

West Gippsland Libraries

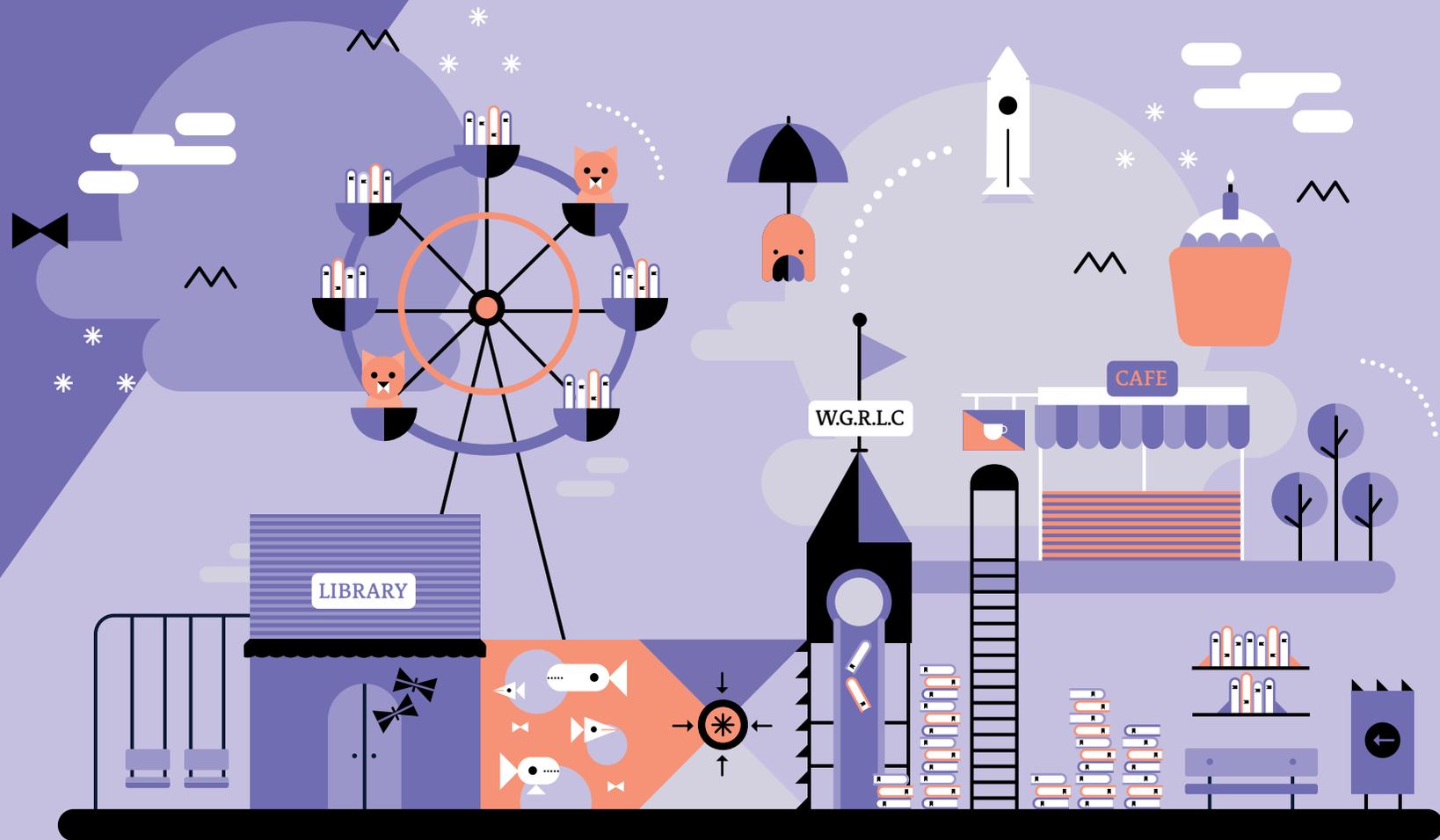
Library Plan

2017—21

Revised 2020



West Gippsland
Libraries



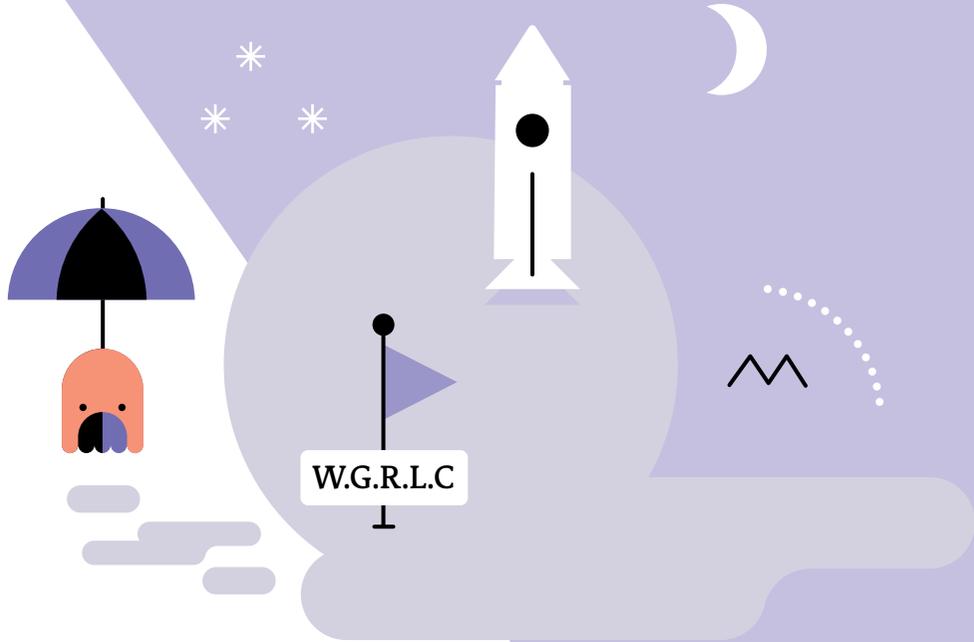
Illustrations:

The cover design is based on the 2017 winning illustration by ten-year-old Korumburra library patron Cecily de Gooyer.

Our child safety commitment:
The West Gippsland Libraries
is committed to the safety and
wellbeing of all children and
young people.



