



LIBRARY PLAN 2022-2026

Incorporating Strategic Resource Plan

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OUR VISION

Connected,
empowered
and inspired
communities.

CONTENTS

About Goulburn Valley Libraries	2
Current Environment	4
The Future of Public Libraries	7
Challenges and Opportunities	10
The Library Plan	12
Action Plan	13
Strategic Indicators and Targets	19
Strategic Resource Plan	20
Financial Resources	20
Non financial resources	21
Vehicles	21
Funding Strategies	22
Revenue	22
Capital Expenditure	22
Financial Risk	23
Service Delivery	23
Matters that Impact on the Strategies	24
Appendix A Projected Standard Statements	25
Income Statement	25
Capital Expenditure	26
Balance Sheet	27
Appendix B Statutory disclosures	28
Borrowings	28
Fees and Charges	29

ABOUT GOULBURN VALLEY LIBRARIES

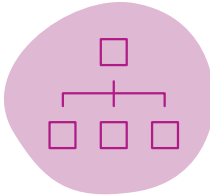
The Goulburn Valley Regional Library Corporation, trading as Goulburn Valley Libraries from 1 July 2015, provides library services to the communities in the municipalities of Greater Shepparton City Council, Moira Shire and Strathbogie Shire. We serve a population of 107,954¹ people over an area of 9,772¹ square kilometres.

The Corporation operates 10 Libraries by agreement in the townships of Cobram, Euroa, Mooropna, Nagambie, Nathalia, Numurkah, Tatura, Violet Town, Yarrawonga and the City of Shepparton. We also operate a Mobile Library service that serves smaller towns and communities within the region.

We provide:



Management of a collection of 168,141 items, comprising 155,137 print and audio-visual materials 13,004 digital materials.



Shared Technical Services, CIT, HR, Administration, Operations and service support, from a Regional Administration and Support Centre at Shepparton.



Management of a dedicated staff of 65 people (24.2 full time equivalents), supported by community volunteers.





MOIRA SHIRE

Population	30,001
Area	4,047 km ¹
Density population per km¹	7.42

GREATER SHEPPARTON

Population	66,786
Area	2,422 km ¹
Density population per km¹	27.7

STRATHBOGIE SHIRE

Population	11,167
Area	3,303 km ¹
Density population per km¹	3.33

¹ ABS-ERP Population statistics March 2022

CURRENT ENVIRONMENT

People are visiting our libraries, both physical and virtual, not just to seek information but to connect with others and collaborate. Today, modern libraries tell a real story about people meeting together, doing things, sharing stories, sharing culture and learning. Our libraries are becoming more about people and engaging in the environment they're living in.

In early 2020 the world was struck by the global COVID-19 pandemic. We have been faced with several statewide lockdowns and restrictions for varying periods. Our libraries closed completely, programs ceased, and staff began working from home. We pivoted to *Click and Collect* and online service delivery. Since the beginning of 2022 operations have begun returning to normal.

We have managed to post operating surpluses on the back of reduced opportunity for casual employment and consumables, however our service offering, and usage has suffered as communities have been required to “stay at home” to stay safe.

Goulburn Valley Libraries services are well valued by the communities and the patrons that access these facilities, resources and services. Our community survey demonstrates this.

Over the past four years the Corporation has embarked on a modernisation program that has seen:

- Tatura Library extension and refurbishment completed.
- Implemented a new Library App for use on mobile devices.
- A management restructure.
- Development of a Draft Reconciliation Action Plan and Environmental Sustainability Policy.
- Completion of planning and approval for the Yarrowonga Library.
- Library membership and visitation numbers have been impacted by COVID-19.

We are seeing positive trends regarding most indicators. However, we remain a relatively poor performer in comparison with other Victorian library services, particularly in relation to relative funding levels.

While funding increases from the State government have declined in real terms a 3.5% increase was provided for 2021/22 as a result of strong sector advocacy. Employee expenses have been suppressed due to COVID-19 responses during lockdowns. However, given a return to pre COVID-19 operations, the cost/revenue squeeze will continue.





In June 2022 the organisation is characterised by:

- **Relatively low membership rate**
23.8% of population
(Victorian average 47%)
- **Low active membership rate**
8.7% of population
(Victorian average 16%)
- **An older physical collection**
51% of stock purchased in the last 5 years
(Victorian average 66%)
- **Low turnover rates – physical items**
2.4% loans per item
(Victorian average 5.2)
- **Growth in the eBook collection**
0.12 items per capita
(Victorian average 0.12)
- **Low level of spending on collection items**
\$3.67 per capita
(Victorian average \$5.59)
- **Low level of staffing**
0.24 EFT per 1,000 population
(Victorian average 0.30)
- **Low level public access devices per 1,000 pop**
0.54
(Victorian average 0.71)
- **Relatively low level of funding**
\$34.19 per capita
(Victorian average \$41)
- **High levels of satisfaction among current patrons**
9.32/10
(Victorian average 8.44/10)
- **Sound financial position at current funding levels**
Minimum debt and good cash reserve
- **A management restructure that will deliver long term operational savings.**

THINGS I LOVE ABOUT MY LIBRARY

Our community survey in early 2022 provided the following feedback
(in order of most popular response):



Staff



Resources



Accessibility and facilities



eResources



Broad access outside
local branch



Customer
service



Programs and
events



Location



Online search



Free service



Opening hours



Computers and WIFI
availability



Print and copy



Social inclusions



Bookclubs



Mobile Library

THE FUTURE OF PUBLIC LIBRARIES

Libraries are no longer a place just for borrowing books! They are places where the community can access e-resources, WIFI, computers, meeting rooms, art spaces, and diverse child, youth and adult programs. Public libraries are vibrant community hubs that provide all with universal access to information.

