

Ordinary Board Meeting

Agenda

Friday 6th March 2020

11.30 am

Regional Support Centre
65 Victoria Street
Warragul



Our mission and strategy

West Gippsland Libraries provide library services, programs and collections that are accessible and equitable. We create partnerships to improve our service, share our knowledge and facilitate interaction within our communities and continuously strive to improve our value to the community. We are a library service that is constantly listening, testing and adapting to the changing needs of our community.

Values

We will **bravely** 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.

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

Notice of meeting

Notice is hereby given pursuant to section 84 of the *Local Government Act (Vic) 1989* that an Ordinary Meeting of the West Gippsland Libraries Board will be held at the Regional Support Centre, 65 Victoria St, Warragul on Friday, 6th March 2020 at 11.30 am.

Date of notice: Monday Friday 28th February 2020

Leanne Williams

Chief Executive Officer



Contents

| | | |
|------|---|----|
| 1. | Statement of acknowledgement | 4 |
| 2. | Our Child Safety Commitment | 4 |
| 3. | Apologies | 4 |
| 4. | Declarations of interest/conflict of interest | 4 |
| 5. | Minutes of previous meeting | 4 |
| 6. | Standing items | 4 |
| 6.1. | Business arising from the previous meeting | 4 |
| 6.2. | Update from the Community Advisory Committee | 4 |
| 7. | Questions from the gallery | 5 |
| 8. | Reports | 5 |
| 8.1 | Quarter 2 Finance and Performance Report – 31 December 2019 | 6 |
| 8.2 | Regional Overview – Foster 24 hour access Library | 8 |
| 8.3. | Library Plan 2017.21 (Revised 2020) | 10 |
| 8.4. | Draft Budget 2020.21 | 12 |
| 8.5. | Appointment to the Community Advisory Committee | 16 |
| 9. | Presentations | 18 |
| 10. | Farewell to Board Member Faith Paige | 18 |
| 11. | General Business | 18 |
| 12. | For information | 18 |
| 13. | Next Meeting | 18 |



Required attendance:

Cr Keith Cook (Baw Baw Shire Council) **Chair**
Cr Clare Le Serve (Bass Coast Shire Council) **Deputy Chair**
Mark Dupe (Baw Baw Shire Council)
Faith Page (South Gippsland Shire Council)
Rick Brown (South Gippsland Shire Council)
Jodi Kennedy (Bass Coast Shire Council)

WGL Officers

Leanne Williams (Chief Executive Officer)
Linda Fowler (Manager People and Culture)
Rebecca Noone (Manager Marketing and Strategy)

1. Statement of acknowledgement

The West Gippsland Libraries respectfully acknowledges the traditional owners of this land, their spirits and ancestors. We would also like to pay respect to elders from other country who may be present here today.

2. Our Child Safety Commitment

West Gippsland Libraries is committed to the safety and wellbeing of all children and young people.

3. Apologies**4. Declarations of interest/conflict of interest****5. Minutes of previous meeting**

Recommendation

That the Board adopt the minutes from the Ordinary meeting held 6th December 2019.

Attachments

Attachment 5.1.1 – Minutes of the Ordinary Board meeting 6th December 2019

6. Standing items**6.1. Business arising from the previous meeting****6.2. Update from the Community Advisory Committee**

Chair – David Lyons to provide a verbal update.



Recommendation

That the Board note the Community Advisory Committee's verbal report and the minutes from its meeting held 6th December 2019.

Attachments

Attachment 6.2.1 – Minutes of the CAC 6.12.19

Attachment 6.2.2 – CAC Plan Priorities 2020

7. Questions from the gallery

Any member of the public or community addressing the Board must extend due courtesy and respect to the Board and the processes under which it operates and must take direction from the Chairperson whenever called upon to do so.

8. Reports



8.1 Quarter 2 Finance and Performance Report – 31 December 2019

Report Prepared by Chief Executive Officer

Executive summary

This report presents to the Board the Quarterly Finance and Performance Report for the quarter ending 31 December 2019. This report highlights how West Gippsland Libraries delivered on its actions in the Library Plan and performed against budget for the quarter.

Highlights for the quarter include:

- The Foster Library redevelopment and 24/7 access model going live and operating smoothly; and
- Planning and design work was undertaken for the Waterline Community Library and works will be completed in quarter three;
- E-resource loans continuing to increase year on year above expectations;
- Program attendees continuing to increase year on year; and
- Expenditure is favourable to budget.

Recommendation

That the Board adopt the Quarter 2 Finance and Performance Report for the quarter ending 31 December 2019.

Background

West Gippsland Libraries continues to deliver on its four year strategic plan. It consists of eight key strategies with actions for each strategy. The Library Plan provides greater detail regarding these actions.

West Gippsland Libraries reports quarterly on its performance against budget and progress of actions pertaining to delivery of the strategies in the Library Plan and Annual Budget. The eight strategies are:

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

Strategy Two – Enable and facilitate new learning opportunities lead by the community.

Strategy Three – Improve our engagement with early years and teen members.

Strategy Four – Experiment with new and renovated spaces that reflect modern learning approaches.

Strategy Five – Test alternative engagement approaches to promote true inclusivity and accessibility.

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

Strategy Seven – Promote a culture that encourages flexibility, experimentation and personal growth.

Strategy Eight – Explore diverse revenue opportunities to complement our service.

Financial implications

The financial implications are outlined in the attached Quarterly Finance and Performance Report.

In its Annual Budget, West Gippsland Libraries has set financial goals 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.

Policy and legislative implications

The finance report contained within the Quarterly Report is prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

Section 196 – Regional libraries

Section 136 – Principles of sound financial management

Section 138 – Quarterly statements

The Library Plan is prepared in accordance with the *Local Government Act 1989* (the Act) and the *Local Government (Planning and Reporting) Regulations 2014*. Whilst the quarterly report is not a specific requirement of the Act, the Board has elected to continue to report to the community on its progress during the year.