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FROM THE CHAIR

Cr Keith Cook
Board Chairperson
Baw Baw Shire Council



The West Gippsland Libraries Library Plan four year plan is now in its final year.

It is my great honour and pleasure, as Chairperson, to recognise the hard work of all staff that supports the community and to be part of a great team that delivers wonderful benefits to the community each and every day.

The significant effort to create the strategies in this plan and the organisation's commitment to adapt to the changing role libraries have within our communities is clear. Each of the eight strategies and actions within them are our pathways to ensure the future of libraries and to continue to provide the vital resources and services our community needs throughout the Baw Baw, South Gippsland and Bass Coast Shires.

Libraries are essential to the lives of so many people in our region. More than a community centre and unlike any other public space, libraries connect our communities in a way that benefits everyone. They provide a home for literacy, learning and recreation as well as providing an equitable connection to basic resources and social inclusion.

Our libraries recorded over 551,000 visits in the past year which demonstrates how valuable and valued our services are. It's proof that our libraries are among the most consistently used public spaces and highlights the importance our staff are to a regional community.

Our focus is to deliver a multi-resourced and sustainable service. With the rapid change in Technology, we have an important role to support our communities with digital literacy and to provide access to digital resources. Whilst keeping up with technology, we will ensure we meet the basic need of a good book and a comfy chair, as well.

Some of the many successes of 2019.20 include the 24/7 Library at Foster. We are leading the way with this innovative solution to increase opening hours which continues to create much interest in Australia. We will continue to lead, with our 24/7 service to be extended in two more libraries in 2020.21 at Inverloch and Warragul.

We are working with local communities to introduce new Community libraries with Grantville being the first to be completed

with drop-off and pick-up points, another service innovation to increase our accessibility to the community. The San Remo Community Library will be completed in 2020.21.

We will also continue to enhance and expand our outreach services and increase community engagement.

The drive for building higher levels of awareness about current services and innovative initiatives is a continuing theme of this plan. With our collective effort, I look forward to seeing this plan achieve the potential of West Gippsland Libraries.

I look forward to working with the community and West Gippsland Libraries to continue to promote the value and range of services we deliver.

FROM THE CEO

Leanne Williams
Chief Executive Officer



More than just a place for books, our libraries are vibrant community hubs, places for learning, discovery and enjoyment for everyone.

Our focus in this final year of this Library Plan is to continue to adapt to the changing needs of the community by delivering the strategic plan, building on the innovation and successes of previous years.

In 2020, we will upgrade the aging facilities at Warragul Library to create more inclusive and welcoming spaces for the community that supports the needs of both groups and individuals.

We will deliver a new library at San Remo designed with flexible spaces that can be used for different purposes and facilities that are designed for people, community outcomes, experience and creativity. More than just a place for books, our libraries are vibrant community hubs, places for learning, discovery and enjoyment for everyone.

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and welcoming spaces for the community that supports the needs of both groups and individuals.

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Our team delivered the 24/7 open access model at Foster Library and from its success we have learned that our patrons have embraced the convenience and flexibility the service offers. We will implement 24/7 access at Warragul and Inverloch Libraries to make it easier to access resources and spaces for learning and enjoyment, at a time that suits our members.

The planning of the redevelopment of Korumburra and Cowes Library will continue as we work closely with the community and member Councils of South Gippsland Shire and Bass Coast Shire Council.

We will continue to extend the reach of library services beyond our buildings with enhanced digital library and resources available online, 24/7. Our investment in technology and our

collection will continue to provide essential resources that support and strengthen our communities.

We continue to elevate the profile of services we deliver by partnering with community organisations and businesses to reach more people within the community.

We look forward to engaging with our communities and will increase our outreach programs throughout our communities to promote literacy, learning, recreation, connection and healthier communities.

We will improve direct librarian assistance by investing in our staff to deliver an adaptive and innovative service that provides important equal access to vital information and essential services.

We continue to embed our organisational values in everything we do.

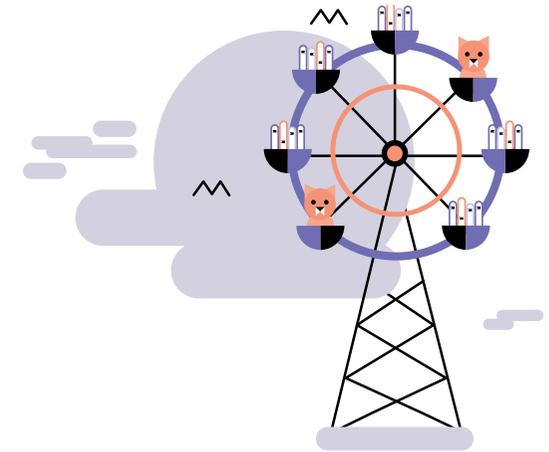
- We anticipate and bravely adapt to the changing needs of our communities.
- We build relationships with our stakeholders, communities and each other.
- We deliver excellence in everything we do.

We are west Gippsland Libraries and we are here to change lives.



OUR PURPOSE

We build knowledge and skills that strengthen our communities.



VISION

Discover – our libraries are the centre for reading and learning.

Connect – we support everyone in our community.

Enjoy – our libraries are creative and innovative.

MISSION

We provide library services, programs and collections that are accessible and equitable.

We will create partnerships to improve our service, share our knowledge and facilitate interaction within our communities.

We will continuously improve our value to the community.

VALUES

We will bravely anticipate and adapt with the changing needs of our communities.

We will build relationships with our stakeholders, communities and each other.

We will deliver excellence in everything we do.

OUR ROLE

We are universally accessible centres for information, reading, learning and enjoyment.

We provide equitable and trusted access to information and authoritative resources.

We build knowledge and skills which strengthen our communities.

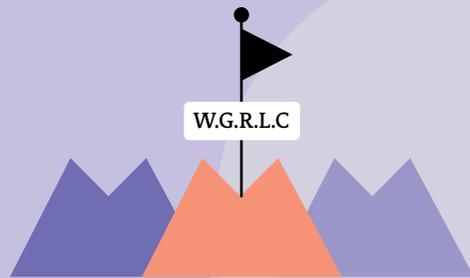
We work in collaboration with our community, stakeholders and the library sector to foster innovation and ensure we remain relevant.

We are accountable for high standards of professionalism, customer service and integrity.

WHO ARE WE?