Public libraries are twenty-first century conduits of culture, learning and social connection. Public libraries play an important role in their respective communities, and are fundamentally important informational, educational, cultural, and social institutions.²

“In an increasingly digital world, we see the role of libraries as community and cultural centres at times undervalued, and underestimated”.³

Our libraries need spaces for experiences and activities as well as performance and personal development. Business spaces and cafes, spaces for brain health and learning, spaces to participate and connect, will shape the future focus of libraries. Regional libraries need to help communities to be informed and knowledgeable as well as in step with technological innovations. Regional libraries need to catch up with their metropolitan counterparts by providing downloadable resources and services, as well as being ready to offer and communicate the newest and latest digital devices.

Libraries are in the business of change! Librarians help people to read and learn, and become a more literate and able community. Libraries of the community have an obligation to push the community and rather than working for the community they are members of it.⁴ They bring people together to improve their lives.

As we live in a digital lifestyle where the web is a way of life and touches every aspect of our lives, people are increasingly interacting and participating on the internet and becoming creators and not simply consumers. Library teams need to become familiar and comfortable with these new ways of engaging and helping users find information, gather knowledge and create content.

Libraries need to understand information seeking behaviour has changed dramatically. Users can now discover and select their own information, and we should be able to provide a space for them to be able to create, share and even publish. We need to participate in this new knowledge economy and understand we are operating in an environment that demands flexibility as it changes constantly.

² *Libraries Building Communities*, State Library NSW, Kristen Twomey, 2016

³ Edwards J.B., Rauseo M. S. & Ungear K.R. (2013, April 30). *Community Centered: 23 Reasons Why Your Library Is the Most Important Place in Town* Retrieved February 24, 2017, from *Public Libraries*

⁴ *Library as a movement: One community at a time* R David Lankes <https://vimeo.com/592998045>

The following observations are from the *Future Public Libraries Report 2021*⁵:

1. Libraries are a people place.

Libraries are used by people from all walks of life – the young, the old, families and single people, people from different cultural backgrounds, school and tertiary students, the employed and the unemployed, people on high and low incomes, people with and without home internet access, people who are library members and people who are not.

2. Books rule, but not all the time and not for everyone.

82% of library users borrow books or magazines from the library – clearly the single most common activity. But among the top 10 things people do at the library are a mix of activities that involve the collection, technology services, programs, places and spaces and highly valued staff assistance.

3. Post-COVID libraries must retain their key characteristics.

The speed and agility of public libraries in responding to COVID restrictions on service access have been well-documented. Survey feedback reinforced the high regard library users had for the way libraries shifted to click and collect, online programming and other service models..

4. Libraries are much more than just a service point.

While the number one priority is to be a lending service, libraries are also seen to play an important role in literacy development, supporting mental health and wellbeing, facilitating community connections, digital inclusion and providing somewhere to just be.

5. Libraries mean different things to different people.

There is significant variation in the way that different population cohorts, perceive, use and value the library, demonstrating why public libraries have such broad appeal across the community.

The *Future Public Libraries Priority Report 2021*⁵ also identifies the top 7 future priorities for the community as:

1. Providing access to books, magazines, DVDs and other resources
2. Assisting with children's literacy and education
3. Providing access to educational resources and support
4. Supporting my mental health and wellbeing
5. Connecting with my community
6. Providing somewhere to just be
7. Providing access to computers and WIFI⁵

⁵ *Future Public Library Priorities Survey Summary Report December 2021 I & J Management*

THINGS TO IMPROVE AT MY LIBRARY

Our community survey in early 2022 provided the following improvement priorities
(in order of most popular response):



More resources



More open hours



Programs and
events



Customer service



More eBooks and
eAudio books



New library
or significant
alterations



IT service related



Catalogue/hold
item related



Internal library
layout



Quiet spaces



No vaccine
mandates



Equipment
change or request



Staff related



More Mobile
Library



Library behaviour



Book Club



Environmental
sustainability

CHALLENGES AND OPPORTUNITIES

“Libraries will have to continue to reinvent themselves and make themselves relevant to the communities they serve. But actually, that’s been the history of the library.”

Professor Andrew Pettegree⁶

Libraries must grow and evolve to meet local community needs, whilst at the same time responding to global trends. Library staff will continue to learn and adapt to those evolving needs and trends.