Conclusion

West Gippsland Libraries has delivered a number of key projects outlined in the Library Plan with great success. There will be a continued focus to build on these successes to deliver excellent outcomes for the community during the financial year.

It is recommended that the Board adopt the Quarter 2 Finance and Performance Report 2019.20.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 8.1.1 – Quarter 2 Finance and Performance Report 2019.20



8.2 Regional Overview – Foster 24 hour access Library

Report Prepared by Michelle Nicholls, Manager Library Services - Southern

Executive summary

This report provides general background and performance data relating to the Foster Library 24/7 access model. The Foster Library went live with 24 hour access August 2019. This report looks at the 6 months 1st August 2019 to 31st Jan 2020. This model was created in response to people in the community identifying a disparity in opening hours and convenience. With help from Grant, West Gippsland Libraries and Friends of the library funding a building renovation and technology upgrade has been completed. An extended Fob membership is now operational with members able to access the building and services 24/7. The model has attracted media attention with radio coverage and print articles in national circulation. Fob access is currently at 79 with a total of 306 visits as at the 31st Jan 2020.

Recommendation

That the Board endorses the report, noting:

- i. The increased usage of Foster Library; and
 - ii. 24/7 members currently represent 7.5% of total Foster Library membership.
-

Background

Foster Library is the first library in Victoria to operate with dual flexibility and enhanced membership. The Library maintains its regular staffed opening hours and then quickly moves to an unstaffed 24/7 model. An enhanced membership is created by attaching the use of a Fob to enter and exit the library after standard hours. A small refundable fee is charged for the Fob and an induction takes place with a librarian in order for the extended membership to be issued.

This model was first envisaged when people in the community were asking for more opening hours. Through investigation and consultation it was found almost 50 per cent of the community worked more than 35 hours a week. It was concluded that just increasing the opening hours was not going to meet the needs of the group. It was also discovered that 25% of the community did not have internet access at home.

These findings stimulated design thinking around opening hours and ultimately led to the recommendation that a 24/7 access model be adopted. The move to 24/7 access required a \$92,000 upgrade. This was funded through a partial State Government grant and a \$20,000 contribution from West Gippsland Libraries and \$3,000 from the Friends of the Foster Library.

This model has attracted much media attention both locally and more broadly across the country, with staff receiving inquiries from as far away as Western Australia and Tasmania. Further media interest resulted in ABC Radio conducting a radio interview about the service and a feature article in their national distribution. <https://www.abc.net.au/news/2019-12-27/foster-library-first-in-victoria-to-open-24-hours-a-day/11777696>

This innovative model is leading the way with 79 current extended memberships.

Performance data as at the 31st Jan 2020 is summarised below:

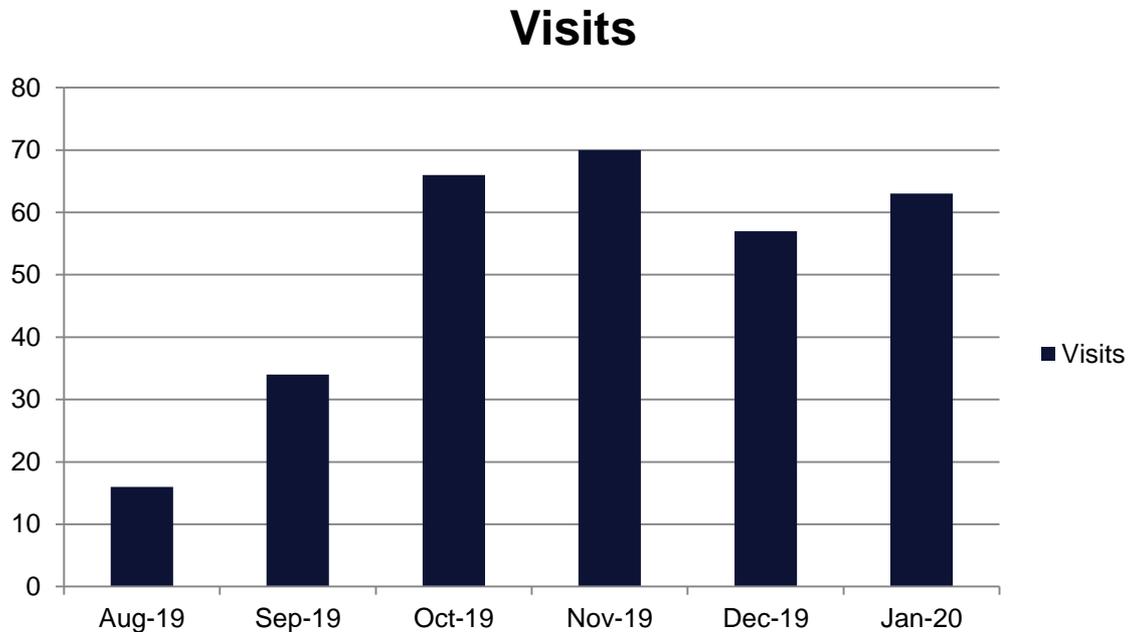
| Date | Number of Visits |
|----------------|------------------|
| August 2019 | 16 |
| September 2019 | 34 |
| October 2019 | 66 |
| November 2019 | 70 |
| December 2019 | 57 |



| Date | Number of Visits |
|-----------------------------|---|
| January 2020 | 63 |
| Total as at 31/01/20 | 306 or 2.3% of total Foster Library visits |

Table 1: Total number of visits including external contractors and staff

Graph 1: Monthly Usage



Financial Implications

All Financial implications relating to the acquittal of grant funding received for this project has been completed. Any future financial implications relating to the ongoing maintenance of the 24/7 Fobs are accounted for as part of annual facilities budgeting.

