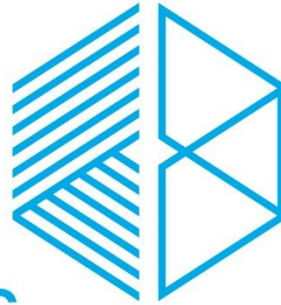


GEELONG  
REGIONAL  
LIBRARIES



**Draft Budget 2019-20  
Strategic Resource Plan 2019-2023**

**Approved for advertising and public comment  
Wednesday 24 April 2019**

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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, Golden Plains Shire and Surf Coast Shire and covers an area of over 5,500 square kilometres. As at the 1 July 2019 there are 17 libraries located at Bannockburn, Barwon Heads, Belmont, Chilwell, Corio, Drysdale, Geelong, Geelong West, Highton, Lara, Leopold, 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's annual recurrent income is comprised as follows:

Recurrent Income	Actual 2017-18	Budget 2018-19	Budget 2019-20	2018-19 to 2019-20 Budget \$ Increase /(Decrease)	2018-19 to 2019-20 Budget % Increase /(Decrease)	% of 2019-20 Income	Comments
<b>Member Council Contributions</b>	11,494,126	11,245,472	12,087,134	841,662	7.5%	79.6%	Contributions are limited by the 2.5% rate cap. Increase on prior year is due to the opening of the Leopold Branch.
<b>State Government Grants – Public Libraries Funding Program</b>	1,917,032	1,974,542	2,020,934	46,392	2.3%	13.3%	State Government Public Libraries Funding Program based on 3% increase on 2018-19 funding.
<b>State Government Grants – Heritage</b>	13,666	31,000	31,334	334	1.1%	0.2%	Funding from the 'Victoria Remembers Them' Major Grant Program, ending in 2019-20.
<b>Fees &amp; Charges</b>	539,013	631,600	670,008	38,408	6.1%	4.4%	Budget increase due to Leopold Branch and Venue Hire target.
<b>Interest &amp; Sundry Income</b>	287,055	332,100	381,600	49,500	14.9%	2.5%	Increased interest earned on deposits, increased target for Word for Word sponsorship..
<b>Total Recurrent Income</b>	<b>14,250,892</b>	<b>14,214,714</b>	<b>15,191,011</b>	<b>976,297</b>	<b>6.9%</b>	<b>100.0%</b>	

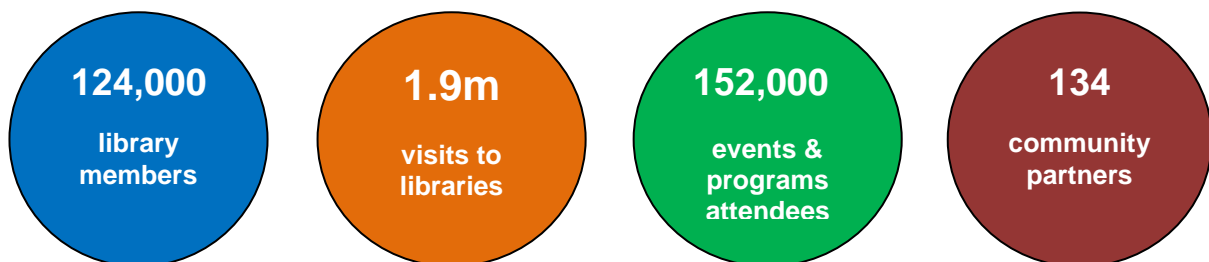
The Library Service is funded by Member Councils, the State Government and its own operations on the following basis:

- Member Council Contributions: 79.6% (2018-19: 79.2%)
- State Government Grants – Public Libraries Funding Program: 13.3% (2018-19: 13.9%)
- State Government Grants – Heritage: 0.2% (2018-19: 0.2%)
- Fees & Charges: 4.4% (2018-19: 4.4%)
- Interest & Sundry Income: 2.5% (2018-19: 2.3%)

The Library Service is mindful of the cost pressures on Member Councils, particularly in light of the rate cap this coming financial year of 2.5%, and is continually reassessing processes to ensure that value is being achieved, in particular for procurement of library materials, equipment and services.

Library services continue to be one of the most popular and valued of all council services. GRLC's 2017-18 Annual Report demonstrated the following:

- 41% or 124,000 people are library members from a total population of 300,000 across our four member councils;
- There were 1.9m visits per year to 16 library branches and mobile libraries and 805,000 website visits;
- Over 6,600 programs and events attracted 152,000 participants across children's, youth and adult programs; and,
- An extensive reach into the community with 134 networks and partnerships



## 2 Link to the Library Plan

### 2.1 Library Plan 2017-2021 *Reading Ahead*

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

#### **Our Vision**

A thriving regional community

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

#### **Our Mission**

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

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

#### **Strategic Objectives**

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

##### **1. Welcoming places and spaces**

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

##### **2. Learning for life**

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

##### **3. Creativity and innovation**

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

##### **4. Sharing our stories**

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

##### **5. Better together**

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

##### **6. Capable, confident and caring**

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

## 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 Act and submitting the draft budget to the Board for approval in principle.

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

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

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

1	Preliminary Budget presentation at Board planning day and further meeting	26 November 2018 and 27 February 2019
2	Proposed Budget submitted to the Board for approval	24 April 2019
3	Public notice advising intention to adopt Budget	27 April 2019
4	Budget available for public inspection and comment for at least 28 days	29 April 2019 – 27 May 2019
5	Meeting to consider public submissions	29 May 2019
6	Budget and submissions presented to the Board for adoption (must be adopted by 30 June)	26 June 2019
7	Copy of Adopted Budget submitted to the Minister for Local Government within 28 days of adoption	8 July 2019

## **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 2019-20 Budget, which is included in this report, is for the year 1 July 2019 to 30 June 2020 and is prepared in accordance with the Act and Regulations.

This Budget incorporates the Strategic Resource Plan for the 3 years to 2022-23. The SRP takes the strategic objectives and strategies as specified in the Library Plan and expresses them in financial terms.

In preparing the Strategic Resource Plan, the 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 in to consideration. These include:

- The Victorian State Government rate cap of 2.5% for the 2019-20 financial year (2.25% in 2018-19) is impacting significantly on the level of member Council contributions possible; and,
- The ratio of State Government to Local Government funding demonstrates a continuing decline in the trend of State Government funding. Funding from the State Government public library recurrent grant comprises 13.3% of total income in the coming year.