Challenges

- The new *Local Government Act 2020* has been enacted and Regional Library Corporations have until 30 June 2029 to transition to a new governance model.
- Resetting after COVID proving services and programs that the community needs to attract them back to the library.
- Providing facilities for remote workers.
- Expanding access – reviewing opening hours.
- Adapting to climate change – ensuring the environmental sustainability policy is adequate.
- Providing refuge for patrons outside standard hours due to extreme weather events and adapting hours to meet these needs.
- Serving our indigenous communities.
- Inclusivity – providing welcoming spaces for diverse communities and ensuring we continue to develop a mature reconciliation process.
- Meeting the needs of expanding regions – population growth, refugees and migrants/ tree changers and the ageing population.
- Digital literacy, affordability, and reliability.

6. *The Library: A Fragile History* by Professor Andrew Pettegree



Opportunities

- Develop a governance model for our library service that will ensure councils can deliver service effectively and efficiently into the future.
- Develop a staff Enterprise Agreement that ensures staff conditions and responsibilities align with the new governance model.
- Libraries are being acknowledged as places that contribute to communities overall Health and Wellbeing. This is being recognised through state government funding and Public Libraries Victoria and State Library Victoria strategic plans.
- Develop partnerships with relevant government agencies, not for profit groups and community groups to deliver programs and services.
- **Victoria's Infrastructure Strategy 2021-2051**
An opportunity to seek funding to improve ICT infrastructure and plan for climate change:
- **Fund regional libraries to provide better internet access**
In the next year, start a five-year funding program for libraries in regional towns and rural areas to improve community access to fast, free internet services, leveraging existing library infrastructure⁷.
- **Create climate-adapted facilities for rural communities**
In the next five years, fund local governments to plan and help deliver a network of designated, accessible climate-adapted community facilities, to manage the health impacts of extreme heat and bushfire smoke.

7. Victoria's-infrastructure-strategy-2021-2051 pgs 235 &245

THE LIBRARY PLAN

This Library Plan details our goals and ambitions for Goulburn Valley Libraries from 2022-2026.

Our Vision

What we want the future to look like

Connected, empowered and inspired communities.

Our Purpose

Why we exist

To deliver services and activities through the library network that are inclusive and respond to the social, economic, and cultural needs of our communities.

Our Values

How we operate



Service

We will respond to community need and provide great services.



Teamwork

We will take pride in shared achievements and outcomes.



Respect

We will actively listen to each other and appreciate our difference.



Innovation

We will be proactive to change and embrace new ideas.

Strategic Objectives

What we want to achieve

We have built our Library plan around the achievement of the following strategic objectives:

1

Libraries that grow with, adapt to and meet community needs.

2

Highly valued, well-used contemporary community spaces.

3

A sustainable, capable and service-focused organisation.

4

Develop a governance model for the future.

ACTION PLAN

1 Libraries that grow with, adapt to and meet community needs

Actions	2022/23	2023/24	2024/25	2025/26	Measures
1.1 Improve collection usage					
Undertake annual review of collection management plan.	Review	Review	Review	Review	<ul style="list-style-type: none"> • Turnover Rate • Age of collection
Ensure staff are well trained to use Collection HQ.	Plan training and implement	Plan training and implement	Plan training and implement	Plan training and implement	
Review digital/print collection usage to ensure correct split between collections.		Review		Review	<ul style="list-style-type: none"> • % digital • % physical
Expand the reach of the Home Library Service.	Develop Plan	Implement	Ongoing	Review	<ul style="list-style-type: none"> • Home library users
Increase promotion of collection. Action 3.5.	Review Plan	Implement	Ongoing	Review	<ul style="list-style-type: none"> • Total loans
1.2 The library is inclusive					
Partner with indigenous and minority community groups to determine appropriate services and programs for groups. Develop Partnership Plan.	Develop Plan	Implement	Ongoing	Review	<ul style="list-style-type: none"> • Partnerships developed • Membership
Complete initial review Reconciliation Action Plan.	Complete	Implement	Implement	Review	<ul style="list-style-type: none"> • RAP approved by Board
Approval by Reconciliation Australia.	Complete				<ul style="list-style-type: none"> • RAP approved by Reconciliation Australia
1.3 Programs that meet community needs					
Align programs and events to local Branch priorities. All programs to be supported by a business case to ensure alignment with GVL's vision, purpose, values and strategies.	See action 3.2				<ul style="list-style-type: none"> • New programs implemented • Business cases developed
Develop a Community Input process for program development.	Plan	Implement	Ongoing	Ongoing	<ul style="list-style-type: none"> • Process developed