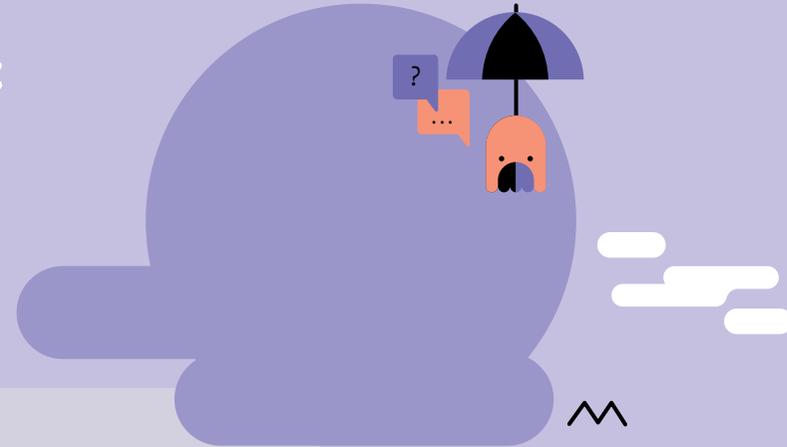


HOW WE SERVE THE COMMUNITY



We serve a population of 110,219 people over an area of 8187² kilometres, which includes three municipalities.

Our Regional Support Centre provides administrative support to our libraries and is based in Warragul.

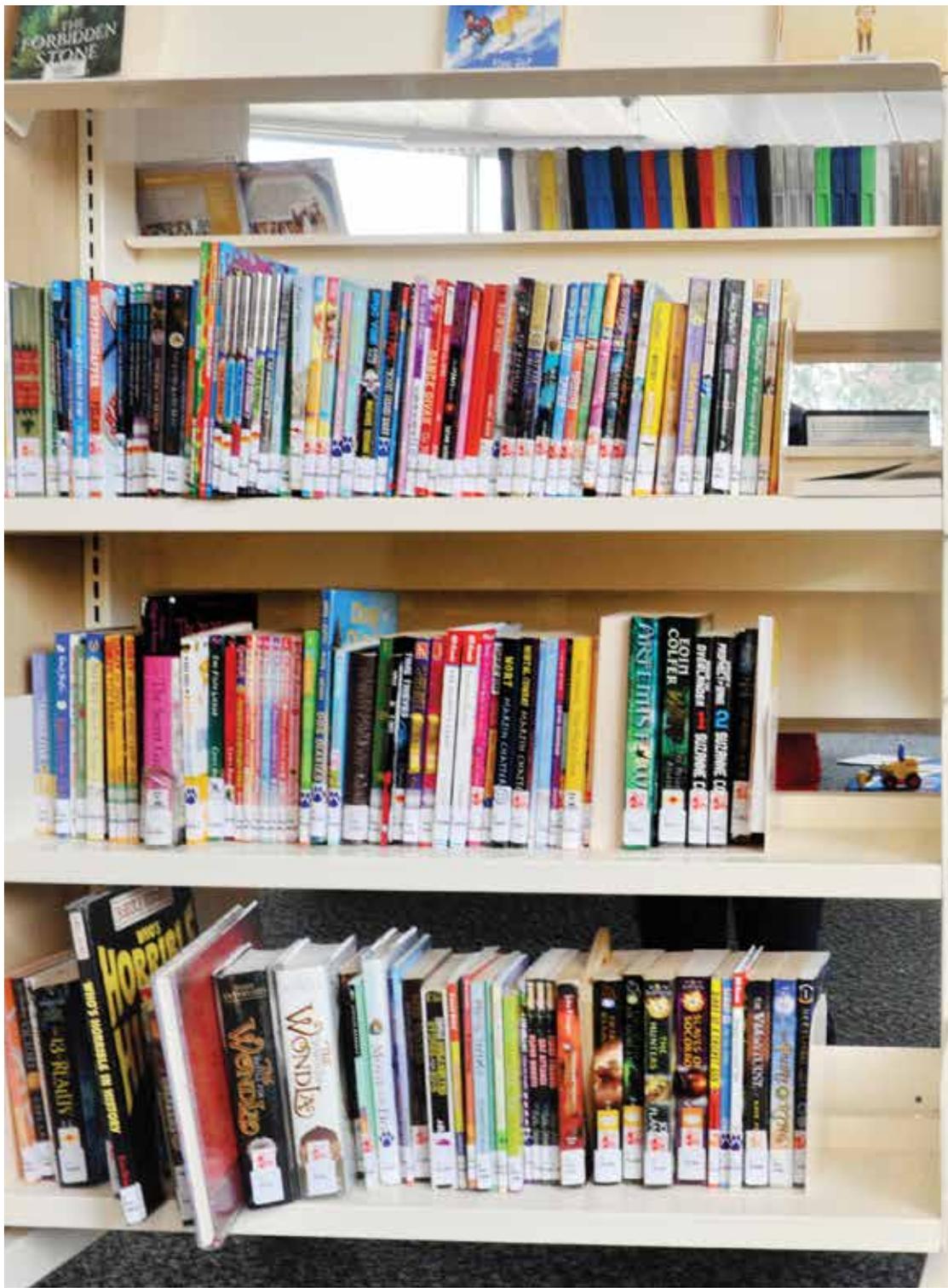


12 STATIC LIBRARIES
TWO MOBILE LIBRARIES

The combined weekly opening hours for our libraries is

4 0 2 . 7 5





A SNAPSHOT OF OUR LIBRARIES

In 2019 we had...

40,754 LIBRARY MEMBERS

551,371 PHYSICAL VISITS

851,873 ITEMS BORROWED

55,800 PUBLIC PC SESSIONS

33,562 WIFI SESSIONS

3,033 GAME CONSOLE USERS

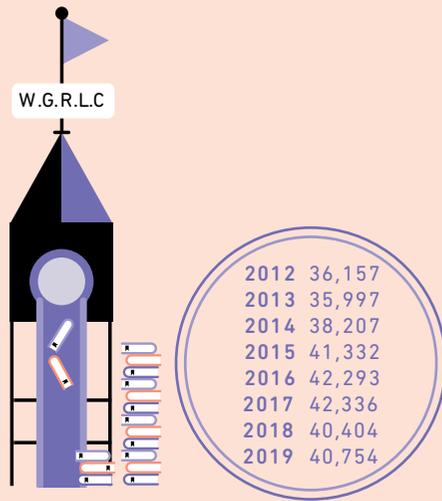
51,477 PROGRAM ATTENDEES

21,703 NEW MATERIALS WERE PURCHASED



WHAT ARE YOU TELLING US?