## **2.4 Budget Principles**

The 2019-20 Budget has been prepared incorporating the following principles:

### **Service levels**

- Library services – 805 hours per week, Geelong Library & Heritage Centre, 16 branch libraries, 2 mobile services, a community library service, an inter library loans service, events and lifelong learning programs. This is a 6.6% increase in hours, compared to 755 hours in 2018-19; and,
- Heritage services – 38 hours per week.

### **Budget parameters**

- Achieving an acceptable level of cash reserves at the end of each year to cover anticipated long service leave commitments and asset renewal;
- Expenditure Budget has been thoroughly reviewed and is considered realistic and achievable;
- Maintain a capital expenditure program on the library collection and technology;
- Consultation with the Board to ensure that income budgets are realistic and continue the achievement of the Library Plan; and,
- Regional costs across the network which are provided from GRLC's administration unit are distributed to Member Councils in accordance with the cost allocation formula detailed in the Library Agreement between the four Member Councils.

## **2.5 Budget and Strategic Resource Plan Assumptions**

### **Income**

- Member Council Contributions for 2019-20 reflect an overall increase of the 2.5% rate cap. The City of Greater Geelong has a significantly increased contribution due to the opening of the new Leopold Branch;
- State Government Grants - Public Libraries Funding Program grants to member councils are estimated to grow by 3% overall. The Department of Environment, Land, Water and Planning will confirm these grants in June 2019;
- Interest income is estimated at \$100,000;
- An income stream in the form of donations is anticipated at \$30,000;
- User Fees & Charges –Venue Hire target of \$265,000 in 2018-19 and \$20,000 each year thereafter;
- Interest & Sundry Income – Interest will remain steady due to improved term deposit rates and a small decrease in cash reserves. Modest growth is expected with sundry income, being retail sales and sponsorships; and,
- The 2018-19 confirmed level of capital grants for collections of \$59,286 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 three year Geelong Regional Library Corporation Enterprise Agreement No. 7 (2017) commenced on 1 July 2017. The Agreement provides for the following salary increases:

- Year 1 - 2017-18: 1.75%
- Year 2 - 2018-19: 2.025%, being 90% of the Gazetted Rate Cap
- Year 3 - 2019-20: 2.25%, being 90% of the Gazetted Rate Cap

Also included in salaries are banding increments, Superannuation at 9.5% and WorkCover premium at the current rate of 0.38%. Other factors affecting the salaries budget include:

- The Board has approved the addition of a dedicated resource to undertake grant seeking and fundraising activities, such as Friends of the Library, at a cost of approximately \$108,000. The cost of this role will be offset in future years by the fundraising results;
- An Executive Manager of Cultural Development & Community Engagement has been appointed; and,
- A Director of the Word for Word Festival has been appointed. The cost of this role will be fully funded by Festival income.

The overall result is an increase in salary costs of 13.2% compared to the 2018-19 Budget, or 8.3% when adjusted for the new Leopold Branch.

## Other Expenditure

- The Library has approved an additional \$100,000 expenditure on the e-resources collection, being e-books, e-magazines and e-learning.
- Specific expenditure line items relating to existing contracts such as courier services and communications agreements are based on known costs.
- Depreciation costs are estimated to remain steady, as discussed in sections 4.1.7 'Depreciation' and 4.5 'Financial Resources'.

## Balance Sheet

The 2019-20 budgeted balance sheet is based on the most recently completed financial year (2017-18). This will enable the budgeted balance sheet to more closely reflect the expected actual balance sheet as at 30 June 2019.

The calculation is as follows:

Actual 2017-18 balance sheet  
+ Budgeted 2018-19 income statement & capital expenditure  
+ Budgeted 2019-20 income statement & capital expenditure  
= Budgeted 2019-20 balance sheet

The result is a slightly higher net asset value compared to the 2019-20 Plan disclosed in the 2018-19 Budget. This is mainly due to the inclusion of the new Leopold Branch.

## Capital Expenditure

- Capital expenditure will be increased significantly for one year only in 2019-20. The Board has approved. The Board has approved expenditure of \$250,000 to maintain and replenish furniture and fittings.
- For 2020-21 onwards, capital expenditure will be maintained at levels similar to that in the 2018-19 Strategic Resource Plan.
- The Library Plan includes the development of a collection investment plan that will provide recommendations for future levels of investment commitment.
- Estimates of the replacement cost of one vehicle in 2019-20 and two vehicles in 2020-21.

### **3 Financial Statements**

This section presents information in regard to the Financial Statements and Statement of Human Resources. The Budget information for the year 2019-20 incorporates the Strategic Resource Plan for the three years ending 2022-23.

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

**COMPREHENSIVE INCOME STATEMENT  
FOR THE FOUR YEARS ENDED 30 JUNE 2023**

	Notes	Budget 2019-20 \$	Plan 2020-21 \$	Plan 2021-22 \$	Plan 2022-23 \$
<b>Recurrent Income</b>					
Member Council Contributions	4.1.2	12,087,134	12,389,313	12,699,046	13,016,522
State Government Grants – Public Libraries Funding Program	4.1.3	2,020,934	2,081,562	2,144,009	2,208,329
State Government Grants - Heritage	4.1.1	31,334	-	-	-
Fees & Charges	4.1.1	670,008	715,008	735,008	755,008
Interest & Sundry Income	4.1.1	381,600	501,600	546,600	591,600
<b>Total Recurrent Income</b>	4.1.1 4.1.4	<b>15,191,011</b>	<b>15,687,483</b>	<b>16,124,663</b>	<b>16,571,459</b>
<b>Recurrent Expenditure</b>					
Employee Costs	4.1.5	11,144,943	11,378,987	11,504,648	11,746,245
General Works - Materials	4.1.6	340,944	255,963	261,082	266,304
General Works - Plant, Vehicle Costs	4.1.6	78,305	79,871	81,469	83,098
General Works - External Services	4.1.6	1,306,514	1,281,644	1,129,226	1,151,810
Administration	4.1.6	456,917	466,055	475,376	484,884
Professional Services	4.1.6	478,095	467,257	476,602	486,134
Utilities	4.1.6	373,050	380,511	388,121	395,884
(Gain)/Loss on Sale of Plant & Equipment		-	-	-	-
<b>Total Recurrent Expenditure excluding Depreciation</b>		<b>14,178,768</b>	<b>14,310,288</b>	<b>14,316,524</b>	<b>14,614,359</b>
<b>Recurrent Surplus / (Deficit) before Depreciation</b>		<b>1,012,243</b>	<b>1,377,195</b>	<b>1,808,139</b>	<b>1,957,100</b>
Depreciation	4.1.7	2,438,000	2,438,000	2,438,000	2,438,000
<b>Recurrent Surplus / (Deficit) after Depreciation</b>		<b>(1,425,757)</b>	<b>(1,060,805)</b>	<b>(629,861)</b>	<b>(480,900)</b>
<b>Non Recurrent Income</b>					
Capital Grants & Income	4.1.1	59,286	59,286	59,286	59,286
<b>NET SURPLUS / (DEFICIT)</b>		<b>(1,366,471)</b>	<b>(1,001,519)</b>	<b>(570,575)</b>	<b>(421,614)</b>