Actions	2022/23	2023/24	2024/25	2025/26	Measures
1.4 Strong community partnerships					
Partner with local community groups, not for profits and government agencies to deliver relevant library programs. Local Plans to support local groups. i.e. Local History, Car Clubs, Crafts, Games, Social, Cooking, IT etc.	Plan and implement	Ongoing	Ongoing	Ongoing	• Local Partnerships developed
1.5 Health and wellbeing					
Develop a plan to target socially isolated community members with targeted health and wellbeing services and programs.	Plan	Implement	Ongoing	Review	• Plan completed
Develop health and wellbeing partnerships to deliver services and programs.	Plan	Implement	Ongoing	Review	• Health and wellbeing programs delivered
Seek external health and wellbeing funding for programs.	Implement	Implement	Implement	Implement	• Funding achieved
1.6 Improved customer experience					
Undertake an Opening Hours Service Review.	Review	Implement	Ongoing	Review	• New opening hours implemented
Consolidate "Open Library" at Tatura.	Implement	Review	Ongoing	Review	• System implemented and sustainable
Implement "Open Library" at new sites. Numurkah, Violet Town, Nathalia.	Plan	Plan	Implement	Implement	• Visits
Implement an improved event booking system. i.e. Eventbright, Trybooking etc.	Review implement	Ongoing	Ongoing	Review	• New system implemented
Improved payment options.	Review	Plan	Implement	Implement	• EFTPOS and EFT available for all services

2 Highly valued, well-used contemporary community spaces

Actions	2022/23	2023/24	2024/25	2025/26	Measures
2.1 Modernised library spaces					
Euroa and Numurkah projects.	Complete	Ongoing			<ul style="list-style-type: none"> Projects successfully completed
Shepparton Stage 2.	Plan	Plan	Implement	Implement	<ul style="list-style-type: none"> Plan developed Council support achieved
Mooroopna.			Plan	Implement	<ul style="list-style-type: none"> Plan developed Funding achieved
Monitor Victoria's Infrastructure Strategy 2021-2051, Action 86, Living Libraries Infrastructure Program and seek grant/funding opportunities as they become available.	Ongoing	Ongoing	Ongoing	Ongoing	<ul style="list-style-type: none"> Funding achieved
2.2 Accessibility					
Develop Policy and Plan for the use of library spaces during extreme weather events.	Plan	Implement	Ongoing	Ongoing	<ul style="list-style-type: none"> Policy and Plan developed and implemented.
Undertake ASD and Dementia accessibility reviews.	Plan	Implement	Review		<ul style="list-style-type: none"> Reviews completed.
2.3 Well used community spaces					
Develop policy for use of library spaces as event venues for local organisations and the community.	Develop Policy	Implement	Ongoing	Ongoing	<ul style="list-style-type: none"> Policy developed and communicated Visits
2.4 Improve remote community access to library services					
Review replacement of Mobile Library.	Review	Plan	Implement	Implement	<ul style="list-style-type: none"> Complete review - Mobile Library future determined
Complete review of Improved Services for Small Rural Communities - Assess service options Avenel, Murchison.	Implement	Review	Plan	Implement	<ul style="list-style-type: none"> Avenel and Murchison Pilot projects successfully implemented
Undertake a 6 month trial to deliver a library service to small communities i.e. Ruffy as part of the review.	Plan and implement	Review			<ul style="list-style-type: none"> Trial implemented and reviewed

3 A sustainable, capable and service-focused organisation

Actions	2022/23	2023/24	2024/25	2025/26	Measures
3.1 Meaningful statistics					
Develop value and output focused metrics based on ALIA Guidelines Standards and Outcomes Measures 2016.	Develop metrics	Implement	Implement	Review	<ul style="list-style-type: none"> New metrics developed and monitored.
Support development of improved and consistent Know Your Council (LGRF) measures with PLV and LGV.	Plan	Implement			<ul style="list-style-type: none"> New measures monitored and reported.
3.2 Programs that meet community needs					
Increase Programming Resources to meet needs.	Plan	Implement	Implement	Review	<ul style="list-style-type: none"> Increase in Budget and FTE Visits
Develop a business case template for programs and services.	Develop template	Implement	Ongoing	Ongoing	<ul style="list-style-type: none"> Template developed
Review current programs using the template to ensure they meet minimum requirements.		Review	Ongoing	Ongoing	<ul style="list-style-type: none"> Programs reviewed



Actions	2022/23	2023/24	2024/25	2025/26	Measures
3.3 Environmental sustainability					
Implement Environmental Sustainability Policy.	Implement	Review	Implement	Review	<ul style="list-style-type: none"> • Increase in Budget and FTE • Visits
Review current suppliers' sustainability practices. Implement in Procurement Policy. i.e. James Bennet Sustainability Project for disposal of unwanted weeded print collection material.	Review	Plan	Implement	Implement	<ul style="list-style-type: none"> • Procurement Policy reviewed.
3.4 Upgrade ICT Infrastructure					
Complete Server Replacement project. Transition to MS 365.	Implement	Ongoing	Review		<ul style="list-style-type: none"> • Transition completed successfully
Develop new CIT Strategy Plan.	Develop Plan	Implement	Ongoing	Review	<ul style="list-style-type: none"> • New Plan completed
3.5 Well promoted library service					
Develop a library marketing and promotions plan across all media channels and third party opportunities.	Plan Implement	Implement	Implement	Review	<ul style="list-style-type: none"> • Memberships, Loans, Visits • Budget
3.6 Improved staff capabilities					
Workforce for the future plan – succession and skills.	Plan	Review	Implement	Implement	<ul style="list-style-type: none"> • Complete review
Review 2019 Victorian Staff Skills Audit and determine the skills required for library staff for the future.	Review Plan	Implement	Implement	Implement	<ul style="list-style-type: none"> • Staff participation rates • Community satisfaction with staff
Develop a training plan for all library staff.	Review	Plan	Implement	Implement	<ul style="list-style-type: none"> • Training Budget
3.7 Improved staff conditions and work environment					
Develop an Enterprise Agreement that ensures staff conditions and responsibilities align with potential new governance model.	Implement EBA 2022	Ongoing	Develop EB 2025	Implement EB 2025	<ul style="list-style-type: none"> • EBA 2022 approved by FWC • EBA 2025 successfully negotiated
Review the Central Administration and Support model. Including – potential location and decentralisation.		Review	Plan	Implement	<ul style="list-style-type: none"> • Future model selected and implemented.