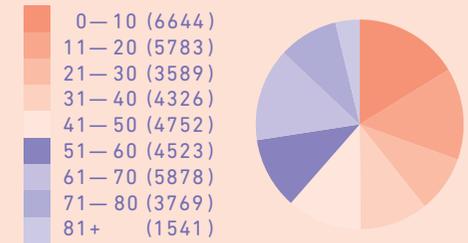
MEMBERSHIP



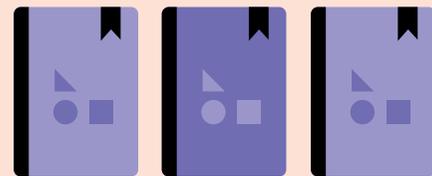
WHICH LIBRARY ARE OUR MEMBERS FROM? (40,754 LIBRARY MEMBERS)



HOW OLD ARE OUR MEMBERS

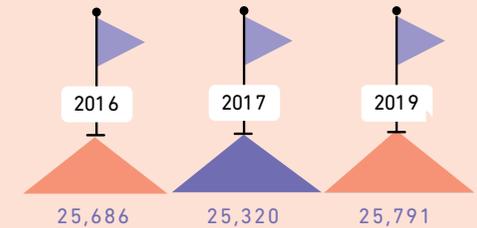


ACTIVE MEMBERS



NUMBER OF TIMES OUR E-RESOURCES WERE BORROWED

2015–27,949 2016–37,883
 2017–46,757
 2019–100,043

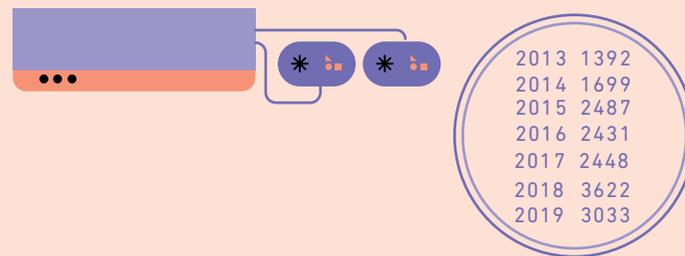


WHAT ARE YOU TELLING US?

VISITS TO OUR LIBRARIES



NUMBER OF TIMES OUR GAMING CONSOLES WERE USED



NUMBER OF ITEMS LOANED

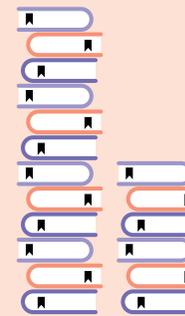
2015 –
849,053

2016 –
855,556

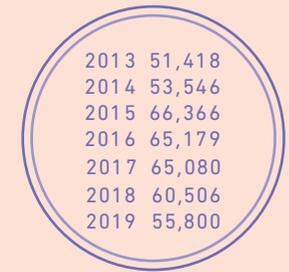
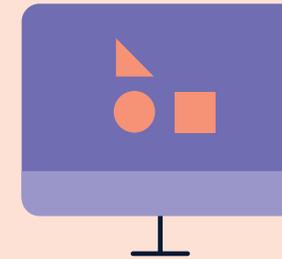
2017 –
830,163

2018 –
846,239

2019 –
851,873



NUMBER OF TIMES OUR COMPUTERS WERE USED



NUMBER OF PEOPLE WHO ATTENDED OUR PROGRAMS



2013–21,335 2014–29,061

2015–38,040 2016–40,783

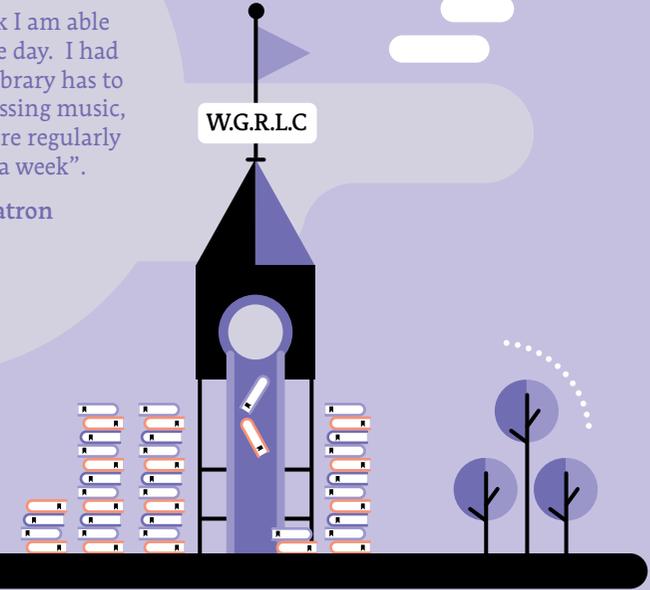
2017–41,933 2018–45,885

2019–51,477



“...I’d like to say a very big thank you. I lived in a squat for a year; extremely unwell mentally and physically. The mobile library was my only life line, and all I had. I was treated so kindly while I got my 10 books each time by the Librarian...and those books gave me hope. I credit the mobile library and its wonderful librarian with saving my life...”

Northern Mobile Library Patron



“As I am on leave from work I am able to visit the library during the day. I had not realised how much the library has to offer besides books. I am accessing music, DVDs and audio books. We are regularly in here a couple of times a week”.

Wonthaggi Library Patron

W.G.R.L.C

STRATEGIC OVERVIEW

We are a library service that is constantly listening, testing and adapting to the changing needs of our community.

WHAT WE WILL PROVIDE?

We will use your feedback to inform our strategies and actions moving forward.

There is no certainty as to what the future will bring, it is therefore imperative that our strategies allow us to be dynamic and explore possibilities.

They will build upon what we already know and offer.