**BALANCE SHEET  
FOR THE FOUR YEARS ENDED 30 JUNE 2023**

	Notes	Budget 2019-20 \$	Plan 2020-21 \$	Plan 2021-22 \$	Plan 2022-23 \$
<b>Current Assets</b>					
Cash and Investments	4.3	2,481,233	2,326,619	2,572,127	2,935,158
Receivables		30,541	30,541	30,541	30,541
Prepayments		131,000	131,000	131,000	131,000
<b>Total Current Assets</b>		<b>2,642,774</b>	<b>2,488,160</b>	<b>2,733,668</b>	<b>3,096,699</b>
<b>Non-Current Assets</b>					
Property, Plant & Equipment	4.2.2	9,867,123	9,020,218	8,204,135	7,419,490
<b>Total Non-Current Assets</b>		<b>9,867,123</b>	<b>9,020,218</b>	<b>8,204,135</b>	<b>7,419,490</b>
<b>Total Assets</b>		<b>12,509,897</b>	<b>11,508,378</b>	<b>10,937,803</b>	<b>10,516,189</b>
<b>Current Liabilities</b>					
Payables		1,290,682	1,290,682	1,290,682	1,290,682
Unearned Income		-	-	-	-
Provisions		1,385,377	1,385,377	1,385,377	1,385,377
<b>Total Current Liabilities</b>		<b>2,676,059</b>	<b>2,676,059</b>	<b>2,676,059</b>	<b>2,676,059</b>
<b>Non-Current Liabilities</b>					
Creditors and Provisions		209,290	209,290	209,290	209,290
<b>Total Non-Current Liabilities</b>		<b>209,290</b>	<b>209,290</b>	<b>209,290</b>	<b>209,290</b>
<b>Total Liabilities</b>		<b>2,885,349</b>	<b>2,885,349</b>	<b>2,885,349</b>	<b>2,885,349</b>
<b>NET ASSETS</b>	4.2	<b>9,624,548</b>	<b>8,623,029</b>	<b>8,052,454</b>	<b>7,630,840</b>
<b>Ratepayers Equity</b>					
Members Contribution		3,886,011	3,886,011	3,886,011	3,886,011
Accumulated Surplus		5,738,537	4,737,018	4,166,443	3,744,829
<b>TOTAL EQUITY</b>	4.2	<b>9,624,548</b>	<b>8,623,029</b>	<b>8,052,454</b>	<b>7,630,840</b>

**STATEMENT OF CASH FLOWS  
FOR THE FOUR YEARS ENDED 30 JUNE 2023**

	<b>Budget 2019-20</b>	<b>Plan 2020-21</b>	<b>Plan 2021-22</b>	<b>Plan 2022-23</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Cash Flows from Operating Activities</b>				
<b>Receipts</b>				
Member Council Contributions	12,087,134	12,389,313	12,699,046	13,016,522
Fees and Charges	670,008	715,008	735,008	755,008
Interest & Sundry Income	381,600	501,600	546,600	591,600
State Government Grants – Public Libraries Funding Program	2,020,934	2,081,562	2,144,009	2,208,329
State Government Grants – Heritage	7,600	-	-	-
	<b>15,167,277</b>	<b>15,687,483</b>	<b>16,124,663</b>	<b>16,571,459</b>
<b>Payments</b>				
Employee Costs	(11,144,943)	(11,378,987)	(11,504,648)	(11,746,245)
General Works / Utilities / Disbursements	(2,098,813)	(1,997,989)	(1,859,898)	(1,897,096)
Administration / Professional Services	(935,012)	(933,312)	(951,978)	(971,018)
	<b>(14,178,768)</b>	<b>(14,310,288)</b>	<b>(14,316,524)</b>	<b>(14,614,359)</b>
<b>Net Cash from Operating Activities</b>	<b>988,509</b>	<b>1,377,195</b>	<b>1,808,139</b>	<b>1,957,100</b>
<b>Cash Flows from Investing Activities</b>				
Capital Expenditure	(1,817,250)	(1,591,095)	(1,621,917)	(1,653,355)
Capital Income	59,286	59,286	59,286	59,286
Proceeds from Sale of Plant and Equipment	-	-	-	-
<b>Net Cash used in Investing Activities</b>	<b>(1,757,964)</b>	<b>(1,531,809)</b>	<b>(1,562,631)</b>	<b>(1,594,069)</b>
<b>Cash Flows from Financing Activities</b>				
Special Member Contributions	-	-	-	-
<b>Net Cash used in Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase in Cash and Cash Equivalents</b>	<b>(769,455)</b>	<b>(154,614)</b>	<b>245,508</b>	<b>363,031</b>
Cash and Cash Equivalents at the beginning of the Financial Year	3,250,688	2,481,233	2,326,619	2,572,127
<b>Cash and Cash Equivalents at end of Period</b>	<b>2,481,233</b>	<b>2,326,619</b>	<b>2,572,127</b>	<b>2,935,158</b>

Refer to Note 4.3 for further discussion.

**STATEMENT OF CAPITAL WORKS  
FOR THE FOUR YEARS ENDED 30 JUNE 2023**

	<b>Budget 2019-20 \$</b>	<b>Plan 2020-21 \$</b>	<b>Plan 2021-22 \$</b>	<b>Plan 2022-23 \$</b>
Collections	1,127,250	1,114,095	1,207,777	1,231,932
IT Infrastructure	388,750	357,000	364,140	371,423
Branch Furniture, Fittings & Equipment	266,250	50,000	50,000	50,000
Vehicle Replacement	35,000	70,000	-	-
<b>Total Capital Expenditure</b>	<b>1,817,250</b>	<b>1,591,095</b>	<b>1,621,917</b>	<b>1,653,355</b>
<b>Represented by:</b>				
New asset expenditure	-	-	-	-
Asset renewal expenditure	1,817,250	1,591,095	1,621,917	1,653,355
<b>Total Capital Expenditure</b>	<b>1,817,250</b>	<b>1,591,095</b>	<b>1,621,917</b>	<b>1,653,355</b>
<b>Funding sources:</b>				
Grants	59,286	59,286	59,286	59,286
GRLC Cash	1,757,964	1,531,809	1,562,631	1,594,069
<b>Total Funding Sources</b>	<b>1,817,250</b>	<b>1,591,095</b>	<b>1,621,917</b>	<b>1,653,355</b>

