



GEELONG
REGIONAL
LIBRARIES



BUDGET 2020-2021
STRATEGIC RESOURCE PLAN 2020-2024

Adopted 24 June 2020



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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 1 January 2020 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 Home Library Service and an inter library loans service.

GRLC's annual recurrent income is comprised as follows:

| RECURRENT INCOME | Actual 2018-19 | Budget 2019-20 | Budget 2020-21 | 2019-20 to 2020-21 \$ Increase/ (Decrease) | 2019-20 to 2020-21 % Increase/ -Decrease | % of 2020-21 Income | Comments |
|---|-------------------|-------------------|-------------------|--|--|---------------------|---|
| Member Council Contributions ¹ | 11,707,947 | 12,093,803 | 12,407,671 | 313,868 | 2.6% | 81.0% | |
| State Government Grants - Public Libraries Funding Program | 1,962,072 | 2,020,934 | 2,061,402 | 40,468 | 2.0% | 13.5% | Public Libraries Funding Program based on 2.5% increase on actual (not Budget) 2019-20 funding. |
| State Government Grants | 4,442 | 31,334 | - | (31,334) | -100.0% | 0.0% | Funding from the 'Victoria Remembers Them' Major Grant Program ended in 2019-20. |
| Fees & Charges | 532,327 | 670,009 | 444,848 | (225,161) | -33.6% | 2.8% | Major budget decrease from temporary branch closures and COVID-19 impacts. |
| Interest & Sundry Income | 295,327 | 381,600 | 409,100 | 27,500 | 7.2% | 2.7% | |
| TOTAL RECURRENT INCOME | 14,502,115 | 15,197,680 | 15,323,021 | 125,341 | 0.8% | 100.00% | |

¹ 2019-20 Adopted Budget has been updated to include Borough of Queenscliffe Heritage Centre membership.



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

- Member Council contributions: 81.0% (2019-20: 79.6%)
- State Government Grants – Public Libraries Funding Program: 13.5% (2019-20: 13.3%)
- State Government Grants – Heritage: nil (2019-20: 0.2%)
- Fees & Charges: 2.8% (2019-20: 4.4%)
- Interest & Sundry Income: 2.7% (2019-20: 2.5%)

The Library Service is mindful of the cost pressures on Member Councils, in light of the rate cap this coming financial year of 2.0% and the on-going impact of COVID-19 on normal business activities, 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 2018-19 Annual Report demonstrated the following:

- 42% or 130,000 people are library members from a total population of 310,500 across our four Member Councils;
- There were 1.9 million visits per year to 17 library branches and 2 mobile libraries and 897,693 website visits;
- Over 6,800 programs and events attracted 158,000 participants across children's, youth and adult programs; and
- An extensive reach into the community with 199 networks and partnerships.

130,000
library
members

1.9m
visits to
libraries

158,000
events &
programs
attendees

199
community
partners

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 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; and,
- 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; and,
- 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 | 27 November 2019 and 26 February 2020 |
| 2 | Proposed Budget submitted to the Board for approval | 22 April 2020 |
| 3 | Public notice advising intention to adopt Budget | 25 April 2019 |
| 4 | Budget available for public inspection and comment for at least 28 days | 27 April 2020 – 25 May 2020 |
| 5 | Meeting to consider public submissions | 27 May 2020 |
| 6 | Budget and submissions presented to the Board for adoption (subject to final adopted Budgets of Member Councils) | 24 June 2020 |
| 7 | Copy of Adopted Budget submitted to the Minister for Local Government within 28 days of adoption | 22 July 2020 |

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 2020-21 Budget, which is included in this report, is for the year 1 July 2020 to 30 June 2021 and is prepared in accordance with the Act and Regulations.

This Budget incorporates the Strategic Resource Plan (SRP) for the 3 years to 2023-24. The SRP takes the strategic objectives and strategies as specified in the Library Plan and expresses them in financial terms.

In preparing the SRP, 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 significant, on-going and uncertain impact of COVID-19 on library services. At the time of budgeting, the library network has re-opened with limited hours and strict social distancing measures, including time limits on visits. A significant decline in branch income is anticipated.
- The Victorian State Government rate cap of 2.0% for the 2020-21 financial year (2.5% in 2019-20) 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 13.5% of total income in the coming year.

2.4 Budget Principles

The 2020-21 Budget intends to achieve a recurrent surplus (prior to depreciation) that is sufficient to meet capital expenditure requirements. A decrease in overall cash is acceptable when a temporary expenditure increase is approved by the GRLC Board for special projects.

The following principles are incorporated in the 2020-21 Budget:

SERVICE LEVELS

- Library services – 795 hours per week, Geelong Library & Heritage Centre, 16 branches, 2 mobile services, Home Library Service, inter-library loans service, events and lifelong learning programs; and,
- Heritage services – 38 hours per week.

BUDGET PARAMETERS

- Achieving a recurrent surplus (prior to depreciation) that is sufficient to meet capital expenditure requirements;
- Maintaining 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 2020-21 reflect an overall increase of 2.6%;
- State Government Grants - Public Libraries Funding Program grants to Member Councils are estimated to grow by 2.5% overall. The Department of Environment, Land, Water and Planning will confirm these grants in mid-2020;
- Interest income is estimated at \$22,500. This is a significant decrease compared to prior Budgets and is due to the continuing reduction in interest rates;
- An income stream in the form of donations is anticipated at \$30,000;
- User Fees & Charges – A Venue Hire income target of \$154,000 in 2020-21, increasing to \$265,000 in the following years;
- Sundry Income – An increase in grants and other fundraising activities is expected; and
- The 2019-20 confirmed level of capital grants for collections of \$59,377 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

At the time of preparation of the Draft Budget the Enterprise Agreement (EA) is due for commencement of negotiations and the quantum of any increases are unknown. Included in the salaries is an assumed annual EA increase, though in the 2020-21 financial year the salaries budget is due to decrease by \$118.5K as a direct result of COVID-19 impacts.

Also included in salaries are banding increments, Superannuation at 9.5% and WorkCover Insurance premium at the current rate of 0.38%.

