38% increase. The composite contribution increase across all Councils is 1.6%. While this increase is less than the rate of increase of many of GRLC's expenses, GRLC is committed to finding efficiencies to enable current levels of opening hours and programming to continue.

4.1.2 GRANTS – STATE GOVERNMENT

STATE GOVERNMENT GRANT PER MEMBER COUNCIL	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	BUDGET 2026-27 \$	2025-26 to 2026-27 \$ Increase/ (Decrease)	2025-26 to 2026-27 % Increase/ -Decrease
Golden Plains Shire	210,060	210,060	210,060	-	0.0%
City of Greater Geelong	1,613,050	1,613,050	1,613,050	-	0.0%
Borough of Queenscliffe	80,579	80,580	80,580	-	0.0%
Surf Coast Shire	261,327	261,327	261,327	-	0.0%
Colac Otway Shire	209,203	209,203	209,203	-	0.0%
Total - Public Libraries Funding Program	2,374,220	2,374,220	2,374,220	-	0.0%
STATE GOVERNMENT GRANTS RECURRENT	2,374,220	2,374,220	2,374,220	-	0.0%
Capital Grant - Premiers Reading Challenge Book Fund	56,417	56,417	56,417	-	0.0%
Other Grants	13,935	-	-	-	0.0%
TOTAL STATE GOVERNMENT GRANTS	2,444,572	2,430,637	2,430,637	-	0.0%

State Government grants are received from two funding programs:

- Public Libraries Funding Program (PLFP) – Grants to Member Councils are budgeted to not increase for the four years of the SRP. The Department of Government Services will confirm the grants for the following year in mid-late 2026; and,
- Premier's Reading Challenge Book Fund –The funding per municipality is expected to remain unchanged throughout the SRP.

DISTRIBUTION OF PLFP FUNDING

The allocation of funding is based on a two-component formula:

- 87.5% is based on the size of the municipal population
- 12.5% is based on five Council factors:
 - Percentage of population with low English proficiency
 - Rate of population dispersion
 - Level of remoteness from metropolitan or regional centres
 - Level of socio-economic disadvantage
 - Percentage of population over 60 years of age.

4.1.3 USER FEES

USER FEES	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	BUDGET 2026-27 \$	Change \$ Increase/ (Decrease)	Change % Increase/ -Decrease
Venue hire	212,169	200,440	241,752	41,312	20.6%
Business service fees	199,420	175,175	202,288	27,113	15.5%
TOTAL USER FEES	411,589	375,615	444,040	68,425	18.2%

Venue hire

Venue hire income is earned from the use of meeting rooms and other spaces by external businesses, community groups and members of the public. These facilities are available at Geelong, Armstrong Creek, Bannockburn, Belmont, Colac, Corio, Drysdale, Newcomb, Waurin Ponds and the addition of Chilwell in late 2026.

Business service fees

This category includes photocopying revenue, book club kits, professional research by Heritage Centre staff, interlibrary loans, earphones and USB sticks. Photocopying services are easier to access with a more efficient payment system resulting in increased utilisation.

4.1.4 OTHER INCOME

OTHER INCOME	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	BUDGET 2026-27 \$	Change \$ Increase/ (Decrease)	Change % Increase/ -Decrease
Reimbursements and recoveries	14,274	10,000	10,700	700	7.0%
Literary & other event income	34,198	18,000	29,000	11,000	61.1%
Interest on investments	371,053	257,982	472,312	214,330	83.1%
Other Income	55,562	64,750	68,750	4,000	6.2%
TOTAL OTHER INCOME	475,087	350,732	580,762	230,030	65.6%

Reimbursements and recoveries

GRLC ceased charging fines for overdue items in 2021-22. Income has been received to replace lost or damaged items.

Interest on investments

Interest rates were declining in 2025 and have increased in 2026. At the time of budgeting, investments are earning 4.1% - 4.55%. On maturity, these are expected to be reinvested at rates up to 5.25%.

Literary & other event income

Income from the major events program.

Other income

This category includes a number of sundry items including grants from non-government entities.