**STATEMENT OF HUMAN RESOURCES  
FOR THE FOUR YEARS ENDED 30 JUNE 2023**

	<b>Budget 2019-20 \$</b>	<b>Plan 2020-21 \$</b>	<b>Plan 2021-22 \$</b>	<b>Plan 2022-23 \$</b>
<b>Staff expenditure</b>				
Salaries - Operating	10,218,586	10,433,176	10,548,357	10,769,873
Salaries - Capital	-	-	-	-
<b>Total staff expenditure</b>	<b>10,218,586</b>	<b>10,433,176</b>	<b>10,548,357</b>	<b>10,769,873</b>
	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>
<b>Staff EFT *</b>				
Library and Heritage Services	124.2	124.2	123.2	123.2
<b>Total EFT at 30 June</b>	<b>124.2</b>	<b>124.2</b>	<b>123.2</b>	<b>123.2</b>

\* EFT = equivalent full time

## 4 Notes to the Financial Statements

This section presents detailed information on material components of the financial statements.

### 4.1 Comprehensive Income Statement

#### 4.1.1 Total Operating and Capital Revenue

Recurrent Income	Actual 2017-18	Budget 2018-19	Budget 2019-20	2018-19 to 2019-20 \$ Increase / (Decrease)	2018-19 to 2019-20 % Increase / (Decrease)
<b>Operating</b>					
Member Council Contributions	11,494,126	11,245,472	12,087,134	841,662	7.5%
State Government Grants – Public Libraries Funding Program	1,917,032	1,974,542	2,020,934	46,392	2.3%
State Government Grants - Heritage	13,666	31,000	31,334	334	1.1%
Fees & Charges	539,013	631,600	670,008	38,408	6.1%
Interest & Sundry Income	287,055	332,100	381,600	49,500	14.9%
<b>Subtotal - Operating</b>	<b>14,250,892</b>	<b>14,214,714</b>	<b>15,191,011</b>	<b>976,297</b>	<b>6.9%</b>
<b>Capital</b>					
State Government Grants - Capital	49,255	49,255	49,286	31	0.1%
Capital Contribution – COGG Western Heights	10,000	10,000	10,000	-	0.0%
<b>Subtotal - Capital</b>	<b>59,255</b>	<b>59,255</b>	<b>59,286</b>	<b>31</b>	<b>0.1%</b>
<b>Total Operating and Capital Revenue</b>	<b>14,310,147</b>	<b>14,273,969</b>	<b>15,250,297</b>	<b>976,328</b>	<b>6.8%</b>



#### 4.1.2 Member Council Contributions

According to the Library Agreement between the four Member Councils, the direct costs of each service point and mobile service are borne by the Member Councils in whose municipal district the service is delivered. Indirect costs – i.e. regional costs – are apportioned on a usage basis by calculating the total of loans and visits to each point of service and mobile libraries.

Member Council Contribution	Actual 2017-18	Budget 2018-19	Budget 2019-20	2018-19 to 2019-20 \$ Increase / (Decrease)	2018-19 to 2019-20 % Increase / (Decrease)
Borough of Queenscliffe	199,186	202,750	205,978	3,228	1.6%
City of Greater Geelong	10,177,131	9,919,640	10,776,558	856,918	8.6%
Golden Plains Shire	416,998	406,195	395,005	(11,190)	(2.8%)
Surf Coast Shire	685,706	701,133	693,839	(7,294)	(1.0%)
<b>Member Council Contributions - annual operating allocations</b>	<b>11,479,021</b>	<b>11,229,718</b>	<b>12,071,380</b>	<b>841,662</b>	<b>7.5%</b>
City of Greater Geelong – Western Heights Library	15,105	15,754	15,754	-	0.0%
<b>Total Member Council Contributions</b>	<b>11,494,126</b>	<b>11,245,472</b>	<b>12,087,134</b>	<b>841,662</b>	<b>7.5%</b>

### 4.1.3 State Government Grants

State Government grants are received from two funding programs:

- Public Libraries Funding Program – grants to member councils are forecast to grow by 3% per annum, based on the actual grant received in 2018-19. The Department of Environment, Land, Water and Planning will confirm these grants in June 2019; and,
- Premier’s Reading Challenge Book Fund.

State Government Grant per Member Council	Actual 2017-18	Budget 2018-19	Budget 2019-20	2018-19 to 2019-20 \$ Increase / (Decrease)	2018-19 to 2019-20 % Increase / (Decrease)
Borough of Queenscliffe	73,026	75,216	75,217	1	0.0%
City of Greater Geelong	1,428,377	1,471,228	1,505,700	34,472	2.3%
Golden Plains Shire	184,859	190,405	196,081	5,676	3.0%
Surf Coast Shire	230,770	237,693	243,936	6,243	2.6%
<b>Public Libraries Funding Program</b>	<b>1,917,032</b>	<b>1,974,542</b>	<b>2,020,934</b>	<b>46,392</b>	<b>2.3%</b>
Premiers Reading Challenge Book Fund	49,255	49,255	49,286	31	0.1%
State Government Grant - Heritage	13,666	31,000	31,334	334	1.1%
<b>Total</b>	<b>1,979,953</b>	<b>2,054,797</b>	<b>2,101,554</b>	<b>46,757</b>	<b>2.3%</b>