Other factors affecting the salaries budget include:

- The Board approved a two year dedicated resource to undertake grant seeking and fundraising activities, such as Friends of the Library. The cost in 2020-21 will be approximately \$87,000. The cost of this role will be offset in future years by the fundraising results.

The overall result is a decrease in salary costs of 1.1% when compared to the 2019-20 Budget.

OTHER EXPENDITURE

- 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 2020-21 budgeted balance sheet is based on the most recently completed financial year (2018-19). This will enable the budgeted balance sheet to more closely reflect the expected actual balance sheet as at 30 June 2021.

The calculation is as follows:

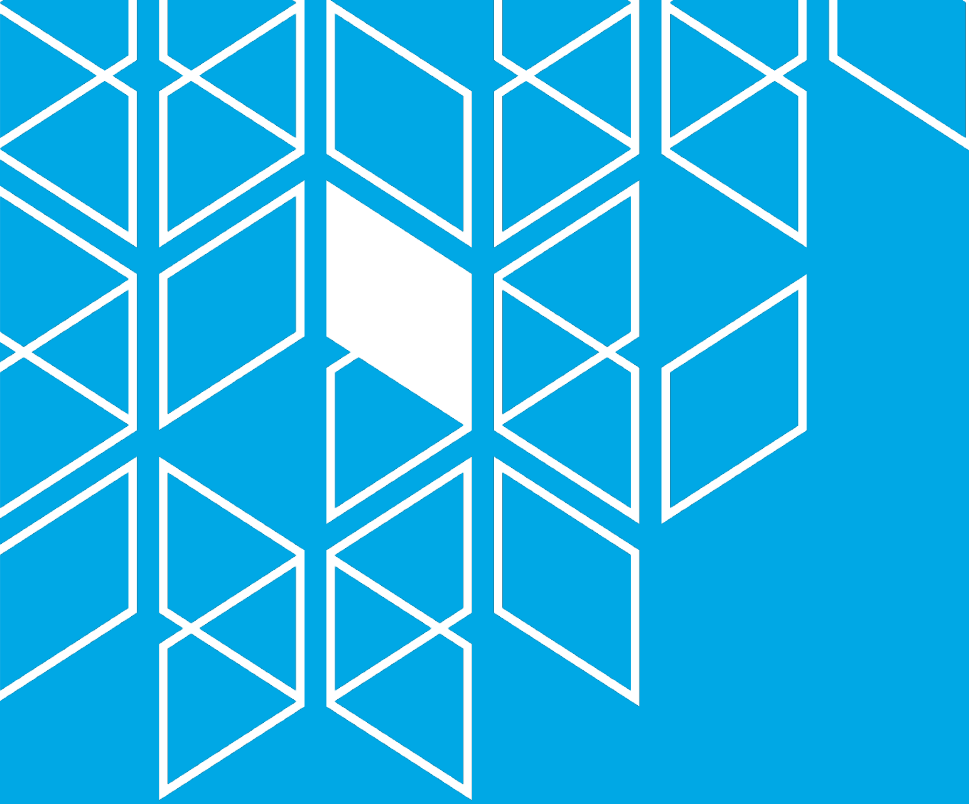
Actual 2018-19 Balance Sheet

- + Budgeted 2019-20 Income Statement & Capital Expenditure
- + Budgeted 2020-21 Income Statement & Capital Expenditure
- = **Budgeted 2020-21 Balance Sheet**

The result is a decreasing net asset value over the four years of the SRP. This is due to the depreciation expense (\$2.5m-\$2.6m) exceeding capital expenditure (\$1.6m-\$1.7m).

CAPITAL EXPENDITURE

- The Library Branch major replenishment programme approved by the Board and utilising accumulated cash ceases in 2019-20. Expenditure on furniture, fittings and equipment will be reduced from \$266,250 to \$40,000, being a reduction of \$10,000 to the standard expenditure in recent years;
- All other capital expenditure will be maintained at levels similar across the four years of the SRP;
- The Library Plan includes the development of a collection investment plan and a digital services strategy that will provide recommendations for future levels of investment commitment; and,
- Estimates of the replacement cost of one vehicle per year.



3 FINANCIAL STATEMENTS

This section presents information in regards to the Financial Statements and Statement of Human Resources. The Budget information for the year 2020-21 incorporates the Strategic Resource Plan for the three years ending 2021-24.

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 2024

| | NOTES | BUDGET 2020-21 \$ | PLAN 2021-22 \$ | PLAN 2022-23 \$ | PLAN 2023-2024 \$ |
|---|--------------|-------------------------|-----------------------|-----------------------|-------------------------|
| Recurrent Income | | | | | |
| Member Council Contributions | 4.1.2 | 12,407,671 | 12,779,901 | 13,099,399 | 13,426,884 |
| State Govt Grants - PLFP | 4.1.3 | 2,061,402 | 2,112,937 | 2,165,760 | 2,219,904 |
| Fees & Charges | 4.1.1 | 444,848 | 670,009 | 680,009 | 690,009 |
| Interest & Sundry Income | 4.1.1 | 409,100 | 458,000 | 503,000 | 548,000 |
| Total Recurrent Income | 4.1.1 | 15,323,021 | 16,020,847 | 16,448,168 | 16,884,797 |
| Recurrent Expenditure | | | | | |
| Employee costs | 4.1.5 | 11,026,404 | 11,266,433 | 11,519,928 | 11,779,126 |
| General Works - Materials | 4.1.6 | 295,117 | 301,019 | 307,040 | 313,181 |
| General Works - Plant, Vehicle Costs | 4.1.6 | 75,916 | 77,434 | 78,983 | 80,563 |
| General Works - External Services | 4.1.6 | 1,293,942 | 1,268,821 | 1,294,197 | 1,320,081 |
| Administration | 4.1.6 | 453,578 | 462,650 | 471,903 | 481,341 |
| Professional Services | 4.1.6 | 464,335 | 473,622 | 483,094 | 492,756 |
| Utilities | 4.1.6 | 313,959 | 320,238 | 326,643 | 333,176 |
| Total Recurrent Expenditure excluding Depreciation | | 13,923,251 | 14,170,217 | 14,481,788 | 14,800,223 |
| Recurrent Surplus / (Deficit) before Depreciation | | 1,399,770 | 1,850,630 | 1,966,380 | 2,084,574 |
| Depreciation | 4.1.7 | 2,563,000 | 2,563,000 | 2,563,000 | 2,563,000 |
| Recurrent Surplus / (Deficit) after Depreciation | | (1,163,230) | (712,370) | (596,620) | (478,426) |
| Non Recurrent Income | | | | | |
| Capital Grants & Income | 4.1.1 | 59,377 | 59,377 | 59,377 | 59,377 |
| NET SURPLUS / (DEFICIT) | | (1,103,853) | (652,993) | (537,243) | (419,049) |