4 Develop a governance model for the future

Actions	2022/23	2023/24	2024/25	2025/26	Measures
4.1 Agree on a new governance model					
Develop detailed options paper – Green paper.		Plan	Implement	Implement	• Options Paper completed
Engage and consult Councils and current and future stakeholders.					• Council engagement
Develop a detailed proposal paper – White paper.					• White paper completed
Seek agreement from Councils.					• Agreement reached on future model
4.2 Transition to new governance model					
Develop transition plan.		Plan	Implement	Implement	• Transition Plan developed
Resource project and commence transition.			Implement	Implement	• Transition commenced



STRATEGIC INDICATORS AND TARGETS

Indicator	2018/19 Actual ³	2021/22 Actual ^{1,4}	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target
Measure LB1 – Utilisation <i>Total loans per capita</i>	4.61	3.6	4.0	4.2	4.4	4.6
Measure LB2 – Resource Standard <i>% Collection purchased in last 5 years</i>	50.01%	50%	51%	52%	53%	54%
Measure LB3 – Service Cost <i>Direct cost to Council per capita</i>	\$18.86	\$15.81	\$16.05	\$16.29	\$16.53	\$16.78
Measure LB4 – Participation <i>Library members per capita</i>	30.0%	24%	25%	26%	28%	29%
Measure LB5 – Participation <i>Visits per capita</i>	3.24	1.54	3.0	3.1	3.2	3.3

Strategic Indicators	2018/19 Actual ³	2021/22 Actual ^{1,4}	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target
Population	106,451	107,954				
Memberships as % of population	30.0%	23.8%	25%	26%	28%	29%
Attendance at library programs per 1000	290	54	200	220	280	300
Loans per capita	4.61	3.7	4.0	4.2	4.4	4.6
Expenditure on Library materials per capita	\$3.70	\$3.74	\$4.16	\$4.24	\$4.33	\$4.41
Staff EFT	25.76	24.15	27	27	27	27
No of Public PC's	52	54	56	60	60	60
Collection size	161,990	168,141	166,000	170,000	172,000	175,000
Physical collection size	154,903	155,137	150,000	150,000	150,000	150,000
eCollection size	7,087	13,004	16,000	20,000	22,000	25,000
eResources as % of total resources	4.37%	7.7%	9.6%	11.7%	12.7%	14%
Opening Hours (scheduled/f'night)	334	305.5	310	310	310	310
Customer Satisfaction	8.84%	9.32%	9%	9%	9%	9%

Environmental Indicators	2020/21 Actual	2021/22 Actual ^{1,4}	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target
Energy consumption kWh	56,479	53,000	51,000	49,000	47,000	45,000
Fuel consumption Vehicle km's	109,036	107,000	105,000	103,000	101,000	100,000
Fuel consumption Mobile km's	77,826	76,000	75,000	73,000	71,000	70,000
Paper consumption kg	1,092	1,000	950	900	850	800
Water consumption kL	80	75	72	70	68	65

¹ Estimate based on current YTD data. To be updated when available.

² Local Government Reporting Framework Indicators changed in 2018/19 and are currently the subject of review by Local Government Victoria. It is anticipated that new indicators will be adopted for 2022/23 that will be more reflective of modern library practice.

³ Pre COVID-19 Pandemic.

⁴ Impacted by Covid shutdowns.

STRATEGIC RESOURCE PLAN

The Corporation is required by the Act to prepare a Strategic Resource Plan (SRP) covering both financial and non financial resources, and including key financial indicators for at least the next four financial years to support the Library Plan.

The Corporation has prepared a SRP for the four years from 2022/23 to 2026/27 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the Strategic Objectives and Strategies as outlined in the Library Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP is financial sustainability in the planning horizon, whilst still achieving the Corporation's strategic objectives as specified in the Library Plan.

The key financial objectives, which underpin the SRP, are:

- Maintain existing service levels as a minimum
- Increase levels of capital spending on resources by \$50k in 2022/23 and then by CPI over the following years.
- Maintain a balanced or cash positive budget on a cash basis over the four years.
- Maintain cash reserve to minimise financial risk.
- The Corporation has also been mindful of the need to comply with the following principles of sound financial management as contained in the Act:
 - Prudently manage financial risks relating to debt, assets and liabilities.
 - Consider the financial effects of the Corporation's activities on future generations.
 - Provide full, accurate and timely disclosure of financial information.