Policy and Legislative implications

WGL - Victorian Child safety Policy 2017

WGL – Library Plan 2017-21

Conclusion

The Foster 24/7 access Library is a successful, innovative model established through design thinking around the needs of a community that looked for more opening hours that worked in conjunction with work and life convenience. Through various funding channels an extended membership is now available for applicants wishing to access the building and services 24/7. The media has welcomed the innovation with radio and print coverage. As at the 31st Jan 2020 79 Fobs have been issued and 306 visits have been recorded.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the Author declares that they have no conflict of interest to disclose in providing this report.



8.3. Library Plan 2017.21 (Revised 2020)

Report Prepared by Chief Executive Officer

Executive Summary

The report presents the revised version of the West Gippsland Libraries Library Plan 2017-21 (Revised 2020). The Library Plan is the guiding strategic document for the organisation, setting out our commitment to delivering library services to the communities of Baw Baw, South Gippsland and Bass Coast shires. It features eight strategic objectives and supporting actions to ensure that an accessible and dynamic library service is delivered to the community.

This is the final year of the Library Plan and it builds on the exceptional achievements of the past three years. The revised plan acknowledges and continues to focus on library services changing at a rapid pace, and that adapting is essential so more people can access library services for reading and learning, connecting and being creative.

Recommendation

- a) Endorse the proposed Library Plan 2017-21 (Revised 2020), including the Strategic Resource Plan, for the purposes of section 125 of the Local Government Act 1989 (the Act).
- b) Authorise the Chief Executive Officer to:
 - i. Give public notice of the preparation of the West Gippsland Libraries Library Plan 2017-21 (Revised 2020) in accordance with section 125 of the Act; and
 - ii. Make available for public inspection the information required to be made available in accordance with the Local Government (Planning and Reporting) Regulations 2014 (the Regulations).
- c) Submissions received under section 223 of the Act will close at 3pm, Wednesday 5th April 2020.
- d) Consideration be given to any submission on any proposal contained in the Library Plan 2017-21 (Revised 2020) under section 223 of the Act at the Ordinary meeting of the Board on Friday, 1st May 2020 at 11.30 am.
- e) A recommendation to adopt the Library Plan 2017-21 (revised 2020) will be presented to the Board at its ordinary meeting on Friday, 26 June 2020.

Highlights of the Revised Library Plan

The Library Plan 2017.21 (Revised 2020) celebrates

The revised plan also includes a number of new actions for the organisation, incorporating feedback from the Board, library staff and the Community Advisory Committee.

The Library Plan will continue to focus on the following strategic objectives.

- Strategy One – Enhance our library service models to better meet the needs of our community.
- Strategy Two – Enable and facilitate new learning opportunities led by the community
- Strategy Three – Improve our engagement with early years and young people
- Strategy Four – Experiment with new and renovated spaces that reflect modern learning approaches
- Strategy Five – Test alternative engagement approaches to promote true inclusivity and accessibility
- Strategy Six – Support our community to explore and learn about new and emerging trends
- Strategy Seven – Promote a culture that encourages flexibility, experimentation and personal growth
- Strategy Eight – Explore diverse revenue opportunities to complement our service



The 2020.21 actions within the plan will continue to build on the achievements of previous years. The biggest actions for 2020.21 are:

Strategy 1 – 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.

Strategy 1 – Open the San Remo Community 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.

Strategy 4 – 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.

Strategy 7 – Continue to develop our people with the skills to confidently engage with our diverse community.

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.

Policy and Legislative Implications

The West Gippsland Libraries Library Plan 2017-21 (Revised 2020) is prepared in accordance with the Local Government Act 1994 and the Local Government (Planning and Reporting) Regulations 2014.

- Section 196 – Regional Libraries
- Section 125 – Council Plan
- Section 126 – Strategic Resource Plan
- Section 223 – Right to make a submission.

Conclusion

The revised library plan aspires and challenges West Gippsland Libraries to be a service that is equipped to respond to the changing needs of our communities. The strategies within the plan are designed to motivate the organisation to think differently and ensure that we are prepared for the future. It is recommended that the Board endorse the Library Plan 2017-21 (Revised 2020) and place on public exhibition for input and submissions.

Conflict of Interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 8.3.1 – Library Plan 2017-21 (Revised 2020)



8.4. Draft Budget 2020.21

Report Prepared by Chief Executive Officer

Executive summary

This report presents the 2020.21 Draft Budget for consideration, endorsement and to seek approval for community consultation by the Board.

The Draft Budget has been developed to build on the significant work undertaken in 2020.21 to ensure that West Gippsland Libraries is a modern and dynamic place to discover, connect and enjoy. This is made possible by the dedication and support of all staff at West Gippsland Libraries. They are the heart of the service and their delivery of high quality library services to the community is second to none.

The 2020.21 Draft Budget has been developed to support the team at West Gippsland Libraries delivery on the strategies and actions set out in the Library Plan. It has also been developed from scratch to ensure all income and expenditure is reviewed to ensure long term financial sustainability.

The major initiatives proposed for the year include the redevelopment of the Warragul Library to ensure it is modern for our patrons and to encourage increased visits. The redevelopment will also feature a 24/7 for Warragul Library. The 24/7 service is also proposed for Inverloch Library. The 24/7 service builds on the highly successful pilot implemented at the Foster Library that has been welcomed by the Community and continues to grow. Foster active membership is up 15% on the prior year since the 24/7 service has been implemented.

We will continue to work closely with the community and member Councils to deliver services that the community is seeking. In 2020.21 this includes working with South Gippsland Shire on the detailed design of the new Korumburra Library and with Bass Coast Shire Council on the detailed design for the new Cowes Library.

We will also continue to work with the San Remo Recreation Reserve Committee of Management to deliver a new Community Library in San Remo. The budget also continues to provide for furniture renewal. These are examples of how we continue to review our service to ensure more people can access the library.

This budget also provides the resources to continue to build our outreach services and new and popular programs across the region. We will continue to enhance our collection and in particular the e-resources that are seeing increased demand year on year.