3.2 BALANCE SHEET FOR THE FOUR YEARS ENDING 30 JUNE 2024

| | NOTES | BUDGET 2020-21 \$ | PLAN 2021-22 \$ | PLAN 2022-23 \$ | PLAN 2023-2024 \$ |
|--------------------------------------|-------|-------------------------|-----------------------|-----------------------|-------------------------|
| Current Assets | | | | | |
| Cash and Investments | 4.3 | 1,509,503 | 1,803,193 | 2,181,807 | 2,647,172 |
| Receivables | | 11,755 | 11,755 | 11,755 | 11,755 |
| Prepayments | | 88,663 | 88,663 | 88,663 | 88,663 |
| Total Current Assets | | 1,609,921 | 1,903,611 | 2,282,225 | 2,747,590 |
| Non-Current Assets | | | | | |
| Property, Plant & Equipment | 4.2.2 | 9,713,363 | 8,766,680 | 7,850,823 | 6,966,409 |
| Total Non-Current Assets | | 9,713,363 | 8,766,680 | 7,850,823 | 6,966,409 |
| TOTAL ASSETS | | 11,323,284 | 10,670,291 | 10,133,048 | 9,713,999 |
| Current Liabilities | | | | | |
| Payables | | 560,842 | 560,842 | 560,842 | 560,842 |
| Provisions | | 1,524,318 | 1,524,318 | 1,524,318 | 1,524,318 |
| Total Current Liabilities | | 2,085,160 | 2,085,160 | 2,085,160 | 2,085,160 |
| Non-Current Liabilities | | | | | |
| Provisions | | 212,351 | 212,351 | 212,351 | 212,351 |
| Total Non-Current Liabilities | | 212,351 | 212,351 | 212,351 | 212,351 |
| TOTAL LIABILITIES | | 2,297,511 | 2,297,511 | 2,297,511 | 2,297,511 |
| NET ASSETS | 4.2 | 9,025,773 | 8,372,780 | 7,835,537 | 7,416,488 |
| Equity | | | | | |
| Members Contribution | | 3,886,011 | 3,886,011 | 3,886,011 | 3,886,011 |
| Accumulated Surplus | | 5,139,762 | 4,486,769 | 3,949,526 | 3,530,477 |
| TOTAL EQUITY | 4.2 | 9,025,773 | 8,372,780 | 7,835,537 | 7,416,488 |

3.3 STATEMENT OF CASH FLOWS FOR THE FOUR YEARS ENDING 30 JUNE 2024

| | BUDGET 2020-21 \$ | PLAN 2021-22 \$ | PLAN 2022-23 \$ | PLAN 2023-2024 \$ |
|---|-------------------------|-----------------------|-----------------------|-------------------------|
| Cash Flows from Operating Activities | | | | |
| Receipts | | | | |
| Member Contributions | 12,407,671 | 12,779,901 | 13,099,399 | 13,426,884 |
| State Government Grants - PLFP | 2,061,402 | 2,112,937 | 2,165,760 | 2,219,904 |
| Fees and Charges | 444,848 | 670,009 | 680,009 | 690,009 |
| Interest & Sundry Income | 409,100 | 458,000 | 503,000 | 548,000 |
| | 15,323,021 | 16,020,847 | 16,448,168 | 16,884,797 |
| Payments | | | | |
| Employee Costs | (11,026,404) | (11,266,433) | (11,519,928) | (11,779,126) |
| General Works / Utilities / Disbursements | (1,978,934) | (1,967,513) | (2,006,863) | (2,047,000) |
| Administration / Professional Services | (917,913) | (936,271) | (954,997) | (974,097) |
| | (13,923,251) | (14,170,217) | (14,481,788) | (14,800,223) |
| Net Cash Inflow from Operating Activities | 1,399,770 | 1,850,630 | 1,966,380 | 2,084,574 |
| Cash Flows from Investing Activities | | | | |
| Capital Income | 59,377 | 59,377 | 59,377 | 59,377 |
| Capital Expenditure | (1,586,095) | (1,616,317) | (1,647,143) | (1,678,586) |
| Net Cash Outflow from Investing Activities | (1,526,718) | (1,556,940) | (1,587,766) | (1,619,209) |
| Net Cash used in Financing Activities | - | - | - | - |
| Net Increase / (Decrease) in Cash Held | (126,948) | 293,690 | 378,614 | 465,365 |
| Cash at the Beginning of the Financial Year | 1,636,451 | 1,509,503 | 1,803,193 | 2,181,807 |
| CASH AT THE END OF THE FINANCIAL YEAR | 1,509,503 | 1,803,193 | 2,181,807 | 2,647,172 |