4.1.5 EMPLOYEE COSTS

Employee costs comprise 75.1% of total operating expenditure for 2026-27, which is similar to the prior year Budget value of 75.4%.

Employee costs include all labour related expenditure such as salary and wages, and on-costs such as allowances, leave entitlements, employer superannuation, WorkCover insurance and Fringe Benefits Tax. Long service and annual leave are statutory requirements and provisions for the payments of these items are included in the Budget. Salaries and wages are reflective of salary banding increments. The employer superannuation rate remains at 12.0%.

Employee expenses are expected to increase by 2.7% in 2026-27. Refer to 'Salaries' in Section 2.5 'Budget and Strategic Resource Plan Assumptions' for further discussion.

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

EMPLOYEE COSTS	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	BUDGET 2026-27 \$	Change \$ Increase/ (Decrease)	Change % Increase/ -Decrease
Wages and salaries	12,780,210	13,891,928	14,268,840	376,912	2.7%
WorkCover	87,768	108,052	111,007	2,955	2.7%
Superannuation	1,379,023	1,549,368	1,592,119	42,751	2.8%
Fringe benefits tax	11,792	9,988	9,988	0	0.0%
TOTAL EMPLOYEE COSTS	14,258,793	15,559,336	15,981,954	422,618	2.7%

	BUDGET 2026-27 \$	COMPRISES:		BUDGET 2026-27 FTE	COMPRISES:	
		FULL TIME \$	PART TIME \$		FULL TIME FTE	PART TIME FTE
Permanent Staff	14,515,601	9,052,611	5,462,990	131.8	75.2	56.6
Casual and Other Staff	1,466,354			13.6		
TOTAL ¹	15,981,955			145.4		

¹ Includes Superannuation, WorkCover Insurance and Fringe Benefits Tax

4.1.6 MATERIALS AND SERVICES

MATERIALS AND SERVICES	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	BUDGET 2026-27 \$	Change \$ Increase/ (Decrease)	Change % Increase/ -Decrease
Contract payments	519,060	518,272	357,014	(161,258)	-31.1%
Building maintenance	20,400	29,260	23,820	(5,440)	-18.6%
General maintenance	127,072	87,692	107,913	20,221	23.1%
Utilities	153,737	215,351	205,298	(10,053)	-4.7%
Office administration	1,062,125	1,001,861	1,047,569	45,708	4.6%
Information technology	673,490	806,950	735,635	(71,315)	-8.8%
Insurance	51,561	55,577	56,757	1,180	2.1%
Consultants	230,214	156,320	77,120	(79,200)	-50.7%
TOTAL MATERIALS AND SERVICES	2,837,657	2,871,283	2,611,126	(260,157)	-9.1%

Contract payments

This expenditure category relates to external businesses and contractors engaged for a range of services including shelf-ready processing of collection items, couriers, and security services. Increases only where required.

Building maintenance and General maintenance

These expenditures include minor plant, furniture and equipment, and the running costs of GRLC vehicles and mobile libraries.

Utilities

Utilities largely reflect library communications costs, with the budget reflecting phone provider and internet service provider contracts.

Office administration

This category of expenditure includes eCollection subscriptions, health and safety items, printing, office stationery, photocopier/printer costs, minor IT upgrades, staff training and development, bank fees, corporate advertising and marketing, recruitment advertising, events and programming costs.

The budget increase is primarily explained by an increase in eCollection subscriptions – responding to ongoing increases in demand from library members for digital collection items.

Information technology

IT comprises computer support, and minor hardware and software. Budget reflects a reduction in cost of some contracted services.

Insurance

GRLC incurs a direct expense for some insurance policies. Other insurances are included in policies held and paid by City of Greater Geelong.

Consultants

This category also includes legal expenses.

4.1.7 DEPRECIATION

DEPRECIATION	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	BUDGET 2026-27 \$	Change \$ Increase/ (Decrease)	Change % Increase/ -Decrease
Lending collection	1,273,438	1,173,293	1,577,130	403,837	34.4%
Computers and telecommunications	559,135	400,579	438,858	38,279	9.6%
Fixtures, fittings and furniture	218,808	212,343	141,086	(71,257)	-33.6%
Plant, machinery and equipment	72,171	35,162	32,257	(2,905)	-8.3%
TOTAL DEPRECIATION	2,123,552	1,821,377	2,189,331	367,954	20.2%
Book value of items written off	285,824	242,193	335,356	93,163	38.5%

Depreciation is the decrease in value of the current library collection and other assets over time for accounting purposes. 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.