Recommendation

That the Board:

- a) Endorse the Draft Budget 2020.21 contained in attachment 8.3.1 for the purposes of section 127(1) of the Local Government Act (the Act).
 - b) The Chief Executive Officer be authorised to:
 - i. Give public notice of the preparation of the West Gippsland Libraries Draft Budget 2020.21 in accordance with section 129(1) the Act; and
 - ii. Make available for public inspection the information required to be made available in accordance with the Local Government (Planning and Reporting) Regulations 2014.
 - f) Submissions received under section 223 of the Act will close at 3pm, Wednesday 5th April 2020.
 - g) Consideration be given to any submission on any proposal contained in the Draft Budget 2020.21 under section 223 of the Act at an Ordinary meeting of the Board on Friday, 1 May 2020 at 11.30 am.
 - h) A recommendation to adopt the Draft Budget 2020.21 will be presented to the Board at its ordinary meeting on Friday, 26 June 2020.
-



Warragul Library Refurbishment and 24/7 Service

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 budget proposes an allocation of \$200,000 to modernise the library and includes \$50,000 for new furniture. This will be funded from the Facilities Reserve (Baw Baw Shire). The refurbishment will also include the implementation of our popular 24/7 access service.

We have learned so far from the 24/7 service at the Foster Library is that it is a sought after service. It caters to the convenience of our patrons who often may not be able to get to the library during ordinary opening hours. Our patrons tend to use the 24/7 service to work quietly outside of normal operating hours or on weekends. The strength in the controls that support the 24/7 service has been essential to its success.

San Remo Community Library

Work on the San Remo Community Library carries over from 2019.20. We are working with the San Remo Recreation Committee of Management to provide an enhanced service for the community.

Inverloch 24/7 Service

As outlined above the 24/7 access service has been very successful and feedback suggests that the Inverloch community would utilise and appreciate this service.

Programs and Outreach

Programs and outreach will continue to be a focus for West Gippsland Libraries in 2020.21. Program attendees in 2018.19 increased by 12% to more than 51,000. In 2019.20 attendees continue to increase being up 14% year to date. Investing in programs and outreach is part of delivering on strategy two (Enable and facilitate new learning opportunities led by the community), strategy three (Improve our engagement with early years and young people) and strategy six (support our community to explore and learn about new and emerging trends).

Renewal of furniture and equipment

It is recognised that some of our libraries are dated and do not have modern furniture that is comfortable to support our vision of discover, connect and enjoy. Strategy four of the library plan (Explore new and renovated spaces that reflect modern learning approaches) supports the investment in renewal of our furniture and equipment. A renewal plan will be developed as well as funds allocated for new furniture to support West Gippsland Libraries vision. This will be an ongoing strategy over the next few years to ensure those spaces most used and in need are targeted first. This year will see \$95,000 allocated to the budget for renewal of furniture and equipment.

Investment in the collection

E-resources are seeing the biggest increase in loans with a 38% increase YTD to January 2020 (62% increase in 2019.20 to more than 105,000 loans). With this significant increase we want to ensure the e-resource collection is continuing to provide new releases and meet the needs of our patrons.

There will be an increase in the e-resource collection of \$15,000 for the year. This will bring the total investment in e-resources for the year to no less than \$215,000. E-resources include e-books, e-audiobooks and e-magazines.



Planning and accountability framework

The Strategic Resource Plan (next four years) and Long Term Financial Plan (next ten years) are part of and prepared in conjunction with the Library Plan, and are a rolling four to ten year plans that outline the financial and non-financial resources that West Gippsland Libraries requires to achieve the strategic objectives described in the Library Plan.

The Annual Budget is framed within the Strategic Resource Plan and Long Term Financial Plan, taking into account the services and initiatives that contribute to achieving the strategic objectives specified in the Library Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Library Plan, including the Strategic Resource Plan, is required to be completed by 30 June each year. West Gippsland Libraries reviews its Strategic Resource Plan and Long Term Financial Plan each year as part of the annual budget process.

Financial Goals

It is important for West Gippsland Libraries to set financial goals 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.

Rate cap

For the 2020.21 financial year the Minister for Local Government has set the rate cap at 2% (2.5% in 2019.20).

Budget development

The Draft Budget has been developed from first principles and incorporates savings that have been achieved over the past three years. Key assumptions that have influenced the development of the budget are:

- The increase in base wage rate for employees under the new Enterprise Agreement is directly linked to the rate cap set by the Minister for Local Government. The rate cap in 2020.21 is 2%. The increase applied to the base wage rate will be 1.74% in 2020.21 (2.18% in 2019.20).
- Materials and services costs have been reviewed based on changes to systems, new contract arrangements and past expenditure trends. Efficiency reductions have been incorporated as well as allowing for inflation of 5% based on historical trends.
- The budget provides for an increase in the collection of \$28,000 to ensure West Gippsland Libraries continues to provide a collection that is under five years old as identified in the Local Government Performance Reporting Indicators. New collection items will also be invested in e-resources to support their exponential utilisation by patrons.
- Renewal of furniture and equipment has been included in the financial statements to ensure our libraries are modern and vibrant places for our patrons to discover, connect and enjoy.

Policy and legislative implications

The Budget 2020.21 is prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.



- Section 196 – Regional libraries
- Section 127 – Council must prepare a budget
- Section 129 – Public notice
- Section 130 – Adoption of budget or revised budget
- Section 223 – Right to make a submission

Conclusion

Significant work has been undertaken in the past three years to review expenditure, automate back end processes and ensure that West Gippsland Libraries can maximise the use of its funds to invest back into valued services. Upon completion of this significant work we are now able to allocate these saving into the collection and spaces that ensure our libraries continue to be a place where patrons can discover, connect and enjoy.