Financial Resources

The following table summarises the key financial results for the planning period.

Indicator	2021/22 Actual \$	2022/23 Budget \$	2023/24 Budget \$	2024/25 Budget \$	2025/26 Budget \$
Operating result	431,355	121,790	(9,017)	(19,965)	(31,137)
Current Assets	1,820,378	1,297,417	1,267,392	1,227,565	1,192,657
Capital works	562,165	624,000	536,000	555,255	569,771

The key outcomes of the plan are as follows:

- **Financial Sustainability**

Current Assets are forecast to reduce over the four year period to fund library investments.

- **Contributions Strategy**

Council contributions are forecast to increase by at least 1.5% in 2022/23 and then 2.0% per year for the planning period from 2025/26. Actual contributions from individual Councils post 22/23 will consider the relevant year Rate Cap and their own expenditure strategies.

- **Capital Works Strategy**

Annual Capital expenditure over the planning period will increase from \$400k in 2021/22 to \$450k on library materials in 2022/23 and then increase by 2% per year.

- **Service Delivery Strategy**

Service levels measured as opening hours, events and programs will increase over the planning period as strategies are implemented depending on the maintenance of Council and State Government contributions.

Non-financial Resources

In addition to financial resources to be consumed over the planning period, the Corporation will also need to fund staffing levels that maintain and improve its service levels. The following table summarises the non financial resources for the planning period.

Indicator	2021/22 Actual \$	2022/23 Budget \$	2023/24 Budget \$	2024/25 Budget \$	2025/26 Budget \$
Employee benefits (\$)	2,309,196	2,378,000	2,459,560	2,518,751	2,579,126
Employee numbers (FTE)	24.2	25.5	25.5	25.5	25.5

Any increases in employee benefits and numbers that may occur to deliver service improvements i.e. increased opening hours will occur within the total budget expense. Overall increases in employee costs have been limited to 2.0% based on the new three-year Enterprise Agreement agreed by employees and management in 2022.

Superannuation guarantee costs will increase from 10.5% in 2022/23 to 12% in 2025/26 based on current federal government policy.

It is assumed that there will not be a call to contribute to the Local Authorities Superannuation Fund (Defined Benefits Plan) during the planning period. The fund has reported a Vested Benefits Index (VBI) of 102.2% at 30 June 2022. This satisfies APRA's Superannuation Prudential Standard. No immediate change is currently forecast by

Vision Super, however this needs to be closely monitored as a result of current worldwide financial market climate.

Vehicles

It is proposed that a vehicle program will be adopted that provides:

- Replacement of all Corporation vehicles, including; the delivery van, pool vehicles and the CEO vehicle within 5 years maximum. Investigation of replacements with Electric Vehicles will be considered as part of adopted Environmental Sustainability Policy.
- Replacement of the Mobile Library is not forecast to occur within the planning period however planning for replacement or alternative service delivery models will be undertaken.

FUNDING STRATEGIES

In developing the SRP, strategies have been developed for revenue, infrastructure and service delivery.

Revenue

The 2022/23 draft budget and revenue projections has been developed using a preliminary Fee for Service contribution increase of 1.5% for each contributing council. This is under the current gazetted rate cap of 1.75%. Subsequent years increase of 2% has been assumed. Actual contributions from individual Councils post 2022/23 will consider the relevant year rate cap and their own expenditure strategies.

Recurrent grant revenue from the State Government is assumed to be increased by 1.5% for 2022/23, based on the announced 2022/23 contribution in the State Budget. A 2% contribution increase in following years has been assumed. The state government has been gradually reducing its untied contributions and it is believed that the trend to tied capital and recurrent funding will continue.

User charges and miscellaneous grants are assumed to recover from pandemic to close to pre-pandemic levels.

Most new miscellaneous grants typically require additional offsetting program expense to deliver the grant outcomes and so are therefore not included in budgets. The Premiers reading Challenge grant, approximately \$26k has been a regular feature of previous governments and it is assumed will continue in the planning horizon.

Capital Expenditure

A key objective will be to maintain and improve the Corporations existing assets at desired condition levels. An increase of \$50k for library materials has been included in the 2022/23 budget from \$400k to \$450k.

The following will influence the annual Capital Works expense in the planning period:

- The actual Council contributions,
- The actual State Government grant and the degree it is “tied” to recurrent or capital expenditures,
- The level of cash and investment reserves to maintain a satisfactory financial risk position.

Financial Risk

To maintain a reasonable cash position whilst facilitating the proposed capital investment program the Corporation has adopted a Cash Target. The target is equivalent to 10% of Recurrent Expenditure (less Depreciation expense) plus an allowance for 100% of our Current Liability Provisions (Annual and Long Service Leave). This provides a sufficient factor of safety.