#### 4.1.4 Budgeted Comprehensive Income Statement

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

	Actual 2017-18	Budget 2018-19	Budget 2019-20	2018-19 to 2019-20 \$ Increase / (Decrease)	2018-19 to 2019-20 % Increase / (Decrease)
<b>Recurrent Income</b>					
Member Council contributions	11,045,659	11,229,718	12,070,986	841,268	7.5%
COGG - Western Heights	15,105	15,754	16,148	394	2.5%
State Government grants - PLFP	1,917,032	1,974,542	2,020,934	46,392	2.3%
State Government grants - Heritage	13,666	31,000	31,334	334	1.1%
User charges	428,536	494,760	527,690	32,930	6.7%
Other fees and charges	110,477	136,840	142,318	5,478	4.0%
Interest on investments	80,631	80,000	100,000	20,000	25.0%
Sundry income	206,424	252,100	281,600	29,500	11.7%
<b>Total Recurrent Income</b>	<b>13,817,530</b>	<b>14,214,714</b>	<b>15,191,011</b>	<b>976,297</b>	<b>6.9%</b>
<b>Recurrent Expenditure</b>					
<b>Employee Related</b>					
Salaries	8,387,295	9,020,445	10,218,586	1,198,142	13.3%
Superannuation & Workcover	774,711	827,196	926,357	99,161	12.0%
<b>Total Employee Expenses</b>	<b>9,162,006</b>	<b>9,847,640</b>	<b>11,144,943</b>	<b>1,297,303</b>	<b>13.2%</b>
<b>Goods and Services</b>					
General works - materials	188,651	245,971	340,944	94,973	38.6%
General works - equip/vehicles	110,036	78,484	78,305	(179)	(0.2%)
General works - external services	1,296,866	1,110,916	1,306,514	195,598	17.6%
Administration	341,123	379,639	456,917	77,278	20.4%
Professional services	441,539	505,350	478,095	(27,255)	(5.4%)
Utilities	430,620	427,000	373,050	(53,950)	(12.6%)
(Gain)/Loss on sale of plant & equipment	(5,033)	-	-	-	0.0%
<b>Total Recurrent Expenditure</b>	<b>11,965,807</b>	<b>12,595,000</b>	<b>14,178,768</b>	<b>1,583,768</b>	<b>12.6%</b>
<b>Recurrent Surplus / (Deficit) before Depreciation</b>	<b>1,851,723</b>	<b>1,619,714</b>	<b>1,012,243</b>	<b>(607,471)</b>	<b>(37.5%)</b>
Depreciation	2,345,969	2,563,000	2,438,000	(125,000)	(4.9%)
<b>Recurrent Surplus / (Deficit) after Depreciation</b>	<b>(494,246)</b>	<b>(943,286)</b>	<b>(1,425,757)</b>	<b>(482,471)</b>	<b>(51.1%)</b>
<b>Non-Recurrent Income</b>					
Capital grants and income	492,617	59,255	59,286	31	0.1%
<b>Net Surplus / (Deficit)</b>	<b>(1,629)</b>	<b>(884,031)</b>	<b>(1,366,471)</b>	<b>(482,440)</b>	<b>(54.6%)</b>

#### 4.1.5 Employee Expenses

Employee costs comprise 70% of total cash expenditure (operating and capital) for 2019-20. This is unchanged from the prior year budget.

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.

Increases in staff costs reflect an annual Enterprise Agreement of 90% of the 2.5% rate cap, banding increments, statutory Superannuation Guarantee Charge at 9.5% and Worksafe premium insurance at the current premium rate of 0.38%.

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.

Overall, employee expenses are expected to increase 13.2% in 2019-20. Please refer to 'Salaries' in Section 2.5 'Budget and Strategic Resource Plan Assumptions' for further discussion.

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

	Budget 2019-20 \$	Comprises		Budget 2019-20 EFT	Comprises	
		Permanent Full Time \$	Permanent Part Time \$		Permanent Full Time EFT	Permanent Part Time EFT
Library services	10,177,469	5,840,095	4,337,374	112.8	60.0	52.8
Total permanent staff	10,177,469	5,840,095	4,337,374	112.8	60.0	52.8
Casuals and other	967,473			11.4		
Total *	11,144,943			124.2		

\* includes superannuation and WorkCover

#### **4.1.6 Other Expenditure**

##### **General works – materials**

This expenditure category includes centrally purchased paper and consumables for the distribution to the branches and collections processing materials. Increases only where contractually required.

##### **General works – equipment & vehicles**

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

##### **General works – external services**

This expenditure category relates to external businesses and contractors engaged for a range of services including shelf-ready processing of collection items, couriers, Regional Library Support Centre Level 4 GLHC office lease, corporate advertising and marketing, recruitment advertising, events and programming costs, and eCollections subscriptions.

##### **Administration**

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

##### **Professional services**

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

##### **Utilities**

Utilities largely reflect branch communications costs as indicated by Telstra for 2019-20 and contract with AARNET for internet communications at the Geelong Library and Heritage Centre.

#### **4.1.7 Depreciation**

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

The depreciation expense has increased by almost 65%, or \$919,000, between 1 July 2010 and 30 June 2018 due to the expansion of the library network, and subsequent increase in the size of the library collection and equipment. Several new branches, including the \$45m Geelong Library and Heritage Centre, have been opened, and a number of existing branches have been refurbished.

For 2019-20, the depreciation expense is budgeted to be slightly higher than the actual expense for the 2017-18 financial year. This is based on the establishment of the collection at Leopold, offset by overall capital expenditure not fully replacing the current collection.

## 4.2 Balance Sheet

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

<b>Balance Sheet Summary</b>	<b>Actual 2017-18</b>	<b>Budget 2018-19</b>	<b>Budget 2019-20</b>
<b>Assets and Liabilities</b>			
Total Assets	14,816,399	12,265,295	12,509,897
Total Liabilities	2,941,349	1,959,563	2,885,349
<b>Net Assets</b>	<b>11,875,050</b>	<b>10,305,732</b>	<b>9,624,548</b>
<b>Equity</b>	<b>11,875,050</b>	<b>10,305,732</b>	<b>9,624,548</b>

The Library's major assets comprise its bank balance, the collection, vehicles and furniture and office equipment. GRLC does not own any land or buildings. The major liability is employee provisions. Equity consists of member contributions and the accumulated accounting surplus.

### 4.2.1 Borrowings

GRLC had no borrowings during the year 2018-19 and will not be taking out any borrowings for the 2019-20 year.

### 4.2.2 Property, Plant and Equipment

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

The investment gap ratio in section 5 'Financial Indicators' highlights the decrease in the size of the collection. In 2019-20, there will only be 75 cents of new expenditure to replace every \$1.00 of withdrawn or written down items. This will decrease to 65 cents in the following year.

### 4.3 Cash

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 2019-20 financial year.

<b>Cash Flows</b>	<b>Actual 2017-18 *</b>	<b>Budget 2018-19</b>	<b>Budget 2019-20</b>
Operating	3,359,166	1,588,714	988,509
Investing	(3,596,179)	(1,471,478)	(1,757,964)
<b>Net increase/(Decrease) in cash held</b>	<b>(237,013)</b>	<b>117,236</b>	<b>(769,455)</b>
Cash at beginning of financial year	370,465	1,341,613	3,250,688
<b>Cash at end of financial year</b>	<b>133,452</b>	<b>1,458,849</b>	<b>2,481,233</b>

\* Note: the 2017-18 Annual Report excludes Term Deposits from the Cash Flow Statement. The balance at 30 June 2018 was \$3,000,000.