Overall, West Gippsland Libraries is in a strong financial position and it is recommended that the Board endorse the Draft Budget 2020.21, as outlined in the recommendation, for community consultation.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 8.4.1 – Draft Budget 2020.21



8.5. Appointment to the Community Advisory Committee

Report Prepared by Chief Executive Officer

Executive summary

The Community Advisory Committee (CAC) is an advisory committee to the West Gippsland Libraries Board (the Board). The purpose of the CAC is to:

- Provide advice to the Board and Chief Executive Officer (CEO) on matters or projects that fall within the CAC objectives.
- Seek advice from the Board on the strategic direction of the West Gippsland Libraries.
- Positively promote the Corporation to members of the community.

There are currently 3 vacancies for CAC positions, one in Baw Baw Shire, one in South Gippsland Shire and one in Bass Coast Shire.

It has been wonderful to receive four Expressions of Interest from residents in the Bass Coast Shire to reside on the CAC. Applications were received from:

- Di Goeman (Grantville)
- Neil Daly (Corinella)
- Christine Ash (San Remo)
- Thomas Gordon (Wonthaggi)

All candidates have been reviewed with consideration given to their experience outlined in their application and their geographical location. On this basis it is recommended to the Board that Ms Di Goeman be appointed to the CAC based on her residing in Grantville where there are no representatives currently on the CAC and also on her experience as a health sociologist.

Ms Goeman currently holds a conjoint Senior Lecturer position at the School of Medicine and Public Health, University of Newcastle. She is also a research affiliate at The University of Sydney and Monash University. Di undertakes research in Primary Care, Public Health and Geriatrics. She is committed to the inclusion of 'the consumer voices' in research by utilising participatory action research and co-design principles. This approach ensures those with a lived experience are involved in all aspects of the research. One of her most recent publications is: 'Development of a discussion tool to enable well-being by providing choices for people with dementia: a qualitative study incorporating co-design and participatory action research.

Ms Goeman has a proven ability to represent the community and a strong commitment to the future of library services. Her membership would also add to the diversity of the CAC membership by complementing the CAC representation in the Waterline area. Ms Goeman would like to put forward ideas from the local community and take part in future planning for the West Gippsland Libraries.

Recommendation

That the Board appoint Ms Di Goeman to the Community Advisory Committee for a period of three years ending 30 June 2023.

Background

The CAC Terms of Reference outlines the CAC be committed to:

- Improving the quality of the library service for residents of the Region;
 - Meeting the needs and interests of the users/potential users of the service;
 - Achieving the best possible standard of service;
-



- Communicating effectively, supporting each other and working in a partnership based on mutual respect; and
- Recognising the vital role each party plays and their reliance upon each other in meeting service objectives.

To achieve the objectives of the CAC, it is made up of nine members, three from each Shire region of Baw Baw, Bass Coast and South Gippsland.

Expressions of interest are sought for vacancies on an ongoing basis where positions remain unfilled. No advertisement was placed on this occasion, rather the applicant expressed an interest after speaking with other CAC members.

An assessment process is undertaken by the Board representatives within their respective Shire areas. Consideration is given to nominees' committee experience, communication skills and relationships to the community. The following areas as outlined in the CAC Terms of Reference also considered:

- The CAC will consist of nine members representing the following:
 - Mobile users
 - Friends Groups
 - Partners/regional service providers
 - Library Users
 - Neighbourhood houses
 - Community Groups (as determined from time to time)
- Membership will consist of three representatives from each Shire.
- Representatives will be regionally focussed.
- The geographic spread will be considered.

Financial implications

There is an annual budget allocation to cover administrative responsibilities. This is in accordance with West Gippsland Libraries Procurement Policy and can vary from year to year depending on budget constraints. The CAC do not have delegated authority to incur or initiate purchases on behalf of the Corporation.

West Gippsland Libraries incurs costs associated with advertising and recruiting new members to the CAC.

CAC members are not remunerated for being on the committee, it is a voluntary position.

Conclusion

The CAC is an important link between the Board and the community. It is recommended that the Board formally appoints Catherine Robinson for the Bass Coast Shire region to the Community Advisory Committee.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Nil



9. Presentations

Nil

10. Farewell to Board Member Faith Paige

11. General Business

12. For information

Nil

13. Next Meeting

Ordinary Board meeting Friday, 1st May 2020 at the Phillip Island Library (Heritage Centre Meeting Room) 89 Thompson Ave, Cowes, at 11.30 am.



Ordinary Board Meeting

Minutes

Friday 6th December 2019

11.30 am

Mannagum Community House
33 Station Street
Foster



Our mission and strategy

West Gippsland Libraries provide library services, programs and collections that are accessible and equitable. We create partnerships to improve our service, share our knowledge and facilitate interaction within our communities and continuously strive to improve our value to the community. We are a library service that is constantly listening, testing and adapting to the changing needs of our community.

Values

We will **bravely** 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.

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



Contents

| | | |
|-------|---|----|
| 1. | Statement of acknowledgement | 4 |
| 2. | Our Child Safety Commitment | 4 |
| 3. | Apologies | 4 |
| 4. | Declarations of interest/conflict of interest | 4 |
| 5. | Election of Board Chair | 4 |
| 6. | Thanks to Cr Geoff Ellis | 5 |
| 7. | Minutes of previous meeting | 5 |
| 8. | Standing items | 6 |
| 8.1. | Business arising from the previous meeting | 6 |
| 8.2. | Update from the Community Advisory Committee | 7 |
| 9. | Questions from the gallery | 8 |
| 10. | Reports | 9 |
| 10.1 | Literacy Report: Reading and Literacy for All: A Strategic framework for Victorian Public Libraries | 9 |
| 10.2 | Welshpool Library Performance Update | 12 |
| 10.3 | Quarter 1 Finance and Performance Report – 30 September 2019 | 15 |
| 10.4 | Board Meeting Timetable | 17 |
| 10.5 | Outreach Program Overview | 19 |
| 10.6 | Waterline Library | 24 |
| 11. | Presentations | 27 |
| 11.1. | Indigenous Matters – Julie-Anne Trease (Library and Programs Officer) | 27 |
| 12. | General Business | 27 |
| 13. | For information | 27 |
| 14. | Next Meeting | 28 |