Indicator	2021/22 Actual \$	2022/23 Budget \$	2023/24 Budget \$	2024/25 Budget \$	2025/26 Budget \$
Operating Expenditure	3,451,718	3,961,365	3,916,033	4,004,354	4,094,441
Provisions (A and LS Leave)	618,601	752,234	767,234	782,234	797,234
Target Min Cash and Investment	963,773	1,097,391	1,106,838	1,129,630	1,152,578
Cash and Investment	1,734,257	1,265,640	1,230,554	1,185,727	1,145,819

Service Delivery

The key objectives of the SRP which directly impact the future service delivery are to maintain and increase service levels measured as opening hours, events and programs over the planning period and achieve a positive operating result over the planning period. The revenue strategy refers to contributions increases of 1.5% per annum for member councils for 2022/23 and 2% beyond 22/23.

Actual contributions from individual Councils post 22/23 will consider the relevant year rate cap and their own expenditure strategies.

The service delivery outcomes measured in financial terms as the net operating result are shown below.

Indicator	2021/22 Actual \$	2022/23 Budget \$	2023/24 Budget \$	2024/25 Budget \$	2025/26 Budget \$
Net Operating result	431,355	121,790	(9,017)	(19,965)	(31,137)

Overall increases in employee costs have been capped at 2.0%. This assumes that the EA increases of 2.0% per annum will be maintained and that there will be no growth in numbers or rates that are not absorbed through productivity or offsets.

Superannuation guarantee costs will increase from 10.5% in 22/23 to 12% in 25/26 based on current federal government policy.

It is assumed that the Workcover Premium will increase by 2% over the planning period.

MATTERS THAT IMPACT ON THE STRATEGIES

The general influences affecting all operating revenue and expenditure include the following:

Influences	2021/22 Actual \$	2022/23 Budget \$	2023/24 Budget \$	2024/25 Budget \$	2025/26 Budget \$
FFS Council Contribution Increases	1.5%	1.5%	2% ¹	2% ¹	2% ¹
Government Grant Funding	3.5%	1.5%	2% ²	2% ²	2% ²
Wages growth	1.5%	2%	2%	2%	2%
Superannuation level	10.0%	10.5%	11.0%	11.5%	12.0%
Workcover premium increase	10%	2%	2%	2%	2%
Investment Returns	0.1%	0.2%	0.5% ³	0.5% ³	0.5% ³
Consumer Price Index (Victoria)	5.1%	2% ⁴	2% ⁴	2% ⁴	2% ⁴

1. Actual contributions from individual Councils post 22/23 will consider the relevant year rate cap and their own expenditure strategies.
2. Given the variations in recent years a conservative approach has been taken in relation to the expected increase for the State Government recurrent grant and assumed to increase to 2.0% over the planning period.
3. The same conservative approach has been taken in respect to Investment Returns over the life of the plan.
4. CPI has dramatically increased in 21/22. A conservative CPI has been adopted going forward as mitigation will include reduction in services and programs to meet budgets and reassessment when budgets are set.

APPENDIX A: PROJECTED STANDARD STATEMENTS

Income Statement

	Adopted Budget 2021/22 \$	Adopted Budget 2022/23 \$	Draft Budget 2023/24 \$	Draft Budget 2024/25 \$	Draft Budget 2025/26 \$
REVENUE					
User Fees	48,200	50,200	50,702	51,209	51,720
Grants (Operating)	900,675	922,173	940,617	959,429	978,618
Grants (Capital	120,000	232,000	0	0	0
Contributions (Monetary)	2,798,800	2,845,782	2,902,698	2,960,752	3,019,967
Other Income	42,000	23,000	3,000	3,000	3,000
Gain (Loss) on Sale of Plant	0	10,000	10,000	10,000	10,000
Total Revenue	3,909,675	4,083,155	3,907,016	3,984,390	4,063,304
EXPENSES					
Employee Costs	2,550,800	2,378,000	2,459,560	2,518,751	2,579,126
Materials and Services	794,400	1,013,700	875,874	893,391	911,259
Depreciation	544,895	509,796	519,992	530,392	541,000
Borrowing Costs	4,255	450	0	0	0
Other Expenses	10,000	59,419	60,607	61,820	63,056
Total Expenses	3,904,350	3,961,365	3,916,033	4,004,354	4,094,441
Surplus (Deficit) for the Period	5,325	121,790	(9,017)	(19,965)	(31,137)

Capital Expenditure

	Adopted Budget 2021/22 \$	Adopted Budget 2022/23 \$	Draft Budget 2023/24 \$	Draft Budget 2024/25 \$	Draft Budget 2025/26 \$
Book stock and resources					
Physical Books and resources	189,000	225,000	227,250	229,523	231,818
PRC books and resources	27,000	27,000	27,000	27,000	27,000
eBooks & eAudiobooks	93,000	130,000	135,200	140,608	146,232
DVD's	38,000	40,000	40,400	40,804	41,212
Audiobooks	50,000	35,000	35,350	35,704	36,061
CD's	0	0	0	0	
Vehicles	43,000	50,000	30,000	40,000	45,000
Equipment and furniture	5,000	5,000	5,100	5,202	5,306
CIT	30,000	35,000	35,700	36,414	37,142
Avenel/Murchison Kiosks	120,000	30,000			
Numurkah/Euroa Upgrades	0	47,000	0		
Total Capital Expenditure	595,000	624,000	536,000	555,255	569,771