For 2026-27, the depreciation expense is expected to be higher than the expense reported in the 2025-26 Budget. As a result of previous year audits where lending material depreciation has been questioned, we are currently conducting a review of our lending material categories to ensure that depreciation rates accurately reflect the actual usage patterns and lifecycle of the collection. Based on the results of this exercise, the useful life of some Lending Collection categories is likely to be reduced, contributing to an increase in the depreciation expense which is reflected in the Budget.

4.1.8 AMORTISATION – INTANGIBLE ASSETS

AMORTISATION - INTANGIBLE ASSETS	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	BUDGET 2026-27 \$	Change \$ Increase/ (Decrease)	Change % Increase/ -Decrease
Library management system	18,081	18,081	18,081	-	0.0%
TOTAL AMORTISATION - INTANGIBLE ASSETS	18,081	18,081	18,081	-	0.0%

4.1.9 DEPRECIATION – RIGHT OF USE ASSETS

DEPRECIATION - RIGHT OF USE ASSETS	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	BUDGET 2026-27 \$	Change \$ Increase/ (Decrease)	Change % Increase/ -Decrease
Property lease	86,541	84,853	93,151	8,297	9.8%
TOTAL DEPRECIATION - RIGHT OF USE ASSETS	86,541	84,853	93,151	8,297	9.8%

GRLC leases office space on Level 4 of GLHC for the Regional Library Support Centre. This is a 'right of use' asset that is amortised over the life of the lease.



4.1.10 OTHER EXPENSES

OTHER EXPENSES	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	BUDGET 2026-27 \$	Change \$ Increase/ (Decrease)	Change % Increase/ -Decrease
Audit services	28,500	31,000	35,000	4,000	12.9%
TOTAL OTHER EXPENSES	28,500	31,000	35,000	4,000	12.9%

Audit services are provided by the Victorian Auditor-General's Office or their representative.



4.2 BALANCE SHEET

BALANCE SHEET	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	BUDGET 2026-27 \$
Assets and Liabilities			
Total Assets	16,746,713	15,442,002	19,668,418
Total Liabilities	2,853,598	2,891,594	5,012,854
NET ASSETS	13,893,110	12,550,409	14,655,560
EQUITY	13,893,110	12,550,409	14,655,561

4.2.1 ASSETS

The Corporation's major assets comprise its bank balance, the lending collection, vehicles, furniture and office equipment. GRLC does not own any land or buildings.

The value of GRLC assets is expected to slowly decline as the rate of depreciation (\$2.5m - \$2.7m per year) continues to exceed capital expenditure (\$2.0m - \$2.3m).

The investment gap ratios in section 5 'Financial Indicators' provide further detail.

4.2.2 LIABILITIES

The major liability is employee provisions.

4.2.3 BORROWINGS

GRLC had no borrowings during the financial year 2025-26 and will not be taking out any borrowings for the 2026-27 financial year.

4.3 Cash

Overall, total cash and term deposits are forecast to be \$8.0m as at 30 June 2027.

This exceeds the employee leave provisions (\$2.4m) and is equivalent to roughly 4 months cover of operating expenditure.

Please refer to the Statement of Cash Flows in section 3.

4.3.1 NET CASH FLOWS PROVIDED BY/USED IN OPERATING ACTIVITIES

The surplus of net cash from day-to-day operations is used for capital expenditure.

4.3.2 NET CASH FLOWS PROVIDED BY/USED IN INVESTING ACTIVITIES

Investing activity relates to the Capital Budget spent on asset renewal expenditure.

4.3.3 NET CASH FLOWS PROVIDED BY/USED IN FINANCING ACTIVITIES

GRLC does not have any borrowings. The financing activity relates to the lease of office space.