In attendance:

Cr Keith Cook (Baw Baw Shire Council)
Cr Clare Le Serve (Bass Coast Shire Council)
Mark Dupe (Baw Baw Shire Council)
Faith Page (South Gippsland Shire Council)
Rick Brown (South Gippsland Shire Council)
Jodi Kennedy (Bass Coast Shire Council)

WGL Officers

Leanne Williams (Chief Executive Officer)
Linda Fowler (Manager People and Culture)
Rebecca Noone (Manager Marketing and Strategy)
Kathie Olden (Manager Library Services – Northern)
Mike Hogan (Manager Library Services – Southern)
Michelle Nicholls (Community Engagement Advisor)

Meeting opened at 11.47 am

The CEO opened the meeting as Chair to conduct the election of Chair and Deputy Chair.

1. Statement of acknowledgement

The West Gippsland Libraries respectfully acknowledges the custodians of this land, their spirits and ancestors. We would also like to pay respect to elders from other country who may be present here today.

2. Our Child Safety Commitment

West Gippsland Libraries is committed to the safety and wellbeing of all children and young people.

3. Apologies

Nil

4. Declarations of interest/conflict of interest**5. Election of Board Chair**

The CEO will call for nominations for the Chair.

Recommendation

That the Board elect the Chair for 2019.20.

Rick Brown nominated Cr Keith Cook as Chair. Cr Cook accepted the nomination.
No other nominations were put forward.



Resolution

That the Board elect Cr Keith Cook as the Chair for 2019.20.

Moved: Rick Brown

Seconded: Mark Dupe

Carried unanimously

The CEO call for nominations for the Deputy Chair.

Recommendation

That the Board elect the Deputy Chair for 2019.20.

Faith Page nominated Cr Clare Le Serve as Deputy Chair. Cr Le Serve accepted the nomination. No other nominations were put forward.

Resolution

That the Board elect Cr Clare Le Serve as the Deputy Chair for 2019.20.

Moved: Faith Page

Seconded: Rick Brown

Carried unanimously

Cr Cook took the position of Chairperson for the remainder of the meeting.

6. Thanks to Cr Geoff Ellis

On behalf of the Board and staff at West Gippsland Libraries we would like to thank Cr Geoff Ellis for his time and dedication on the Board from December 2016 to December 2019 and as Chair from December 2017 to December 2019.

Cr Cook thanked Cr Ellis for his significant contribution to the Board over the past three years and in particular the past twelve months. A thank you gift was presented and Cr Ellis reflected on the work of WGL and the important role librarians play in the community.

7. Minutes of previous meeting

Recommendation

That the Board adopt the minutes from the Ordinary meeting held 13th September 2019.



Resolution

That the Board adopt the minutes from the Ordinary meeting held 13th September 2019.

Moved: Mark Dupe

Seconded: Faith Page

Carried unanimously

Attachments

Attachment 7.1.1 – Minutes of the Ordinary Board meeting 13th September 2019

Attachment 7.1.2 – Minutes of the in camera session (provided under separate cover) 13th September 2019

8. Standing items

8.1. Business arising from the previous meeting

Investment policy – is there a difference between the Bendigo and Adelaide Bank and the Bendigo Community Bank branches for the purposes of the BB Corporate rating?

The Financial Services Guide (FSG) for the Bendigo and Adelaide Bank has been reviewed, which covers the Community Bank Branches.

The FSG stipulates that Bendigo and Adelaide Bank is responsible for financial services provided under their Australian Financial Services Licenses, including banking services. To further support that assertion, documentation that we have received for banking products taken up in the past, provide the Bendigo and Adelaide Bank company particulars, not the individual community bank branch.

That being the case, we are comfortable that the banking products taken up through the Community Bank branches are issued by and fall within the same Corporate ratings as the Bendigo and Adelaide bank itself.

Cr Le Serve asked for clarification on this point as she was not on the Board at the last meeting. The Board noted the response provided in the agenda with no further questions.

Books by Us Program – opportunities to develop the program.

A proposal has been developed and printed (see attachment 8.1.1) that is being circulated to key stakeholders including local MP's and other parties who can promote or sponsor the program in the future.

Rick Brown asked if the Books by Us prospectus could be updated to include the literacy graphs from the Read Framework from agenda item 10.1.

The CEO explained this can be done as the prospectus will be due for a reprint as almost all copies have been distributed.

Staff working alone policy

This information was requested by the CAC (Community Advisory Committee) at the board meeting of June 28th, 2019



West Gippsland Libraries has a 'Working Alone Policy' (Draft Revision 2019) which provides information and guidance about identifying and controlling risks associated with working alone. It is informed almost entirely by current WorkSafe Victoria Information. In the WGL context, working alone can mean, but is not limited to:

- Working at a library or mobile library as the only staff member at that worksite
- Team members undertaking outreach services.
- Internal Courier (rounds) delivery

In the case of team members working at a branch library, there are some locations where people 'open' or 'close' a facility on their own. In some locations, this likelihood has been improved in recent years by alterations to rosters and shift times. People counter data also enables us to analyse and respond to regular visitation 'peaks' and low points. We note that opening & closing a facility as a solo operator does not necessarily imply an inherent high risk. In many locations we have also provided CCTV, but not yet at all locations. Mobile Library operators generally do work alone, and they are also working within the guidelines of the NHVR (National Heavy Vehicle Regulations). WorkSafe reminds us that exposure to violence and poor access to emergency assistance are the two main hazards of working alone.

In summary, WGL currently has the following protocols in place:

- A Working Alone Policy
- A Working Alone Risk assessment procedure
- Some environmental design has been undertaken (i.e. CCTV, changes to lighting)
- Provision of a 'Buddy System' for either temporary or longer term periods.
- Manager Library Services Northern or Manager Library Services Southern are always 'On Call' and share the responsibility.
- An 'Outreach Policy' that outlines the risk assessment and minimisation needs for team members delivering outreach programs.