3.4 STATEMENT OF CAPITAL WORKS FOR THE FOUR YEARS ENDING 30 JUNE 2024

| | BUDGET 2020-21 \$ | PLAN 2021-22 \$ | PLAN 2022-23 \$ | PLAN 2023-2024 \$ |
|----------------------------------|-------------------------|-----------------------|-----------------------|-------------------------|
| Collections | 1,127,345 | 1,149,892 | 1,172,890 | 1,196,348 |
| IT Infrastructure | 383,750 | 391,425 | 399,254 | 407,239 |
| Furniture, Fittings & Equipment | 40,000 | 40,000 | 40,000 | 40,000 |
| Vehicle Replacement | 35,000 | 35,000 | 35,000 | 35,000 |
| TOTAL CAPITAL EXPENDITURE | 1,586,095 | 1,616,317 | 1,647,143 | 1,678,586 |
| Represented By: | | | | |
| New Asset Expenditure | - | - | - | - |
| Asset Renewal Expenditure | 1,586,095 | 1,616,317 | 1,647,143 | 1,678,586 |
| TOTAL CAPITAL EXPENDITURE | 1,586,095 | 1,616,317 | 1,647,143 | 1,678,586 |
| Funding Sources: | | | | |
| Grants | 59,377 | 59,377 | 59,377 | 59,377 |
| GRLC | 1,526,718 | 1,556,940 | 1,587,766 | 1,619,209 |
| TOTAL FUNDING SOURCES | 1,586,095 | 1,616,317 | 1,647,143 | 1,678,586 |

3.5 STATEMENT OF HUMAN RESOURCES FOR THE FOUR YEARS ENDING 30 JUNE 2024

| | BUDGET 2020-21 \$ | PLAN 2021-22 \$ | PLAN 2022-23 \$ | PLAN 2023-2024 \$ |
|---|-------------------------|-----------------------|-----------------------|-------------------------|
| Staff Expenditure | | | | |
| Salaries - Operating | 11,026,404 | 11,266,433 | 11,519,928 | 11,779,126 |
| Salaries - Capital | - | - | - | - |
| TOTAL STAFF EXPENDITURE | 11,026,404 | 11,266,433 | 11,519,928 | 11,779,126 |
| | | | | |
| Staff EFT (Equivalent Full Time) | EFT | EFT | EFT | EFT |
| Library And Heritage Services | 121.4 | 122.0 | 122.0 | 122.0 |
| TOTAL EFT AT 30 JUNE | 121.4 | 122.0 | 122.0 | 122.0 |

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 2018-19 | BUDGET 2019-20 | BUDGET 2020-21 | 2019-20 TO 2020-21 \$ Increase / (Decrease) | 2019-20 TO 2020-21 \$ Increase / -Decrease |
|--|-------------------|-------------------|-------------------|--|---|
| OPERATING | | | | | |
| Member Council Contributions ¹ | 12,331,372 | 12,093,803 | 12,407,671 | 313,868 | 2.6% |
| State Government Grants - PLFP | 1,962,072 | 2,020,934 | 2,061,402 | 40,468 | 2.0% |
| State Government Grants | 4,442 | 31,334 | - | (31,334) | -100.0% |
| Fees & Charges | 532,327 | 670,009 | 444,848 | (225,161) | -33.6% |
| Interest & Sundry Income | 295,327 | 381,600 | 409,100 | 27,500 | 7.2% |
| Total - Operating | 15,125,540 | 15,197,680 | 15,323,021 | 125,341 | 0.8% |
| CAPITAL | | | | | |
| State Government Grants | 49,286 | 49,286 | 49,377 | 91 | 0.2% |
| City of Greater Geelong | 633,425 | 10,000 | 10,000 | - | 0.0% |
| Total - Capital | 682,711 | 59,286 | 59,377 | 91 | 0.2% |
| TOTAL OPERATING AND CAPITAL REVENUE | 15,808,251 | 15,256,966 | 15,382,398 | 125,432 | 0.8% |

¹ 2019-20 Adopted Budget has been updated to include Borough of Queenscliffe Heritage Centre membership.

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 2018-19 \$ | BUDGET 2019-20 \$ | BUDGET 2020-21 \$ | 2019-20 TO 2020-21 \$ Increase / (Decrease) | 2019-20 TO 2020-21 \$ Increase / -Decrease |
|--|-------------------------|-------------------------|-------------------------|--|---|
| Borough of Queenscliffe ¹ | 209,935 | 212,647 | 218,089 | 5,442 | 2.6% |
| City of Greater Geelong | 10,999,004 | 10,776,164 | 11,045,567 | 269,403 | 2.5% |
| Golden Plains Shire | 406,195 | 395,005 | 406,389 | 11,384 | 2.9% |
| Surf Coast Shire | 701,133 | 693,839 | 721,318 | 27,479 | 4.0% |
| Member Council Contributions - Annual Operating Allocations | 12,316,267 | 12,077,656 | 12,391,363 | 313,707 | 2.6% |
| City of Greater Geelong – Western Heights Library | 15,105 | 16,148 | 16,309 | 161 | 1.0% |
| TOTAL MEMBER COUNCIL CONTRIBUTIONS | 12,331,372 | 12,093,804 | 12,407,672 | 313,868 | 2.6% |

¹ 2019-20 Adopted Budget has been updated to include Borough of Queenscliffe Heritage Centre membership.

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 2.5% per annum, based on the actual grant received in 2019-20. This is a 2.0% increase when compared to the 2019-20 Budget. The Department of Environment, Land, Water and Planning will confirm these grants in June 2020; and,
- Premier's Reading Challenge Book Fund.

| STATE GOVERNMENT GRANT PER MEMBER COUNCIL | ACTUAL 2018-19 \$ | BUDGET 2019-20 \$ | BUDGET 2020-21 \$ | 2019-20 TO 2020-21 \$ Increase / (Decrease) | 2019-20 TO 2020-21 \$ Increase / -Decrease |
|---|-------------------------|-------------------------|-------------------------|--|---|
| Borough of Queenscliffe | 73,026 | 75,217 | 76,723 | 1,506 | 2.0% |
| City of Greater Geelong | 1,461,845 | 1,505,700 | 1,535,851 | 30,151 | 2.0% |
| Golden Plains Shire | 190,370 | 196,081 | 200,007 | 3,926 | 2.0% |
| Surf Coast Shire | 236,831 | 243,936 | 248,821 | 4,885 | 2.0% |
| Total - Public Libraries Funding Program | 1,962,072 | 2,020,934 | 2,061,402 | 40,468 | 2.0% |
| Premiers Reading Challenge Book Fund | 49,286 | 49,286 | 49,377 | 91 | 0.2% |
| State Govt Grant - Heritage | 4,442 | 31,334 | - | (31,334) | -100.0% |
| TOTAL STATE GOVERNMENT GRANT | 2,015,800 | 2,101,554 | 2,110,779 | 9,225 | 0.4% |