OUR COMMITMENT TO YOU

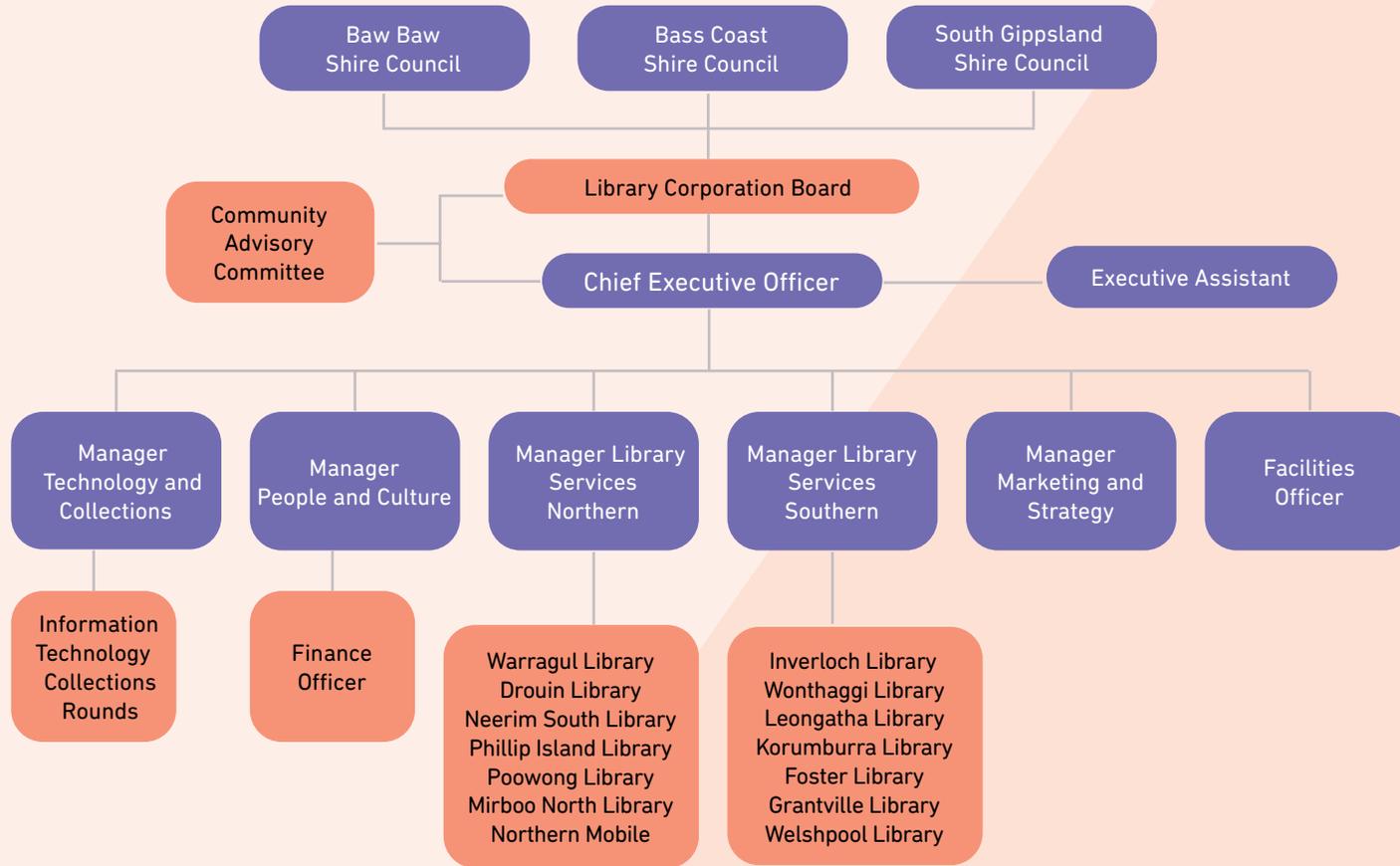
Our commitment is to:

- 1 – Lifelong learning and literacy for all
- 2 – A modern and dynamic space that adapts to your needs
- 3 – Test innovative approaches for connecting with and supporting you
- 4 – Develop our people who are role models for learning and knowledge
- 5 - Contemporary physical and digital collections
- 6 - Provide a safe and welcoming environment for all

WHAT WILL WE DO?

The strategies that we have developed will guide us over the next four years and set our services up for the future. The actions demonstrate how we are going to achieve the strategies each year.

OUR TEAM



“Have used the library 4–5 times while studying for a period up to 6 hours. All staff have been courteous and helpful. It has made studying while on holidays so much easier”.

DROUIN LIBRARY PATRON

STRATEGY ONE

Enhance our library service models to better meet the needs of our community.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Pilot a roaming customer service model.	We know our staff serve you best when they're not stuck behind a counter. By streamlining some of our systems and providing our staff with the tools to roam freely through the library they will be able to provide a proactive personalised service from the moment you walk in the door.	Pilot and seek feedback from our members to find out if the roaming customer service model works for our community.
Open the San Remo Library	To improve community access to local library services. A static library will replace the Mobile Library service that more than 90 percent of people living in the area could not visit due to limited hours of access.	The San Remo Community Library will be open and the Mobile Library will be retired from service.
Update libraries to 24/7 hour access at Warragul and Inverloch.	Feedback told us that our current opening hours do not allow for many within our community to visit our libraries. A 24/7 access model means members can access a library when they need to.	Libraries will be updated with 24/7 access and usage will be monitored.

STRATEGY TWO

Enable and facilitate new learning opportunities led by the community.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Identify opportunities for simplifying our events process.	We recognise that your time is valuable and we need to make it easy to book an event.	Pilot options for improving user experience.
Partner with community experts to deliver unique learning opportunities	So many of you in our community have a lot to share and teach us. Your expertise will allow others to learn new things that they otherwise would not have had access to learn.	Number of volunteers who facilitate a program. Number of people who would do it again.