CASH AT END OF THE YEAR

CASH FLOWS	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	PROJECTED 2025-26 \$	BUDGET 2026-27 \$
Operating activities	4,043,731	2,057,682	5,562,307	2,491,527
Investing activities	(4,905,225)	(2,431,922)	(3,140,106)	(2,288,156)
Financing activities	(93,301)	(96,000)	(93,273)	(98,023)
Net increase/(decrease) in cash held	(954,795)	(470,240)	2,328,928	105,348
Cash at beginning of financial year	988,278	2,441,046	33,483	2,362,411
Term deposits end of year	5,038,715	2,000,000	5,500,000	5,500,000
Total cash and term deposits at the end of the financial year	5,072,198	3,970,806	7,862,411	7,967,759

4.4 Capital Expenditure

Capital expenditure over the 4 year period (2026-27 to 2029-30) is forecast to total \$8.7m as outlined on 3.4 (Statement of Capital Works).

The following table outlines the capital expenditure budget for 2026-27 and associated sources of funding.

See Section 2.5 for further commentary.

CAPITAL EXPENDITURE	ACTUAL 2024-25 \$	BUDGET 2025-26 \$	BUDGET 2026-27 \$	Change \$ Increase/ (Decrease)	Change % Increase/ -Decrease
Lending collection	1,856,389	1,552,565	1,599,142	46,577	3.0%
Computers and telecommunications	427,634	250,000	350,000	100,000	40.0%
Fixtures, fittings and furniture	126,367	175,000	125,000	(50,000)	-28.6%
Plant, machinery and equipment	154,941	6,000	6,000	-	0.0%
TOTAL CAPITAL EXPENDITURE	2,565,332	1,983,565	2,080,142	96,577	4.9%

FUNDING SOURCES	GRLC \$	GRANTS \$	TOTAL \$
Lending collection	1,542,725	56,417	1,599,142
Computers and telecommunications	350,000	-	350,000
Fixtures, fittings and furniture	125,000	-	125,000
Plant, machinery and equipment	6,000	-	6,000
TOTAL FUNDING SOURCES	2,023,725	56,417	2,080,142

4.5 Financial Resources

The following table summarises the key financial results for the Budget years 2025-26 and proposed 2026-27, plus the next 3 years as set out in the Strategic Resource Plan for 2027-28 to 2029-30.

KEY FINANCIAL RESULTS	BUDGET 2025-26 \$	BUDGET 2026-27 \$	PLAN 2027-28 \$	PLAN 2028-29 \$	PLAN 2029-30 \$
Operating Result - Surplus / (Deficit)	(308,522)	(371,379)	(403,363)	(411,406)	(417,878)
Cash & Investments	3,970,806	7,967,759	8,036,999	8,068,245	8,087,200
Net Increase / (Decrease) in Cash	(470,240)	105,348	69,240	31,246	18,955
Capital Expenditure	1,983,565	2,080,142	2,128,116	2,202,530	2,253,426

The key outcomes of the Strategic Resource Plan are as follows:

- Financial sustainability

While the operating result is a deficit in 2026-27 and onwards, it is noted that this includes the non-cash expense of depreciation. 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 popularity of our collection of over 400,000 items requires ongoing capital expenditure to maintain the collection. The 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 stay consistent across the SRP. The closing cash position on the SRP is approximately 4 months' cover of operating expenditure and exceeds GRLC's employee leave liability.

5 FINANCIAL PERFORMANCE INDICATORS

The following table is a summary of budgeted financial ratios for the years 2026-27 to 2029-30. These ratios are used as a guide to assess trends in GRLC's financial health. They show that the Corporation 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 reflected in the Strategic Resource Plan.

FINANCIAL RATIOS	BUDGET 2026-27 \$	PLAN 2027-28 \$	PLAN 2028-29 \$	PLAN 2029-30 \$
UNDERLYING RESULT %	-2%	-2%	-2%	-2%
Recurrent surplus-deficit / Total recurrent income				
Measures surplus/-deficit as a % of revenue.				
WORKING CAPITAL	1.80	1.81	1.82	1.82
Current assets / Current liabilities				
Assesses GRLC's ability to meet current commitments.				
INVESTMENT GAP RATIOS				
TOTAL - Capital expenditure / Depreciation	0.82	0.83	0.84	0.84
Capital expenditure / Depreciation				
COLLECTIONS - Collection expenditure / Collection depreciation	0.84	0.85	0.87	0.89
Collection expenditure / Collection depreciation				

At 30 June 2027, GRLC will have \$1.80 of current assets for every \$1.00 of current liabilities. This is expected to remain steady across the 4-year SRP period GRLC continues to be well-placed to meet its obligations.