Balance Sheet

	Adopted Budget 2021/22 \$	Adopted Budget 2022/23 \$	Draft Budget 2023/24 \$	Draft Budget 2024/25 \$	Draft Budget 2025/26 \$
ASSETS					
<i>Current Assets</i>					
Cash and Cash Equivalents	982,382	765,640	730,554	685,727	645,819
Trade and Other Receivables	31,738	31,738	36,738	41,738	46,738
Other Financial Assets	500,000	500,000	500,000	500,000	500,000
Other Assets	39	39	100	100	100
Total Current Assets	1,514,159	1,297,417	1,267,392	1,227,565	1,192,657
<i>Non-Current Assets</i>					
Property, Plant, Equipment and Infrastructure	8,772,856	9,340,856	9,964,856	10,500,856	11,056,111
(Depreciation)	(7,042,875)	(7,503,080)	(8,023,072)	(8,553,464)	(9,094,464)
CAPEX	568,000	624,000	536,000	555,255	569,771
Right of Use Assets	49,591	0	190,000	144,000	96,000
Total Non-Current Assets	2,347,572	2,461,776	2,477,784	2,502,647	2,531,418
Total Assets	3,861,731	3,759,193	3,745,176	3,730,212	3,724,075
LIABILITIES					
<i>Current Liabilities</i>					
Trade and Other Payables	272,171	70,171	50,171	40,171	50,171
Provisions	667,737	687,737	697,737	707,737	717,737
Interest-bearing Loans and Borrowings	0	0	0	0	0
Lease Liabilities	52,328	0	0	0	0
Total Current Liabilities	992,236	757,908	747,908	747,908	767,908
<i>Non-Current Liabilities</i>					
Trade and Other Payables	0	0			
Provisions	54,497	64,497	69,497	74,497	79,497
Interest-Bearing Loans and Borrowings	0	0	0	0	0
Lease Liabilities	0	0	190,000	144,000	96,000
Total Non-Current Liabilities	54,497	64,497	69,497	74,497	79,497
Total Liabilities	1,046,733	822,405	817,405	822,405	847,405
Net Assets	2,814,998	2,936,788	2,927,771	2,907,807	2,876,670
EQUITY					
Accumulated	(90,749)	31,041	22,024	2,060	(29,077)
Member Contributions	2,905,747	2,905,747	2,905,747	2,905,747	2,905,747
Total Equity	2,814,998	2,936,788	2,927,771	2,907,807	2,876,670

APPENDIX B: STATUTORY DISCLOSURES

Borrowings

There are no new borrowings projected over the planning period.

Fees and Charges

Fees and charges have been reviewed. The Corporation reserves the right to review the Fees and Charges in light of changing circumstances. Any changes following such review will be limited to CPI.

Item	Per	2021/22 Fee	2022/23 Fee
Penalty fees			
Overdue	item	No fee	50,702
No max fee	No fee	922,173	940,617
No max fee	120,000	232,000	0
Lost book, magazine, DVD etc	item	At cost	At cost
Membership Card Replacement	item	No fee	No fee
Lost Barcode	item	No fee	No fee
Lost / removed RFID tag	item	\$5	\$6
Service charges			
Book Club membership	item	\$60	\$60 ¹
ILL from non Public Libraries	item	\$28.50	\$28.50
Photocopying/printing using copier			
A4 B&W Single sided	page	\$0.20	\$0.25
A4 B&W Double sided	page	\$0.40	\$0.45
A4 Colour Single sided	page	\$0.90	\$0.95
A4 Colour Double sided	page	\$1.80	\$1.90
A3 B&W Single sided	page	\$0.40	\$0.45
A3 B&W Double sided	page	\$0.80	\$0.90
A3 Colour Single sided	page	\$1.80	\$1.90
A3 Colour Double sided	page	\$3.60	\$3.80
Fax Sending within Australia	First page	\$3.00	\$3.00
Sending within Australia	Further pages	\$1.00	\$1.00
Sending Overseas	First page	\$8.00	\$10.00
Sending Overseas	Further pages	\$2.00	\$3.00
Receiving	page	\$1.00	\$1.00

Item	Per	2021/22 Fee	2022/23 Fee
Miscellaneous items			
Flash Drives 4MB	item	\$8	\$10
Library bag	item	\$2.00	\$2.00
Laminating			
A5/A6	page	\$2.00	\$3.00
A4	page	\$4.00	\$5.00
A3	page	By quote	By quote
Book covering service			
Cover - Standard	item	\$7.00	\$10.00
Cover - Folio	item	\$10.00	\$15.00
Mending	item	By quote	By quote
Meeting rooms			
Library Associates		No fee	No fee
Community		No fee	No fee
Commercial		\$40 per hour	\$50 per hour
Cleaning charge (if required)		\$40 per hour	\$50 per hour

All fees and Charges inclusive of GST.

1. Pro rata for part year membership.



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