STRATEGY THREE

Improve our engagement with early years and young people.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Enhance our early years outreach programs.	The first thousand days of a child's life sets them up for success and allows them to thrive. We need to support families to provide a home learning environment from birth to support early literacy and foster a lifelong love of reading.	How many new families did we engage with. How many groups invited us back.
Better understand and address the drop off of young people who previously used the library.	It is at this point that many library patrons begin to exit our service. We want to better understand the changing learning needs of young people so we can better support them in their next stage of life.	Evaluate the needs of young people for our spaces and services

STRATEGY FOUR

Explore new and renovated spaces that reflect modern learning approaches.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Pilot creative design and library layouts options that can accommodate our patron's diverse needs.	Feedback has highlighted the need for noisy collaborative learning spaces without losing the opportunity for quiet reading and reflection. We want to ensure that we can provide the right learning spaces, regardless of your needs.	Designs created and at least one piloted.
Develop a renewal plan for dynamic library furniture.	Much of the time, the quantity of space we can offer is restricted. If we utilise dynamic furniture this will allow for us to keep our libraries feeling fresh and will better accommodate diverse needs.	Renewal plan completed and costed.
Modernise the Warragul Library	We are committed to ensuring our spaces are modern and inviting for people to visit. The Warragul Library is looking quite tired and has approximately 110,000 visits to it each year so renewing the space is important to ensure people keep visiting.	The Warragul Library renewal has been completed.

STRATEGY FIVE

Test alternative engagement approaches to promote true inclusivity and accessibility.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Go above and beyond to engage with our missing demographics.	Many people don't know what we offer, which is why they have never visited us. We also recognise that we might not be providing what they are looking for.	Complete a gap analysis of what we provide against what our missing demographics are looking for.
Continue to enhance the user experience with the website.	Over 20,000 users visit our website each month. We want to make sure it continues to meet their needs.	Pilot a live chat to enhance user experience.
Enhance our social media reach.	In the digital world, many people not using our library are using social media. This is an effective way of engaging with our community.	Pilot alternative marketing campaigns to increase participation in our programs.

STRATEGY SIX

Support our community to explore and learn about new and emerging trends.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Integrate new technology into our programs.	We recognise the importance of exploring new technology.	Number of new technologies piloted in our programs.
Lead by example to promote high standards of digital literacy in the community.	Evolving digital trends mean that the needs of our community are constantly changing. We need to ensure our team's digital literacy skills can support those who need assistance to promote and support a digitally literate community	Establish a new minimum standard of digital literacy for library staff, supported by targeted training opportunities.

STRATEGY SEVEN

Promote a culture that encourages flexibility, exploration and personal growth.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Strengthen our commitment to each other and our community.	The culture of our organisation is the glue that binds us together so we are supportive towards each other and the community	Our people will be enthusiastic and engaged. They will be able to easily adapt to new ideas.
Keep our people safe.	We have a duty of care to our people to keep them safe at work. This includes incidents like manual handling injuries or verbal abuse.	Reduction in time to investigate and act on instances as required.
Continue to develop our people with the skills to confidently engage with our diverse and dynamic communities.	Our communities are diverse and people visit our libraries for a range of services. Our success is determined by the quality of services those who use our services experience.	Increase in total members Increase in active members

STRATEGY EIGHT

Explore diverse revenue opportunities to complement our service.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Explore opportunities for funding value adding services.	While existing free services within the library will remain free, there is an opportunity to offer new, higher value services that people would be willing to pay for. We would like to explore how a 'freemium model' might allow us to bring emerging digital and creative opportunities to the community.	Pilot two to three value added services. Percentage of revenue from value added services.
Seek alternative revenue opportunities to support our projects and programs.	There are many opportunities for funding that will complement our service and allow us to deliver more for you.	Amount of alternative revenue received.



STRATEGIC RESOURCE PLAN

How will we fund our actions?

FINANCIAL PLAN

The following pages present the Financial Plan for the years 2020 to 2024. The financial plan considers the objectives and strategies specified in the Library Plan and attempt to express them in financial terms.

PRINCIPLES AND OBJECTIVES

In preparing the Financial Plan, the Corporation has complied with the following prudent financial management terms:

- The financial impacts on future generations from Corporation decisions have been considered.
- Underlying deficits minimised as much as possible.
- Achievement of a balanced cash budget each year.
- Maintenance of an adequate liquidity position.
- The budgeted amounts of both income and expenditure are made on a conservative basis.

FINANCIAL GOALS

West Gippsland Libraries set its financial goals for the first time in 2017.18. The aim of the goals is to provide guidance and structure to the budget process and assist with maintaining consistent financial planning year on year. West Gippsland Libraries financial goals are to:

- Operate in a financially sustainable manner;
- Operate within the rate cap, with new initiatives that require funding above the rate cap being supported by well-developed and costed business cases;
- Minimise fluctuations in increments from year to year that affect the member Councils;
- Reinvest efficiency savings into strategies identified in the Library Plan and the Collection; and
- Provide transparency and accountability.

KEY ASSUMPTIONS

The Financial Plan is prepared on the basis that the Corporation will continue to provide the same level of service as the previous year. The key assumptions supporting the Financial Plan include:

- Allowance for increases in materials and services based on 5% increments. This is based on historical trends.
- At the drafting of this plan, enterprise agreements were due to commence. The budget is based on the conditions of the existing agreement being rolled over at 1.74% not 2.18% The Corporation's current enterprise agreement expires on 30 June 2020.
- Increases in grant funding by CPI estimated at 2.0% per year.
- Increases in Council contributions by the rate cap each year.
- Non-recurring grants are only included when funds have been confirmed.

DELIEVE

PLAY

DREAM



COMPREHENSIVE INCOME STATEMENT

BORROWING STRATEGY

This Financial Plan provides for no new borrowings due to adequate cash reserves. This is in line with the Corporation's prudent financial management and only providing for projects it can afford.

PREPARATION OF THE FINANCIAL PLAN

Preparation of the Financial Plan has taken into account services and initiatives contained within the following plans:

- Board adopted financial goals;
- Child Safety; and
- Marketing strategy.