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.

| COMPREHENSIVE INCOME STATEMENT | ACTUAL 2018-19 \$ | BUDGET 2019-20 \$ | BUDGET 2020-21 \$ | 2019-20 to 2020-21 \$ Increase / (Decrease) | 2019-20 to 2020-21 % Increase / -Decrease |
|--|-------------------------|-------------------------|-------------------------|--|--|
| RECURRENT INCOME | | | | | |
| Member Council Contributions ¹ | 11,692,842 | 12,077,655 | 12,391,362 | 313,707 | 2.6% |
| COGG - Western Heights | 15,105 | 16,148 | 16,309 | 161 | 1.0% |
| State Government Grants - Public Libraries Funding Program | 1,962,072 | 2,020,934 | 2,061,402 | 40,468 | 2.0% |
| State Government Grants - Other | 4,442 | 31,334 | - | (31,334) | -100.0% |
| User Charges | 426,920 | 527,691 | 368,096 | (159,595) | -30.2% |
| Other Fees And Charges | 105,407 | 142,318 | 76,752 | (65,566) | -46.1% |
| Interest On Investments | 99,605 | 100,000 | 22,500 | (77,500) | -77.5% |
| Sundry Income | 195,723 | 281,600 | 386,600 | 105,000 | 37.3% |
| Total Recurrent Income | 14,502,115 | 15,197,680 | 15,323,021 | 125,341 | 0.8% |
| RECURRENT EXPENDITURE | | | | | |
| Employee Related | | | | | |
| Salaries | 9,323,068 | 10,218,586 | 10,103,153 | (115,433) | -1.1% |
| Superannuation & Workcover | 854,629 | 926,357 | 923,251 | (3,106) | -0.3% |
| Total Employee Expenses | 10,177,696 | 11,144,943 | 11,026,404 | (118,539) | -1.1% |
| Goods And Services | | | | | |
| General Works - Materials | 234,208 | 340,944 | 295,117 | (45,827) | -13.4% |
| General Works - Equip/Vehicles | 110,814 | 78,305 | 75,916 | (2,389) | -3.1% |
| General Works - External Services | 1,323,418 | 1,306,514 | 1,293,942 | (12,572) | -1.0% |
| Administration | 347,729 | 456,917 | 453,578 | (3,339) | -0.7% |
| Professional Services | 455,327 | 478,095 | 464,335 | (13,760) | -2.9% |
| Utilities | 385,899 | 373,050 | 313,959 | (59,091) | -15.8% |
| (Gain)/Loss On Sale Of Plant & Equipment | (21,697) | - | - | - | 0.0% |
| Total Recurrent Expenditure | 13,013,395 | 14,178,768 | 13,923,251 | (255,517) | -1.8% |
| Recurrent Surplus / (Deficit) Before Depreciation | 1,488,720 | 1,018,912 | 1,399,770 | 380,858 | 37.4% |
| Depreciation | 2,557,054 | 2,438,000 | 2,563,000 | 125,000 | 5.1% |
| Recurrent Surplus / (Deficit) After Depreciation | (1,068,333) | (1,419,088) | (1,163,230) | 255,858 | 18.0% |
| Non Recurrent Income | | | | | |
| Capital Grants And Income | 682,711 | 59,286 | 59,377 | 91 | 0.2% |
| NET SURPLUS / (DEFICIT) | (385,622) | (1,359,802) | (1,103,853) | 255,949 | 18.8% |

¹ 2019-20 Adopted Budget has been updated to include Borough of Queenscliffe Heritage Centre membership.

4.1.5 EMPLOYEE EXPENSES

Employee costs comprise 71% of total cash expenditure (operating and capital) for 2020-21. This is a small increase from 70% in 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 insurance. Long service and annual leave are statutory requirements and provisions for the payments of these items are included in the Budget.

Staff costs reflect banding increments, statutory Superannuation Guarantee Charge at 9.5% and Worksafe insurance premium.

The COVID-19 situation has arisen since the development of the Preliminary Budgets. The salary budget has been reviewed again in detail to identify some temporary savings to alleviate financial pressure on the Member Councils' budgets. Although challenging, some savings can be achieved without reducing the number of permanent staff.

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 decrease 1.1% in 2020-21. 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 | COMPRISES: | | BUDGET | COMPRISES: | |
|---------------------------|-------------------|------------------------------|------------------------------|----------------|-------------------------------|-------------------------------|
| | 2020-21 \$ | PERMANENT FULL TIME \$ | PERMANENT PART TIME \$ | 2020-21 EFT | PERMANENT FULL TIME EFT | PERMANENT PART TIME EFT |
| Library Services | 10,093,712 | 5,967,141 | 4,126,572 | 110.7 | 59.0 | 51.7 |
| Total Permanent Staff | 10,093,712 | 5,967,141 | 4,126,572 | 110.7 | 59.0 | 51.7 |
| Casuals and Other Staff | 932,692 | | | 10.7 | | |
| TOTAL ¹ | 11,026,404 | | | 121.4 | | |

¹ Includes Superannuation and WorkCover Insurance

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 2020-21 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 71%, or \$1,129,000, between 1 July 2010 and 30 June 2019 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 and expanded.

For 2020-21, the depreciation expense is budgeted to be slightly higher than the actual expense for the 2018-19 financial year. This is based on the 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:

| BUDGETED BALANCE SHEET | ACTUAL 2018-19 | BUDGET 2019-20 | BUDGET 2020-21 |
|-------------------------------|-------------------|-------------------|-------------------|
| Assets and Liabilities | | | |
| Total Assets ¹ | 13,998,425 | 12,516,566 | 11,323,284 |
| Total Liabilities | 2,508,997 | 2,885,349 | 2,297,511 |
| NET ASSETS | 11,489,428 | 9,631,217 | 9,025,773 |
| EQUITY | 11,489,428 | 9,631,217 | 9,025,773 |

¹ 2019-20 Adopted Budget has been updated to include Borough of Queenscliffe Heritage Centre membership.