#### **Cash at End of the Year**

Overall total cash is forecast to be just under \$2.5m at 30 June 2020, being a decrease of \$769,455 over the 12 month period. The cash balance on 1 July 2019 is budgeted to be around \$3.3m.

GRLC's cash surplus provided by operating activities is budgeted to decrease to \$988,509, mainly due to an additional \$100,000 expenditure on e-books. Despite the decrease, the surplus indicates a healthy financial position regarding day-to-day activities. Cash reserves are not impacted by the depreciation expense and subsequent budgeted deficit. Please refer to the Statement of Cash Flows in section 3.

It is also noted that the budgeted cash balance is sufficient to cover the budgeted current employee entitlements of \$1.4m. The value of current long service leave entitlements was calculated at \$894,705 at 30 June 2018.

#### 4.4 Capital Expenditure

Capital expenditure over the 4 year period (2019-20 to 2022-23) will total 6.7m, at \$1.6 - \$1.8m per year.

The following table outlines the capital expenditure budget for 2019-20 and associated sourcing of funding.

Capital Expenditure	Actual 2017-18	Budget 2018-19	Budget 2019-20	2018-19 to 2019-20 \$ Increase /(Decrease)
Collections	1,157,949	1,095,733	1,127,250	31,517
IT Infrastructure	336,683	350,000	388,750	38,750
Branch furniture, fittings & equipment	53,231	50,000	266,250	216,250
Vehicle replacement	-	35,000	35,000	-
<b>Total capital expenditure</b>	<b>1,547,863</b>	<b>1,530,733</b>	<b>1,817,250</b>	<b>286,517</b>

Capital Expenditure	Budget 2019-20	Funding sources	
		Grants \$	GRLC Cash \$
Collections	1,127,250	59,286	1,067,964
IT Infrastructure	388,750	-	388,750
Branch furniture, fittings & equipment	266,250	-	266,250
Vehicle replacement	35,000	-	35,000
<b>Total capital expenditure</b>	<b>1,817,250</b>	<b>59,286</b>	<b>1,757,964</b>



## 4.5 Financial Resources

The following table summarises the key financial results for the Budget years 2018-19 and 2019-20, and the next 3 years as set out in the Strategic Resource Plan for 2020-21 to 2022-23.

Key Financial Results	Budget 2018-19 \$	Budget 2019-20 \$	Plan 2020-21 \$	Plan 2021-22 \$	Plan 2022-23 \$
Operating result - surplus/ (deficit)	(884,031)	(1,366,471)	(1,001,519)	(570,575)	(421,614)
Cash and investments	1,458,849	2,481,233	2,326,619	2,572,127	2,935,158
Net increase/(decrease) in cash	117,236	(769,455)	(154,614)	245,508	363,031
Capital expenditure	1,530,733	1,817,250	1,591,095	1,621,917	1,653,355

The key outcomes of the Plan are as follows:

- Financial sustainability**  
 While the operating result is a deficit from 2019-20 onwards, it is noted that this is related to the cost of depreciation, due to new and refurbished library branches.  
 Given the current rate capping environment, Member Council Contributions are not sufficient to cover the depreciation expense and achieve a net surplus/deficit of zero. The increase in the size of the branch network and collection since 2011 (refer to section 4.1.7 'Depreciation') requires a subsequent increase in capital expenditure to maintain the collection. This has not been achieved in the Strategic Resource Plan ending 30 June 2023.  
 The capital expenditure budget will be closely monitored in future years in order to ensure that cash reserves remain at an acceptable level.
- Cash and investments**  
 The cash balance is expected to decrease in the first two years of the Budget Strategic Resource Plan.  
 As noted in section 4.3 'Cash at End of the Year', the steady increase in net cash from operating activities demonstrates a consistently strong performance in day-to-day operations.  
 Surplus funds are invested in Term Deposits, which achieve an interest rate significantly higher than the standard rate on the daily transaction account.
- Contributions strategy**  
 Council contributions will be based on the Library Agreement formula which applies the direct costs of service points to the relevant member council and regional costs apportioned on a usage basis by calculating the total number of visits and loans per service point and mobile service.

## 5 Financial Indicators

The following table outlines a summary of budgeted financial ratios for the years 2019-20 to 2022-23. These ratios are used as a guide to assess trends in GRLC's financial health. They show that the Library must carefully manage its resources with particular emphasis on cash flow and relies heavily on the continued support of Member Councils to meet the commitments incorporated in this Strategic Resource Plan.

<b>Financial Ratios</b>	<b>Budget 2019-20</b>	<b>Plan 2020-21</b>	<b>Plan 2021-22</b>	<b>Plan 2022-23</b>
<b>Underlying Result (%)</b>	<b>(9%)</b>	<b>(7%)</b>	<b>(4%)</b>	<b>(3%)</b>
Recurrent Surplus or (Deficit) / Total Recurrent Income				
Measures surplus/(deficit) as a % of revenue				
<b>Working Capital or Liquidity</b>	<b>0.99</b>	<b>0.93</b>	<b>1.02</b>	<b>1.16</b>
Current Assets / Current Liabilities				
Assesses GRLC's ability to meet current commitments				
<b>Adjusted Working Capital or Adjusted Liquidity</b>	<b>1.46</b>	<b>1.38</b>	<b>1.51</b>	<b>1.72</b>
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				
<b>Investment Gap Ratio</b>	<b>0.75</b>	<b>0.65</b>	<b>0.67</b>	<b>0.68</b>
Capital Expenditure / Depreciation				
Measuring GRLC's rate of replacement of assets				

At 30 June 2020, GRLC will have 99 cents of current assets for every \$1.00 of current liabilities. This increases to \$1.46 when adjusted for expected long service leave payments.

The investment gap ratio highlights that GRLC is investing only 75 cents on collection and other asset replacements for every \$1.00 of items withdrawn or written down.

## 6 Fees and Charges Schedule

User fees and charges are comprehensively reviewed and benchmarked with public libraries and other local businesses offering similar services. On 1 July 2018, overdue and damaged item fees were increased, and CPI increases were applied to venue hire rates. No changes are proposed for 2019-20.