The investment gap ratio highlights that GRLC is investing 82 cents on capital assets to replace every \$1.00 depreciated, written down or withdrawn. At an asset class level, the ratio is 84 cents for collection items (the largest asset type) and is less than \$1.00 for other asset types (furniture and IT assets).



6 SCHEDULE OF FEES AND CHARGES

User fees and charges are comprehensively reviewed and benchmarked with public libraries and other local businesses offering similar services.

Consumable costs for public use of maker space equipment (Laser cutters/3D printing/Cricut) are charged to offset the costs of materials/consumables used in these activities and encourage a more sustainable approach to the use of consumables. Consumables will continue to be supplied as part of organised programs and activities.

PROPOSED 2026-27	
INTER LIBRARY LOANS (ILL)	
From non-GRLC public libraries	\$3.00
Where an ILL cost is charged by a non-GRLC lending library - will be charged to the library member plus postage	\$35.50 plus postage
Loans from interstate libraries (service currently unavailable)	\$3.00 plus postage
Fiction books in languages other than English (Victorian public libraries only)	No fee
BOOK CLUB KIT LOANS	\$10.00 per kit
CHARGES FOR DAMAGED MATERIALS*	
Rejacketing	\$8.50
CD & DVD case or slick replacement	\$8.50
RFID tags and barcode replacement	\$8.50
CHARGES FOR LOST/TOTALLY DAMAGED ITEMS*	Item cost plus \$8.50 admin fee
REPLACEMENT MEMBERSHIP CARDS	No fee
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
EARPHONES	\$1.10
USB STICK	\$10.00
WITHDRAWN COLLECTION ITEMS FOR SALE	
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
3D PRINTING	
Filament	\$1.00 up to 10g
	\$2.00 up to 20g
	\$4.00 up to 40g
	\$6.00 up to 60g
CRICUT	
Vinyl	\$3.00 per sheet



Cardstock	\$0.30 per card
Transfer tape	\$3.00 per 12"x12"
CNC/LASER CUTTER	
Balsa/Ply wood	\$1.00 - \$8.00 per metre
Acrylic	\$13.00 per 30cmx30cm sheet
THERMOFORMER	
Sheets	\$3.00 per sheet
SEWING MACHINES	
Material	\$8.00 per metre
Thread	\$5.00 per reel
Bobbin	\$1.00 each

Venue Hire

The following schedule lists venue hire fees and charges for the Library hire spaces including standard and discounted hire rates.

VENUE HIRE SCHEDULE OF FEES 2026-27

VENUE	<u>STANDARD</u> HOURLY RATE	<u>STANDARD</u> HALF DAY RATE (4 TO 6 HRS)	<u>STANDARD</u> FULL DAY RATE (6 TO 9 HRS)
<u>Small Room</u>			
Biyal-a Media Room	\$25.00	\$100.00	\$150.00
Corio Discussion Room			
Waurn Ponds Discussion Room			
<u>Medium Room</u>			
Bannockburn Meeting Room	\$35.00	\$140.00	\$210.00
Biyal-a Taark Meeting Room 1			
Biyal-a Taark Meeting Room 2			
Boronggook Discussion Room 1			
Boronggook Discussion Room 2			
Geelong Nyaal Discussion Room 1			
Geelong Nyaal Discussion Room 2			
Geelong Nyaal Discussion Room 3			
Geelong Nyaal Discussion Room 4			
Leopold Discussion Room			
<u>Large Room</u>			
Biyal-a Taark Rooms 1 & 2 (combined)	\$45.00	\$180.00	\$270.00
Biyal-a Kitjarra Boardroom			
Colac Meeting Room 1*			
Colac Meeting Room 2*			
Colac Meeting Room 3*			
Colac Meeting Room 4*			
Colac Meeting Room 5*			
Corio Meeting Room			
Geelong Nyaal Meeting Room			
Newcomb Multipurpose Room (North)			
Newcomb Multipurpose Room (South)			
<u>Extra Large Room</u>			
Belmont Meeting Room	\$65.00	\$260.00	\$390.00
Biyal-a Getjawil Multipurpose Room			
Biyal-a Wanga Creative Studio			
Boronggook Multipurpose Room			
Chilwell Multipurpose Room			
Colac Meeting Rooms 2-5* (combined)			