The Library's major assets comprise its bank balance, the collection, vehicles, 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 2019-20 and will not be taking out any borrowings for the 2020-21 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 are 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 2020-21, there will only be 62 cents of new expenditure to replace every \$1.00 of withdrawn or written down items. This will increase by 1 cent per year throughout the SRP.

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 2020-21 financial year.

| CASH FLOWS | ACTUAL 2018-19 \$ | BUDGET 2019-20 \$ | BUDGET 2020-21 \$ |
|---|-------------------------|-------------------------|-------------------------|
| Operating Activities ¹ | 1,613,841 | 995,178 | 1,399,770 |
| Investing Activities ² | (2,748,457) | (1,757,964) | (1,526,718) |
| Net Increase/(Decrease) in Cash Held | (1,134,616) | (762,786) | (126,948) |
| Cash at Beginning of Financial Year ³ | 3,133,452 | 3,250,688 | 1,636,451 |
| CASH AT END OF FINANCIAL YEAR ⁴ | 1,998,836 | 2,487,902 | 1,509,503 |

¹ 2019-20 Adopted Budget has been updated to include Borough of Queenscliffe Heritage Centre membership.

² The 2018-19 Annual Report excludes Term Deposits from the Cash Flow Statement. Cash Flows from Investing Activities has been adjusted to include Term Deposits in the cash balance.

³ Includes the opening balance of Term Deposits of \$3,000,000.

⁴ Includes the closing balance of Term Deposits of \$1,004,759.

CASH AT END OF THE YEAR

Overall total cash is forecast to be just over \$1.5m at 30 June 2021, being a decrease of \$126,948 over the 12 month period. The cash balance on 1 July 2020 is budgeted to be around \$1.6m.

The variation between cash balances in the Budget years 2019-20 and 2020-21 is due to the timing of current account payments between GRLC and City of Greater Geelong. Budgeted cash of \$2.5m at 30 June 2020 is before a \$523,000 payment to COGG. Budgeted cash of \$1.5m at 30 June 2021 is before a receipt of \$588,000 from COGG.

GRLC's cash surplus provided by operating activities is budgeted to increase to \$1,399,770, mainly due to:

- Temporary reductions to employee expenses; and,
- Communications and technology savings.

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 \$1.5m. The value of current long service leave entitlements expected to be wholly settled within 12 months was calculated at \$133,666 at 30 June 2019.

4.4 Capital Expenditure

Capital expenditure over the 4 year period (2020-21 to 2023-24) will total \$6.5m, at \$1.6 - \$1.7m per year.

The following table outlines the capital expenditure budget for 2020-21 and associated sources of funding.

| CAPITAL EXPENDITURE | ACTUAL 2018-19 \$ | BUDGET 2019-20 \$ | BUDGET 2020-21 \$ | 2019-20 to 2020-21 \$ Increase / (Decrease) | 2019-20 to 2020-21 % Increase / -Decrease |
|--|-------------------------|-------------------------|-------------------------|--|--|
| Collections | 1,588,228 | 1,127,250 | 1,127,345 | 95 | 0.0% |
| IT Infrastructure | 381,606 | 388,750 | 383,750 | (5,000) | -1.3% |
| Branch Furniture, Fittings & Equipment | 57,461 | 266,250 | 40,000 | (226,250) | -85.0% |
| Vehicle Replacement | - | 35,000 | 35,000 | - | 0.0% |
| TOTAL CAPITAL EXPENDITURE | 2,027,295 | 1,817,250 | 1,586,095 | (231,155) | -12.7% |

| CAPITAL EXPENDITURE | BUDGET | FUNDING SOURCES | |
|--|------------------|-----------------|------------------|
| | 2020-21 \$ | GRANTS \$ | GRLC \$ |
| Collections | 1,127,345 | 59,377 | 1,067,968 |
| IT Infrastructure | 383,750 | - | 383,750 |
| Branch Furniture, Fittings & Equipment | 40,000 | - | 40,000 |
| Vehicle Replacement | 35,000 | - | 35,000 |
| TOTAL CAPITAL EXPENDITURE | 1,586,095 | 59,377 | 1,526,718 |

4.5 Financial Resources

The following table summarises the key financial results for the Budget years 2019-20 and 2020-21, and the next 3 years as set out in the Strategic Resource Plan for 2021-22 to 2023-24.

| KEY FINANCIAL RESULTS ¹ | BUDGET 2019-20 \$ | BUDGET 2020-21 \$ | PLAN 2021-22 \$ | PLAN 2022-23 \$ | PLAN 2023-24 \$ |
|---|-------------------------|-------------------------|-----------------------|-----------------------|-----------------------|
| Operating Result - Surplus/(Deficit) | (1,359,802) | (1,103,853) | (652,993) | (537,243) | (419,049) |
| Cash And Investments | 2,487,902 | 1,509,503 | 1,803,193 | 2,181,807 | 2,647,172 |
| Net Increase/(Decrease) In Cash | (762,786) | (126,948) | 293,690 | 378,614 | 465,365 |
| Capital Expenditure | 1,817,250 | 1,586,095 | 1,616,317 | 1,647,143 | 1,678,586 |

¹ 2019-20 Adopted Budget has been updated to include Borough of Queenscliffe Heritage Centre membership.

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 2024.

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 Budget year ending 30 June 2021, and increase in each year of the SRP.