	<b>Proposed 2019-20</b>
<b>Overdue fees*</b>	
Adults collection, music CDs and DVDs – per item per day	\$0.40
Children’s and youth materials	No fee
<b>Inter Library Loans (ILL)</b>	
From non-GRLC public libraries	\$5.50
Where an ILL cost is charged by a non-GRLC lending library - will be charged to the library member plus postage	\$16.50 plus postage
Loans from interstate libraries	\$5.50 plus \$10 postage
<b>Charges for damaged materials*</b>	
Rejacketing	\$6.50
CD & DVD case or slick replacement	\$6.50
RFID tags and barcode replacement	\$6.50
<b>Charges for lost/totally damaged items*</b>	Item cost plus \$6.50 admin fee
<b>Replacement membership cards</b>	\$3.30
<b>Photocopying &amp; PC printing</b>	
A4 page (B&W)	\$0.30
A3 page (B&W)	\$0.60
A4 page (Colour)	\$1.00
A3 page (Colour)	\$2.00
<b>Facsimile</b>	
Australia – first page	\$2.00
Overseas – first page	\$5.00
Subsequent pages	\$1.00
<b>Earphones</b>	\$1.00
<b>USB stick</b>	\$10.00
<b>Library Bags</b>	\$15.00
<b>Withdrawn Collection Items</b>	
Adult fiction and non-fiction	\$2.00
Children’s materials and magazines	\$1.00
<b>Professional Heritage research</b>	
Professional Research by Heritage Centre staff	\$50.00 per hour
High resolution digital or hard copy prints images from Heritage Collection	\$20 per image
<b>Attendance to special events and author events</b> – non-library members	\$10
<b>Meeting rooms – Bannockburn, Belmont, Corio, Newcomb &amp; Waurm Ponds</b>	
Commercial/Professional user – per hour	\$55
Commercial/Professional user – per day	\$310
Not for Profit – per hour	\$40
Not for Profit – per day	\$235
Community user – per hour	\$10
Community user– per day	\$60
Audio visual equipment – commercial/professional user	Included in room hire rates
Audio visual equipment – community user	Included in room hire rates

Items marked (\*) are GST free  
All other fees and charges are inclusive of GST

## Geelong Library and Heritage Centre

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

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### GEELONG LIBRARY & HERITAGE CENTRE SCHEDULE OF FEES 2019-20

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Venue	Hourly Rate Mon-Fri	Half Day Rate Mon-Fri (up to 5 hrs)	Full Day Rate Mon-Fri (up to 9 hrs)	Weddings
Level 5 - High Ground <i>Wurdi Youang Combined Space</i> (3 hrs+)	\$190.00	\$705.00	\$1,405.00	\$1,855.00
Level 5 - High Ground <i>Wurdi Youang North</i> (min 3 hrs M-F)	\$125.00	\$515.00	\$890.00	\$1,445.00
Level 5 - High Ground <i>Wurdi Youang South</i> (min 3 hrs M-F)	\$105.00	\$435.00	\$825.00	n/a
Level 4 - Board Room (special requests only)	\$75.00	\$290.00	\$425.00	
Level 2 - Meeting Room	\$45.00	\$165.00	\$310.00	
Level 2 - Discussion Rooms (1,2,3,4)	\$35.00	\$125.00	\$250.00	
Level 1 - Activities Room (limited availability)	\$75.00	\$325.00	\$520.00	

#### Discounts

Commercial/Business	<b>0%</b>
Government	<b>25%</b>
Community/Not for Profit Level 5 <i>Wurdi Youang High Ground</i>	<b>50%</b>

Discounts of up to 30% will be applied for multiple bookings over a defined period e.g. weekly bookings over a 3 month period.

#### Bonds (if applicable)

Bond - Functions	<b>\$500.00</b>
Bond - Classes/Meetings	<b>\$100.00</b>
Bond - Key/Swiper	<b>\$75.00</b>

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

Cancellation fees will be applied where appropriate .

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

## Appendix A

### **Reading Ahead Library Plan 2017 - 2021 Year 3 2019-20 Annual Priorities**

The GRLC Board adopted Reading Ahead: Library Plan 2017-2021 in June 2017. The following pages detail the priorities for the coming year representing year three of the current four year plan. A half year progress will be provided at the February 2020 meeting and annual achievements will be reported at the August 2020 meeting and the corporate annual report 2019/20.

### **STRATEGIES FOR SUCCESS from the Library Plan 2017-2021**

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

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

<b>1.</b>	<b>Welcoming places and spaces</b> <b>Present welcoming, purposeful and safe physical and digital library facilities at the heart of the community</b>
<b>2019/20 Actions</b>	
1.1	In Partnership with the Borough of Queenscliffe actively participate in detailed planning and design of the Queenscliff Community Hub.
1.2	In partnership with City of Greater Geelong explore Living Libraries Capital Funding Program opportunities to enable redevelopment of Corio Library.
1.3	In partnership with relevant member Councils commence initial planning and design for replacement libraries at Drysdale, Lara and Torquay Libraries.
1.4	Communicate, develop and deliver implementation plans arising from recommendations in the GRLC Infrastructure Development Plan 2019.
1.5	Review reporting policies and procedures including mechanisms for timely input and advice to member Council maintenance schedules.
1.6	Work closely with Member Councils to undertake Access audits and implement improvements as required.
1.7	Continued review of OHS policies and procedures including emergency response plans.
1.8	Implement OHS online reporting, management and staff training systems.
1.9	Undertake consultation regarding findings and recommendations arising from Opening Hours statistical desk top review.
1.10	Undertake consultation regarding findings and recommendations arising from statistical desk top review.
1.11	Review and update the GRLC website and Intranet to optimise sharing information and communication.
1.12	Build on the recent establishment of GRLC Green Team and early initiatives by developing detailed policy and action plan.
1.13	Implement improvements to meeting room marketing and hire policies & procedures to encourage and optimise activation of meeting spaces in library branches.

<b>2.</b>	<b>Learning for Life</b> <b>Deliver engaging library programs, print and digital collections, events and activities that encourage reading, support a range of literacies, promote lifelong learning and increase access and inclusion.</b>
<b>2019/20 Actions</b>	
2.1	Continue to increase opportunities for children with additional needs to access library programs including new funding streams and initiatives.
2.2	Create a new Reader Advocacy and Development Strategy including ways to build adult and family literacy and a reading region.
2.3	Provide a range of evidenced based early years reading literacy development programs in all libraries.
2.4	Prepare quarterly events programs that are aligned with organisational priorities and meet community needs and expectations.
2.5	Explore external sources of funding opportunities to further support vulnerable communities.
2.6	Continue to strengthen partnerships with youth services teams and youth councils/advisory groups across all member Councils and with relevant community organisations and agencies.
2.7	Continue active participation in statewide Reader Development Special Interest Group.
2.8	Actively promote Australian and Geelong region writers through collection development and programming.
2.9	Identify special collections and programs for fundraising by Friends of the Library Program.
2.10	Optimise participation in Word for Word National Non-Fiction Festival 2019 through development of innovative program, effective planning and production and securing of external funding sources.
2.11	Expand range and volume of eCollections including eBooks, eMagazines, film and music streaming.