	Adopted Budget	Draft Budget	Strategic Resource Plan		
	2019-20	2020.21	2021.22	2022.23	2023.24
Income					
User fees	52,000	53,700	54,774	55,870	56,987
Contributions - cash	5,185,710	5,304,906	5,410,684	5,518,578	5,628,630
Grants - Operating	899,626	917,153	934,976	953,155	971,698
Grants - Capital	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-
Other income	55,449	53,000	59,434	65,505	71,568
Total income	6,192,785	6,328,759	6,459,868	6,593,108	6,728,883
Expenses					
Employee costs	3,897,457	3,967,767	4,089,151	4,198,740	4,311,266
Materials and services	763,850	801,670	836,504	878,329	922,245
Depreciation and amortisation	777,302	924,580	932,989	933,253	911,628
Finance costs	89,040	81,696	74,045	67,730	61,535
Other expenses	375,140	356,000	366,681	377,682	389,013
Total expenses	5,902,789	6,131,713	6,299,370	6,455,734	6,595,687
Surplus (deficit) for the year	289,996	197,046	160,498	137,374	133,196
Other comprehensive income					
Items that will not be reclassified to surplus or deficit:					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Comprehensive result	289,996	197,046	160,498	137,374	133,196

BALANCE SHEET

	Adopted Budget	Draft Budget	Strategic Resource Plan		
	2019.20	2020.21	2021.22	2022.23	2023.24
Assets					
Current assets					
Cash and cash equivalents	1,394,455	1,315,545	1,477,516	1,638,944	1,628,155
Other financial assets	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Trade and other receivables	30,964	31,644	32,299	32,966	33,644
Other assets	12,386	19,658	12,920	13,186	13,458
Total current assets	2,437,805	2,366,847	2,522,735	2,685,096	2,675,257
Non-current assets					
Property, infrastructure, plant & equipment	4,392,017	4,568,438	4,537,768	4,473,971	4,573,347
Total non-current assets	4,392,017	4,568,438	4,537,768	4,473,971	4,573,347
Total assets	6,829,822	6,935,285	7,060,503	7,159,067	7,248,604
Liabilities					
Current liabilities					
Trade and other payables	261,968	313,175	325,488	339,778	354,724
Trust funds and deposits	-	-	-	-	-
Provisions	857,441	833,231	858,722	881,735	905,366
Interest-bearing loans and borrowings	120,268	75,997	78,743	84,938	92,793
Total current liabilities	1,239,677	1,222,403	1,262,953	1,306,451	1,352,883
Non-current liabilities					
Provisions	93,539	95,226	98,140	100,770	103,470
Interest-bearing loans and borrowings	927,942	851,945	773,202	688,264	595,471
Total non-current liabilities	1,021,481	947,171	871,342	789,034	698,941
Total liabilities	2,261,158	2,169,574	2,134,295	2,095,485	2,051,824
Net assets	4,568,664	4,765,711	4,926,208	5,063,582	5,196,780
Equity					
Accumulated surplus	3,397,296	3,845,820	3,926,068	3,994,755	4,061,355
Reserves	1,171,368	919,891	1,000,140	1,068,827	1,135,425
Total equity	4,568,664	4,765,711	4,926,208	5,063,582	5,196,780

STATEMENT OF CHANGES IN EQUITY

	Total	Accumulated Surplus	Revaluation Reserve	Facilities Reserve
2019.20 - Adopted Budget				
Balance at beginning of the financial year	4,278,668	3,256,583	634,239	387,846
Comprehensive result	289,996	289,996	-	-
Transfer to reserves	-	(149,283)	-	149,283
Transfer from reserves	-	-	-	-
Balance at end of the financial year	4,568,664	3,397,296	634,239	537,129
2020.21 - Budget				
Balance at beginning of the financial year	4,568,664	3,397,296	634,239	537,129
Comprehensive result	197,046	197,046	-	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	251,477	-	(251,477)
Balance at end of the financial year	4,765,710	3,845,819	634,239	285,652
2021.22 - SRP				
Balance at beginning of the financial year	4,765,710	3,845,819	634,239	285,652
Comprehensive result	160,498	160,498	-	-
Transfer to reserves	-	(80,249)	-	80,249
Transfer from reserves	-	-	-	-
Balance at end of the financial year	4,926,208	3,926,068	634,239	365,901

	Total	Accumulated Surplus	Revaluation Reserve	Facilities Reserve
2022.23 - SRP				
Balance at beginning of the financial year	4,926,208	3,926,068	634,239	365,901
Comprehensive result	137,374	137,374	-	-
Transfer to reserves	-	(68,687)	-	68,687
Transfer from reserves	-	-	-	-
Balance at end of the financial year	5,063,582	3,994,755	634,239	434,588
2023.24 - SRP				
Balance at beginning of the financial year	5,063,582	3,994,755	634,239	434,588
Comprehensive result	133,196	133,196	-	-
Transfer to reserves	-	(66,598)	-	66,598
Transfer from reserves	-	-	-	-
Balance at end of the financial year	5,196,778	4,061,353	634,239	501,186

STATEMENT OF CASH FLOWS

	Adopted Budget	Draft Budget	Strategic Resource Plan		
	2019.20	2020.21	2021.22	2022.23	2023.24
Cash flows from operating activities					
User fees	51,813	46,428	61,512	55,604	56,715
Contributions - cash	5,185,710	5,304,906	5,410,684	5,518,578	5,628,630
Grants - operating	899,626	917,153	934,976	953,155	971,698
Grants - capital	-	-	-	-	-
Interest	41,654	40,000	46,044	51,713	57,363
Other receipts	13,328	12,320	12,735	13,125	13,527
Other payments	(3,500)	(1,500)	(1,545)	(1,591)	(1,639)
Employee costs	(3,830,940)	(3,990,290)	(4,060,746)	(4,173,097)	(4,284,935)
Materials and consumables	(1,141,452)	(1,104,963)	(1,189,327)	(1,240,130)	(1,294,673)
Net cash provided by operating activities	1,216,239	1,224,054	1,214,333	1,177,357	1,146,686
Cash flows from investing activities					
Payments for property, plant and equipment	(1,033,000)	(1,101,000)	(928,545)	(869,456)	(1,038,825)
Proceeds from sale of property, plant and equipment	24,720	-	26,225	-	27,823
Net cash used in investing activities	(1,008,280)	(1,101,000)	(902,320)	(869,456)	(1,011,002)
Cash flows from financing activities					
Finance costs	(89,040)	(81,696)	(74,045)	(67,730)	(61,535)
Proceeds from leases	-	-	-	-	-
Repayment of leases	(51,029)	(53,364)	(3,414)	-	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	(61,895)	(66,904)	(72,583)	(78,743)	(84,938)
Net cash provided by (used in) financing activities	(201,964)	(201,964)	(150,042)	(146,473)	(146,473)
Net (decrease) increase in cash & cash equivalents	5,995	(78,910)	161,971	161,428	(10,789)
Cash and cash equivalents at beginning of the financial year	1,388,460	1,394,455	1,315,545	1,477,516	1,638,944
Cash and cash equivalents at end of the financial year	1,394,455	1,315,545	1,477,516	1,638,944	1,628,155