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 higher than the standard rate on the daily transaction account; and,

- 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 2020-21 to 2023-24. These ratios are used as a guide to assess trends in GRLC's financial health. They show that the Library must carefully manage its resources with particular emphasis on cash flow and relies heavily on the continued support of Member Councils to meet the commitments incorporated in this Strategic Resource Plan.

| FINANCIAL RATIOS | BUDGET 2020-21 | PLAN 2021-22 | PLAN 2022-23 | PLAN 2023-24 |
|--|-------------------|-----------------|-----------------|-----------------|
| UNDERLYING RESULT (%) | -7% | -4% | -3% | -2% |
| Recurrent Surplus-Deficit / Total Recurrent Income | | | | |
| Measures surplus/-deficit as a % of revenue. | | | | |
| WORKING CAPITAL OR LIQUIDITY | 0.77 | 0.91 | 1.09 | 1.32 |
| Current Assets / Current Liabilities | | | | |
| Assesses GRLC's ability to meet current commitments. | | | | |
| ADJUSTED WORKING CAPITAL OR ADJUSTED LIQUIDITY | 1.49 | 1.76 | 2.11 | 2.54 |
| Current Assets / Adjusted Current Liabilities | | | | |
| Where current liabilities are adjusted to reflect only the expected payments of LSL in the following year rather than the full value of the current entitlement. | | | | |
| INVESTMENT GAP RATIO | 0.62 | 0.63 | 0.64 | 0.65 |
| Capital Expenditure / Depreciation | | | | |
| Measuring GRLC's rate of replacement of assets. | | | | |

At 30 June 2021, GRLC will have 77 cents of current assets for every \$1.00 of current liabilities. This increases to \$1.49 when adjusted for expected long service leave payments.

The investment gap ratio highlights that GRLC is investing only 62 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. No changes are proposed for 2020-21.

| PROPOSED 2020-21 | |
|---|------------------------------------|
| OVERDUE FEES* | |
| Adults collection, music CDs and DVDs – per item per day | \$0.40 |
| Children’s and youth materials | No fee |
| INTER LIBRARY LOANS (ILL) | |
| From non-GRLC public libraries | \$5.50 |
| Where an ILL cost is charged by a non-GRLC lending library - will be charged to the library member plus postage | \$16.50 plus postage |
| Loans from interstate libraries | \$5.50 plus \$10 postage |
| CHARGES FOR DAMAGED MATERIALS* | |
| Rejacketing | \$6.50 |
| CD & DVD case or slick replacement | \$6.50 |
| RFID tags and barcode replacement | \$6.50 |
| CHARGES FOR LOST/TOTALLY DAMAGED ITEMS* | Item cost plus \$6.50 admin fee |
| REPLACEMENT MEMBERSHIP CARDS | \$3.30 |
| PHOTOCOPYING & PC PRINTING | |
| A4 page (B&W) | \$0.30 |
| A3 page (B&W) | \$0.60 |
| A4 page (Colour) | \$1.00 |
| A3 page (Colour) | \$2.00 |
| FACSIMILE | |
| Australia – first page | \$2.00 |
| Overseas – first page | \$5.00 |
| Subsequent pages | \$1.00 |
| EARPHONES | \$1.00 |
| USB STICK | \$10.00 |
| LIBRARY BAGS | \$15.00 |
| WITHDRAWN COLLECTION ITEMS | |
| Adult fiction and non-fiction | \$2.00 |
| Children’s materials and magazines | \$1.00 |
| PROFESSIONAL HERITAGE RESEARCH | |
| Professional Research by Heritage Centre staff | \$50.00 per hour |
| High resolution digital or hard copy prints images from heritage collection | \$20 per image |

ATTENDANCE TO SPECIAL EVENTS AND AUTHOR EVENTS

– non-library members \$10

MEETING ROOMS – BANNOCKBURN, BELMONT, CORIO, NEWCOMB & WAURN PONDS

| | |
|---|-----------------------------|
| Commercial/Professional user – per hour | \$55 |
| Commercial/Professional user – per day | \$310 |
| Not for Profit – per hour | \$40 |
| Not for Profit – per day | \$235 |
| Community user – per hour | \$10 |
| Community user– per day | \$60 |
| Audio visual equipment – commercial/professional user | Included in room hire rates |
| Audio visual equipment – community user | Included in room hire rates |

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

Geelong Library and Heritage Centre

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

GEELONG LIBRARY & HERITAGE CENTRE SCHEDULE OF FEES 2020-21

| VENUE | HOURLY RATE MON-FRI | HALF DAY RATE MON-FRI (UP TO 5 HRS) | FULL DAY RATE MON-FRI (UP TO 9 HRS) | WEDDINGS |
|---|------------------------|---|---|------------|
| Level 5 - High Ground <i>Wurdi Youang Combined Space</i> (3 hrs+) | \$190.00 | \$705.00 | \$1,405.00 | \$1,855.00 |
| Level 5 - High Ground <i>Wurdi Youang North</i> (min 3 hrs M-F) | \$125.00 | \$515.00 | \$890.00 | \$1,445.00 |
| Level 5 - High Ground <i>Wurdi Youang South</i> (min 3 hrs M-F) | \$105.00 | \$435.00 | \$825.00 | n/a |
| Level 4 - Board Room (special requests only) | \$75.00 | \$290.00 | \$425.00 | |
| Level 2 - Meeting Room | \$45.00 | \$165.00 | \$310.00 | |
| Level 2 - Discussion Rooms (1,2,3,4) | \$35.00 | \$125.00 | \$250.00 | |
| Level 1 - Activities Room (limited availability) | \$75.00 | \$325.00 | \$520.00 | |
| DISCOUNTS | | | | |
| Commercial/Business | 0% | | | |
| Government | 25% | | | |
| Community/Not for Profit Level 5 <i>Wurdi Youang High Ground</i> | 50% | | | |
| Discounts of up to 30% will be applied for multiple bookings over a defined period e.g. weekly bookings over a 3 month period. | | | | |
| BONDS (IF APPLICABLE) | | | | |
| Bond - Functions | \$500.00 | | | |
| Bond - Classes/Meetings | \$100.00 | | | |
| BOND - KEY/SWIPER | \$75.00 | | | |
| Other fees will be charged at an hourly rate for cleaning, set up, technical support and Duty Manager on a cost recovery basis. | | | | |
| Cancellation fees will be applied where appropriate. | | | | |
| Usage agreements outside these fees may be made with Member Councils and Cultural Precinct partners such as Geelong Gallery. | | | | |

APPENDIX A

Reading Ahead Library Plan 2017-2021 Year 4 2020-21 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 the final year of the current four year plan. A half year progress will be provided at the February 2021 meeting and annual achievements will be reported at the August 2021 meeting and the corporate annual report 2020/21.