<b>3.</b>	<b>Creativity and innovation</b> Provide creative and co-working spaces, technology, and learning opportunities that stimulate creativity and innovation and equip people with skills and confidence for the future.
<b>2019/20 Actions</b>	
3.1	Articulate clear objectives and develop evaluation framework for all GRLC programs in line with organisational priorities.
3.2	Continue to provide leadership and advocacy for the adoption of, and opportunities to extend community access to, new and emerging technologies and programming, including actively pursuing external funding opportunities.
3.3	Develop new four year digital strategy and action plan to ensure positioning as a leader in technology provision for the community and realise organisational efficiencies in business processes.
3.4	Develop Implementation Plan for new (replacement) Library Management System in order to provide state of the art access to information services, collections and digital services to the community.
3.5	Promote the use of existing library capability as a co-working space including access to core library technology, software and high speed internet access as it becomes available through community branches.
3.6	Expand digital hub and maker space capability throughout the network where possible including access external funding.
3.5	Implement findings from the WAN pilot project and expand to other branches where internet infrastructure capacity allows.
3.6	Monitor improvements in current technology that may be implemented in rural areas including outreach to improve access to library services.
3.7	Expand information literacy and critical thinking as part of eKnowhow programming.
3.8	Explore opportunities for integration of digital collections platforms.
3.9	Implement new GRLC Document Management System.
3.10	Develop a strategic plan for the Geelong Library and Heritage Centre to enable its continued positioning and success as a world class and innovative cultural and lifelong learning institution.



<b>4.</b>	<b>Sharing our stories</b> <b>Capture, share, celebrate and preserve the stories – past and present – that tell of our region’s heritage, culture, creative endeavour and aspirations.</b>
<b>2019/20 Actions</b>	
4.1	Develop calendar of community focused programs and collection development that celebrate local writers, culture and heritage including a focus on the narrative arts, knowledge and ideas, creative endeavour.
4.2	Strengthen existing relationships and establish new partnerships with leading arts and cultural organisations.
4.3	Explore further opportunities to add value to the Cultural Precinct by strengthening relationships, increasing collaborative activities including new programming and initiatives with precinct partners and actively promoting the precinct.
4.4	Support the community’s cultural mosaic, celebrate and nurture diversity and stimulate cross-cultural conversation and understanding. Establish and strengthen partnerships with aligned service and cultural organisations.
4.5	Scope project and explore funding opportunities to establish Geelong Library and Heritage Centre Fellowship, Writers in Residence or Genealogist in Residence programs providing artists, writers and scholars the opportunity to explore, repurpose or creatively respond to the collection.
4.6	Provide the Geelong Region community with a Heritage Centre that is recognised as leader in Australia through the development and implementation collection related projects, partnerships and collaborations, public programs, events, collection displays, operational management procedures that are recognised as industry leading.
4.7	Improve discoverability and accessibility to the collection and archive by implementation of ATOM Heritage Centre Collection Management System with web interface.
4.8	Deliver phase one of the Geelong Honours Them Project including installation of digital repository.
4.9	Work with Borough of Queenscliffe and Heritage partners to explore role of Heritage Services and possibilities systems and services integration at Queenscliff Hub.
4.10	Develop a Management of Aboriginal Cultural Materials Policy that meets the legislated requirements of the Aboriginal Heritage Act 2006. Activities to include audit of the GHC archive to identify materials that may be culturally sensitive and manage according to policy and procedure and in collaboration with Wadawurrung cultural advisors.

5.	<b>Better together</b> <b>Work collaboratively with community, government and business organisations to increase awareness of, access to and use of library services among targeted population groups.</b>
	<b>2019/20 Actions</b>
5.1	Work closely with our member Councils and in alignment with their vision and strategic priorities to maximise community wellbeing including regular meetings, briefings, planning activities and reporting.
5.2	Strengthen partnership with the Wadawurrung Community to ensure the delivery of relevant, community responsive and culturally sensitive services, programs and access.
5.3	Implement an organisation wide Indigenous Engagement Program.
5.4	Review and improve strategic partnership policies, processes and documentation.
5.5	Explore ways of strengthening partnership with Diversitat and other key diversity and community agencies and organisations.
5.6	Implement year 2 of Access and Inclusion Plan utilising the knowledge and expertise of regional partners including, multicultural, disability, education and community services organisations improving access and inclusion for the Disability, CALD, LGBTI and ATSI sectors of the community. Ongoing implementation multiyear project.
5.7	Evaluate Friends of Geelong Regional Libraries progress with a view to expanding support for the initiative and community benefits available.
5.8	Explore and evaluate opportunities, costs and benefits of participating in a statewide Library Management System project.
5.9	Actively participate in Public Libraries Victoria and State Library of Victoria Advocate project – Libraries Change Lives to raise awareness of the value of public libraries and positively influence funding outcomes.
5.10	In partnership with State Library Victoria and Public library Network participate actively in planning the next Triennium 2020/21 – 2022/2023 of statewide projects.
5.11	Analyse and respond to community / feedback gathered in biennial library survey August September 2018
5.12	Encourage staff to join relevant and aligned professional, planning and service networks including statewide Public Libraries Victoria Special Interest Groups, GLAM Networks, Australian Library and Information Association.

6.	<b>Capable, confident and caring</b> <b>Create an organisational culture that expects, supports and recognises relevant knowledge and expertise, excellent customer service, creativity and innovation, flexibility, good governance and accountability.</b>
<b>2019/20 Actions</b>	
6.1	Commence review of all people related systems maximising staff and volunteer resources including recruitment, training and development and performance management.
6.2	Complete development of GRLC workforce skills and behaviours frameworks.
6.3	Develop and implement an organisation culture and customer services strategy that responds to the Library Plan, the needs of a modern library service and the biennial staff engagement survey.
6.4	Strengthen leadership capacity across the organisation and include leadership training in Staff Development calendar.
6.5	Develop 2019/20 Marketing, Community Engagement and Communications Plan.
6.6	Ensure financial sustainability through advocacy, investigating alternative streams of funding, operational and financial efficiency measures.
6.7	Commence review of current financial services arrangements and services to ensure value for money and focus on GRLC priorities.
6.8	Develop an Evaluation Framework focused on impact for GRLC Services and Programs for planning, development and advocacy purposes.
6.9	Conduct annual audit against national public library standards and guidelines and benchmarking data from annual survey of Victorian public libraries in order to understand and act on industry standing and financial position.
6.10	In partnership with member Councils develop a financial plan for the life of the Reading Ahead Library Plan and work towards a ten year financial plan.