Colac Activities Room 1*
Colac Activities Room 2*
Geelong Kim Barne Murrk Boardroom
Leopold Multipurpose Room
Newcomb Multipurpose Room
Waurm Ponds Multipurpose Room

Events Space

Geelong Wurdi Yoang + Balcony	POA	POA	POA
Geelong Wurdi Youang North + Balcony			
Geelong Wurdi Youang South			

Kitchen

Biyal-a Kitchen	\$10.00	\$40.00	\$60.00
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DISCOUNTS

Standard (Individuals, Businesses)	0%
Not for Profit (NFPs, Charities, GRLC Members, Government Organisations)	25%
Concession (Concessions, Seniors, Students, Interest Groups)	70%

BONDS (IF APPLICABLE)

Bond - Key/Swiper	\$50.00
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*Colac meeting room charges are subject to planned consultation with joint use committee

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

Cancellation fees will be applied where appropriate.

Usage agreements outside these fees may be made with member councils and select partners.



Major Events

PAID EVENT SCHEDULE OF FEES 2026-27

EVENT	GENERAL	CONCESSION
<u>Major author events</u>	\$20.00	\$10.00
<u>Workshops</u>	\$40.00	\$20.00
Most of our events and programs remain free, and all major author events are recorded and available to watch later for free on YouTube. From time to time we may run special events and workshops with different ticket prices, dependent on associated costs		



**Geelong Library
& Heritage Centre**
51 Little Malop Street
T 4201 0600

Apollo Bay
6 Pengilley Avenue
T 5237 1013x

Biyal-a Armstrong Creek
20 Main Street
T 4201 0672

Bannockburn
25-27 High Street
T 5281 2367

Barwon Heads
Barwon Heads Primary School,
Golf Links Road
T 5254 2143

Belmont
163 High Street
T 5243 2655

Chilwell
51 Russell Street, Newtown
T 5221 5129

Colac
173 Queen Street, Colac
T 5231 4613

Corio
Cox Road (cnr Moa Street) Norlane
T 5275 2388

Borongook Drysdale
2-8 Wyndham Street
T 5251 3855

Geelong West
153A Pakington Street
T 5229 1939

Highton
Roslyn Road (cnr Belle Vue Avenue)
T 5243 4864

Lara
5 Walkers Road
T 5282 4182

Leopold
Leopold Community Hub
31-39 Kensington Road
T 4201 0675

Newcomb
cnr Bellarine Highway & Wilsons Road
T 5248 1802

Ocean Grove
Presidents Avenue (cnr The Avenue)
T 5255 4218

Queenscliff
55 Hesse Street
T 5258 2017

Torquay
Surf City Plaza, Beach Road
T 5261 3049

Wairn Ponds
140 Pioneer Road
T 5244 0048

Western Heights
Western Heights College,
Vines Road, Hamlyn Heights
T 5277 1177

Mobile Library Stops

Aireys Inlet	Gellibrand
Anakie	Grenville
Anglesea	Haddon
Beeac	Lavers Hill
Beech Forest	Linton
Birregurra	Lorne
Cape Clear	Meredith
Coragulac	Portarlington
Cressy	Rokewood
Deans Marsh	Smythesdale
Dereel	St Leonards
Enfield	Winchelsea
Forrest	

**GEELONG
REGIONAL
LIBRARIES**



**Geelong Library &
Heritage Centre**
51 Little Malop Street
Geelong Victoria 3220
T 4201 0600

www.grlc.vic.gov.au



**Colac Otway
SHIRE**