STATEMENT OF CAPITAL WORKS

	Adopted Budget	Draft Budget	Strategic Resource Plan		
	2019.20	2020.21	2021.22	2022.23	2023.24
Property					
Buildings	-	-	-	-	-
Leasehold improvements	40,000	260,000	-	-	-
Total property	40,000	260,000	-	-	-
Plant and equipment					
Furniture, equipment and computers	263,000	133,000	70,907	20,867	105,077
Motor vehicles	50,000	-	45,020	-	47,762
Library collections	680,000	708,000	812,617	848,589	885,987
Total plant and equipment	993,000	841,000	928,545	869,456	1,038,825
Total capital works expenditure	1,033,000	1,101,000	928,545	869,456	1,038,825
Represented by:					
New asset expenditure	128,000	83,000	18,000	18,000	18,000
Asset renewal expenditure	885,000	933,000	910,545	851,456	1,020,825
Asset upgrade expenditure	20,000	85,000	-	-	-
Asset expansion	-	-	-	-	-
Total capital works expenditure	1,033,000	1,101,000	928,545	869,456	1,038,825

STATEMENT OF HUMAN RESOURCES

	Adopted Budget	Draft Budget	Strategic Resource Plan		
	2019.20	2020.21	2021.22	2022.23	2023.24
Staff expenditure					
Employee costs - operating	3,897,457	3,967,767	4,089,151	4,198,740	4,311,266
Employee costs - capital	-	-	-	-	-
Total staff expenditure	3,897,457	3,967,767	4,089,151	4,198,740	4,311,266
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	39.7	40.1	40.1	40.1	40.1
Total staff numbers	39.7	40.1	40.1	40.1	40.1

STATEMENT OF HUMAN RESOURCES (CONTINUED)

	Draft Budget	Strategic Resource Plan		
	2020.21	2021.22	2022.23	2023.24
Executive				
Permanent full time	455,455	463,380	471,443	479,646
Permanent part time	207,232	210,838	214,507	218,239
Total Executive	662,687	674,218	685,950	697,885
Northern Libraries				
Permanent full time	585,207	595,390	605,750	616,290
Permanent part time	736,612	749,429	762,469	775,736
Total Northern Libraries	1,321,819	1,344,819	1,368,219	1,392,026
Southern Libraries				
Permanent full time	282,704	287,623	292,628	297,720
Permanent part time	821,789	836,088	850,636	865,437
Total Southern Libraries	1,104,493	1,123,711	1,143,264	1,163,157
Technology and Collections				
Permanent full time	232,788	236,839	240,960	245,153
Permanent part time	440,706	448,374	456,176	464,113
Total Technology and Collections	673,494	685,213	697,136	709,266
	205,274	261,190	304,171	348,932
Total staff expenditure	3,967,767	4,089,151	4,198,740	4,311,266

	FTE	FTE	FTE	FTE
Executive				
Permanent full time	3.00	3.00	3.00	3.00
Permanent part time	2.30	2.30	2.30	2.30
Total Executive	5.30	5.30	5.30	5.30
Northern Libraries				
Permanent full time	3.00	3.00	3.00	3.00
Permanent part time	8.50	8.50	8.50	8.50
Total Northern Libraries	11.50	11.50	11.50	11.50
Southern Libraries				
Permanent full time	4.00	4.00	4.00	4.00
Permanent part time	9.55	9.55	9.55	9.55
Total Southern Libraries	13.55	13.55	13.55	13.55
Technology and Collections				
Permanent full time	2.00	2.00	2.00	2.00
Permanent part time	5.30	5.30	5.30	5.30
Total Technology and Collections	7.30	7.30	7.30	7.30
	2.45	2.45	2.45	2.45
Total Full Time Equivalent	40.10	40.10	40.10	40.10

GLOSSARY OF TERMS

Act	means the Local Government Act 1989.
Annual report	means a report of the Corporation's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Asset expansion	expenditure means expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.
Asset expenditure type	means the following types of asset expenditure: (a) asset renewal expenditure; (b) new asset expenditure; (c) asset upgrade expenditure; and (d) asset expansion expenditure.
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Asset upgrade expenditure	means expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life.
Australian Accounting Standards (AASB)	means the accounting standards published by the Australian Accounting Standards Board.
Budget	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the library plan.
Capital works expenditure	means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade.
Library plan	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year.
Financial resources	means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget.
Financial statements	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report.
Financial year	means the period of 12 months ending on 30 June each year.
Human resources	means the staff employed by a library corporation.

GLOSSARY OF TERMS

Indicator	means what will be measured to assess performance.
Initiatives	means actions that are one-off in nature and/or lead to improvements in service.
Major initiatives	means significant initiatives that will directly contribute to the achievement of the library plan during the current year and have a major focus in the budget.
Minister	means the Minister for Local Government
Non-financial resources	means the resources other than financial resources required to deliver the services and initiatives in the budget.
Non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by the Corporation's Financial Plan.
Planning and accountability framework	means the key statutory planning and reporting documents that are required to be prepared the Corporation to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
Performance statement	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Recurrent grant	means a grant other than a non-recurrent grant.
Regulations (LGR)	means the Local Government (Planning and Reporting) Regulations 2014.
Report of operations	means a report containing a description of the operations of the corporation during the financial year and included in the annual report. Services means assistance, support, advice and other actions undertaken by a corporation for the benefit of the local community.
Statement of capital works	means a statement which shows all capital expenditure of the Corporation in relation to non-current assets and asset expenditure type prepared in accordance to the model statement of capital works in the Local Government Financial Report
Strategic objectives	means the outcomes the Corporation is seeking to achieve over the next four years and included in the library plan.
Financial Plan (Strategic resource plan)	means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the library plan. It is also referred to as a long term financial plan.
Strategies	means high level actions directed at achieving the strategic objectives in the library plan.
Statement of human resources	means a statement which shows all Corporation staff expenditure and numbers of full time equivalent Corporation staff.
Statements of non-financial resources	means a statement which describes the non-financial resources including human resources.
Summary of planned human resources expenditure	means a summary of permanent Corporation staff expenditure and numbers of full time equivalent Corporation staff categorised according to the organisational structure of the Corporation.

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