STRATEGIES FOR SUCCESS FROM THE LIBRARY PLAN 2017-2021

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

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

WELCOMING PLACES AND SPACES

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

2020/21 Actions

- | | |
|------|--|
| 1.1 | Develop and implement a post-COVID-19 plan including library spaces, services, programs, events, marketing and communication. |
| 1.2 | In Partnership with the Borough of Queenscliffe, actively participate in the detailed planning and design of the Queenscliffe Community Hub and develop interim services for construction phase. |
| 1.3 | In partnership with City of Greater Geelong, explore Living Libraries Capital Funding Program opportunities to enable redevelopment of the Corio and Belmont Libraries. |
| 1.4 | In partnership with relevant member Councils, participate in the detailed design process for the new Drysdale Library and initial planning and design for replacement libraries at Lara and Torquay. |
| 1.5 | Deliver implementation plans arising from recommendations in the GRLC Infrastructure Development Plan 2019. |
| 1.6 | Continued review of OHS policies and procedures including emergency response plans. |
| 1.7 | Source and implement improved online OHS system reporting. |
| 1.8 | Communicate and implement new opening hours arising from Opening Hours Review undertaken in 2019/20 FY. |
| 1.9 | Review and update the GRLC website and Intranet to optimise sharing of information and communication. |
| 1.10 | Implement improvements to meeting room marketing, hire policies and procedures to encourage and optimise activation of meeting spaces in library branches. |

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.

2020/21 Actions

- | | |
|------------|---|
| 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, 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 | Actively promote Australian and Geelong region writers through collection development and programming. |
| 2.7 | Identify special collections and programs for fundraising by Friends of the Library Program. |
| 2.8 | Optimise participation in the Word for Word National Non-Fiction Festival 2020 through development of innovative program, effective planning and production and securing of external funding sources. |
| 2.9 | Expand the range and volume of eCollections including eBooks, eMagazines, film and music streaming. |

CREATIVITY AND INNOVATION

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

2020/21 Actions

- | | |
|------------|---|
| 3.1 | Develop a new four year digital strategy and action plan to ensure positioning as a leader in technology provision for the community and realise organisational business efficiencies. |
| 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 an implementation plan for a replacement Library Management System to provide state of the art access to information services, collections and digital services for the community. |
| 3.4 | Expand digital hub and maker space capability throughout the network where possible including accessing external funding. |
| 3.5 | Monitor improvements in current technology that may be implemented in rural areas including outreach to improve access to library services. |
| 3.6 | Review and fine-tune eKnowHow programming. |
| 3.7 | Source and implement new GRLC Document Management, Customer Relationship Management and digital asset register systems. |
| 3.8 | Develop a strategic plan for the Geelong Library and Heritage Centre to enable its continued positioning and success as a world class innovative cultural and lifelong learning institution. |

SHARING OUR STORIES

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

2020/21 Actions

- | | |
|-----|--|
| 4.1 | Develop a calendar of community focused programs and collection development that celebrate local writers, culture and heritage including a focus on the narrative arts, creative endeavours, knowledge and ideas. |
| 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 the 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 of collection related projects, partnerships and collaborations, public programs, events, collection displays and operational management procedures that are recognised as industry leading. |
| 4.7 | Celebrate and promote completed Geelong Honours Them Project including installation of digital repository. |
| 4.8 | 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. |
| 4.9 | Following implementation of digital repository and ATOM heritage collections management system grow the database and access to content. |

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.

2020/21 Actions

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| 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 | Develop implementation plans for the First Nations Project Cultural Protocols adopted in 2019/20 FY |
| 5.3 | Explore ways of strengthening partnerships with key diversity and community agencies and organisations. |
| 5.4 | Continue implementation of the GRLC 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). |
| 5.5 | Evaluate the Friends of Geelong Regional Libraries program with a view to expanding support for the initiative and community benefits available. |
| 5.6 | 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. |
| 5.7 | In partnership with State Library Victoria and Public Library Network, participate actively in the next Triennium 2020/2021 – 2022/2023 of statewide projects – Sector Advocacy, Libraries for Health and Wellbeing and Sector Capability Lifting. |
| 5.8 | Conduct biennial library community survey. |
| 5.9 | Encourage and support 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. |

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.

2020/21 Actions

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|-------------|---|
| 6.1 | Continue review of all people related systems maximising staff and volunteer resources including recruitment, training and development and performance management. |
| 6.2 | Conduct biennial staff engagement survey. |
| 6.3 | Develop and implement an organisation culture and customer services that respond to the Library Plan, the needs of a modern library service and the biennial staff engagement survey. |
| 6.4 | Strengthen leadership capability across the organisation and include leadership training in the Staff Development calendar. |
| 6.5 | Develop 2020/21 Marketing, Community Engagement and Communications Plan. |
| 6.6 | Strengthen financial sustainability through advocacy, investigating alternative streams of funding, operational and financial efficiency measures. |
| 6.7 | Investigate governance and organisational changes required as a result of new Local Government Act and develop options and action plan. |
| 6.8 | Conduct an annual audit against national public library standards, guidelines and benchmarking data from the annual survey of Victorian public libraries to understand and act on industry standing and financial position. |
| 6.9 | In partnership with Member Councils develop a 10 year financial plan. |
| 6.10 | Support the work of the GRLC Green Team to ensure policy and procedure initiatives are implemented. |



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

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

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

Drysdale
18-20 Hancock 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

Waurin Ponds
140 Pioneer Road
T 5244 0048

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

Mobile Library Stops

- Aireys Inlet
- Anakie
- Anglesea
- Cape Clear
- Deans Marsh
- Dereel
- Enfield
- Grenville
- Haddon
- Linton
- Lorne
- Meredith
- Portarlington
- Rokewood
- Smythesdale
- St Leonards
- Winchelsea

GEELONG REGIONAL LIBRARIES



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

www.grlc.vic.gov.au