Our current 'Working Alone Policy' is undergoing a minor revision, and the process for this revision includes review by the Leadership Team followed by a review from the OHS & Staff Consultative Committee, prior to adoption.

E-resource loans indicator

Request that E-resources be added as a separate indicator to the Quarterly Finance and Performance Report. This has been completed and included in the Q1 Finance and Performance Report annexed to this agenda.

8.2. Update from the Community Advisory Committee

Chair – David Lyons to provide a verbal update.

David Lyons gave the Board an overview of the CAC meeting held earlier that day. He noted that in relation to agenda item 10.6, concerns were raised by the CAC around transport connectivity. Agenda item 10.2 – Welshpool Community Library derived positive comments from the CAC. Agenda item 10.5 – Outreach had some discussion from the CAC in regards to the Toora community library run by local volunteers. The CAC noted that there could be more of a focus on outreach for seniors.

The CAC also noted that they will be working on their budget submission for 2020 and that it would focus on a volunteer strategy and planning for growth.



Recommendation

That the Board note the Community Advisory Committee's verbal report and the minutes from its meeting held 28th June 2019.

Resolution

That the Board note the Community Advisory Committee's verbal report and the minutes from its meeting held 28th June 2019.

Moved: Mark Dupe

Seconded: Rick Brown

Carried unanimously

Attachments

Attachment 8.1.1 – Books by Us Proposal 2019 (for information only).

Attachment 8.2.1 – Minutes of the CAC 13.9.19

9. Questions from the gallery

Any member of the public or community addressing the Board must extend due courtesy and respect to the Board and the processes under which it operates and must take direction from the Chairperson whenever called upon to do so.

Question: Nola Thorpe asked how the Foster 24/7 Library was performing.

Response: The CEO responded saying it was being used how it was intended with no incidents or issues. The CEO also stated that a report would be brought to the Board early in 2020 providing an overview of how the service was performing.

Question on notice:

Neil Daly – Picking up on one point in the Agenda at 10.6 Waterline Library, could you please consider an amendment to:

- Accessible anytime the Grantville Transaction Centre is open for visiting and self-checkout

for it is known that the Nurse Practitioner starts very early: outside of the Grantville Transaction Centre's official business hours.

To avoid the situation of turning the nurse practitioner into an 'ancillary librarian': she's there so I can borrow a book! Could you please amend the description to protect yourselves and the nurse practitioner from any undue criticism or pressure to assist a library user.

Amendment or words to this effect:

Accessible for visiting and self-checkout anytime when the Grantville Transaction Centre is open for business between 8:30 a.m to 4:30 p.m. Monday to Friday

For your consideration.

Response – Cr Clare Le Serve responded noting that the Grantville Transaction Centre provided more opening hours for the community and the more the better.

The CEO noted that:

- There will be no responsibility for the nurse practitioner (or any other tenant in the centre) to



provide library services while the centre is open. The Self-checkout kiosk and manual back up procedures ensure patrons can use the service when the librarian is not in attendance. This is successfully working at the Welshpool Community Library that is also based in a community transaction centre.

- The benefit of the Transaction Centre is that it provides more access to more people and therefore we welcome patrons to use it when the centre is open.
- To help drive increased usage of the service, WGL will be working to increase membership and that includes people visiting other services in the centre.
- WGL is constantly listening and adapting to ensure the best service is provided and we will be working closely with all businesses in the transaction centre.

10. Reports

10.1 Literacy Report: Reading and Literacy for All: A Strategic framework for Victorian Public Libraries and the Public Libraries Victoria (PLV) READ workgroup 2015 - 2019

Report Prepared by Kathie Olden

Executive summary

This report provides information about the important work of the PLV READ workgroup and its significant achievements. It refers also to *Reading and Literacy for All: A strategic framework for Victorian Public Libraries 2015, revised 2019.*

Recommendation

The Board note these achievements, and the involvement of West Gippsland Libraries.

Resolution

The Board note these achievements, and the involvement of West Gippsland Libraries.

Moved: Faith Page

Seconded: Jodi Kennedy

Carried unanimously

Kathie Olden talked to the report. There was no further discussion

Background

Genesis...What is a PLV workgroup?

Workgroups provide collegial and practical support to State Library of Victoria Library and their Sector Engagement staff in delivery of Public Library Development projects. Workgroup members have a significant role to play in the shaping of a project, and they are expected to advocate for the projects to the wider network. They bring a range of perspectives and expertise to the achievement of workgroup outputs. Projects must deliver state wide benefit and should increase the capability of the network to deliver services.

The 'READ' workgroup

West Gippsland Libraries have been represented since commencement (2015) by Kathie Olden, current Manager of Library Services – Northern. This workgroup was established to advocate for Public



Libraries and their unique capacity within communities to encourage literacy. The workgroup also recognised that Libraries also have a large role to play in supporting and promoting the benefits of reading for pleasure for all ages. Extensive research and practical policy development has occurred within this group, recognising that:

- Reading & Literacy are essential life skills for all Victorians
- With literacy we participate fully in society, contribute to the economy and we have a choice to enjoy reading for pleasure and the resulting health and wellbeing benefits

Early Direction & Achievements

The early years of the workgroup was a period of researching and developing a suite of tools for both advocacy and practical applications, namely:

- The first ever state wide strategy *Reading and Literacy for All: A Strategic framework for Victorian Public Libraries (2015)*
- State wide consultation workshops involving: Adult Learning Australia, Association of Neighbourhood Houses and Learning Centres, Department of Education and training, State Library of Queensland, The Smith Family and other providers.
- Development of quality indicators for Early Literacy Programs, with an initial self-assessment focus
- Development of a 'Quality Standards' checklist for EY Programs
- Collection and dissemination of important Case studies within the Adult Literacy sphere: *Adult Literacy Case Studies Victorian Public Libraries in Action*
- Extensive and unprecedented training opportunities offered right across the state
- Grant funding opportunities for libraries to explore Adult Literacy programs and develop projects
- Development of an industry understanding around professional standards and accreditation
- Two iterations of the Reading & Literacy for All Strategic Framework
- Solid advocacy for our role in both functional literacy and our role in promoting / supporting the health benefits of reading for pleasure
- The implementation and delivery of the 1,000 books before school program:
 - Over 60,000 children enrolled across the state
 - 5,405,550 books read by Victorian children before starting school!
 - Some services continuing this program through their own resources

Some key literacy statistics

15.4% of Victorian Prep school students whose language and cognitive skills make them 'vulnerable' or at risk

39% of Year 9 students are below national proficient reading literacy standards

19.4% of year 4 students with below average literacy skills

15.4% of Victorians aged 15-74 with very limited literacy skills

(source: Reading & Literacy for All: A strategic framework for Victorian Public Libraries, Revised 2019)

Public Library statistics

Victorian Public Libraries:

- Loan 120,000 books and e-books every day...
- Offer 271 library branches...
- Welcome 2.2 million library members...
- Provide 10 million physical and digital items...

At West Gippsland Libraries we:

- Program 36 hours of Early years literacy programs a week (State average is 13.7 hours)
- Welcome, on average, 602 children a week at literacy based programs (state average is 356)
- Support family literacy by also welcoming, on average, 293 adult family members or carers (State average is 255)
- Experienced an increase of 9,544 annual attendance at programs over the last two years. (This includes both lifestyle and reader development programs)



Policy and legislative implications

WGL Library Plan 2017-21

- Why are we here? - We build knowledge and skills that strengthen our communities
- Discover - Our libraries are the centre for reading and learning
- Connect – We support everyone in our community
- We provide library services, programs and collections that are accessible and equitable

Strategy One – Enhance our library service models to better meet the needs of our community

Strategy Three – Improve our engagement with early years and young people

Strategy Five – Test alternative engagement approaches to promote true inclusivity and accessibility

Conclusion

The 'Reading & Literacy for All: Strategic framework for Victorian Public Libraries' and the READ workgroup have delivered powerful and measurable outcomes for both Victorian Public Library staff and communities. West Gippsland Libraries has supported the ongoing attendance and active participation of one of our team members for four years.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the Author declares that they have no conflict of interest to disclose in providing this report.

Attachments

Attachment 10.1.1 – Reading and Literacy for All: A Strategic framework for Victorian Public Libraries and the Public Libraries Victoria



10.2 Welshpool Library Performance Update

Report Prepared by Manager Library Services (Southern)

Executive summary

The Welshpool Community Library commenced in partnership with the Welshpool and District Advisory Group Incorporated in June 2019. The Library has now been operating for almost six months and this report provides an update to the Board on its progress.

Recommendation

That the Board note the report and increase in loans for Welshpool.

Resolution

That the Board note the report and increase in loans for Welshpool.

Moved: Rick Brown

Seconded: Cr Clare Le Serve

Carried unanimously

Board Discussion

The CEO spoke to the report and noted the significant achievement by Michael Hogan in getting Welshpool operating well. The CEO noted that Michael is finishing up with West Gippsland Libraries next week and that between Welshpool and Foster 24/7 Michael has been instrumental in their success. Acknowledgement and thank you to Michael will be formally recognised at the WGL Annual Staff Day next week.

Mark Dupe asked if there were key learning's and risks associated with the new service model. Michael Hogan responded that the key learning was the importance of developing relationships with the staff in the transaction centre and how this helped support success for the service. Michael continued that the key stakeholders were very enthusiastic.

Overview

The Welshpool Community Library, located in the Rural Transaction Centre at 14 Main Street Welshpool opened in late June to provide a library service to the Welshpool/Port Welshpool area following the retirement of the South Coast Mobile Library. The Community Library has a lending collection of about 1,100 to 1,200 hundred items equating to seven bays of shelves. The collection comprises Adult, Teenage and Junior materials, ranging from fiction, non-fiction, picture books, DVDs, large print, talking books and board books.

The library is open Monday to Friday from 11.00 am to 4.00 pm while the Rural Transaction Centre is open to the public. Patrons are able to borrow items via a self-loans kiosk and support is provided over the phone by staff from the Foster and Leongatha Libraries. In addition to the self-loans kiosk, a library staff member attends the Centre every Wednesday from 11.00 am to 1.00 pm to engage with patrons, process items that have been returned and prepare items placed on hold ready for collection.



Activity snapshot

Patrons visiting

- Welshpool does not have a dedicated people counter located in the library space so the actual number of visitors to the library is unknown.
- Since opening in June an additional 10 new patrons have joined the library. This is in addition to those who had previously been users of the South Coast Mobile at either Welshpool or Port Welshpool.
- Some 72 individual card holders have used the Welshpool Community Library to borrow library materials.

Items borrowed

- 1,102 items have been borrowed through the community Library between the start of July 2019 and 21 November 2019.
- 65 of those loans have been delivered by the visiting Library officer and 1,037 via the self-loans kiosk. This represents 94% of all loans.
- About 220 loans are made every month or about 55 every week.
- Loans for the Community Library are up 60% on the same period last year.
- Mondays and Wednesday appear to be the busiest days with the largest number of self-check-outs taking place.

Holds or reservations

- Patrons have placed 47 holds or reservation for items to be collected from the Welshpool Community Library. These request will have been placed via the online catalogue or the library smart phone app.
- Staff placed 115 items on hold for patrons to collect at Welshpool, or 259% increase. These may have been done by phone or in person at one of our libraries.
- At least one patron who is confined to their home has books put aside by library staff for collection by their carer (normally once a week).

Community feedback

- *“So convenient being able to pop in any day to collect my books. I don't have to wait for the mobile”*
- *“Love it. We really needed something like this.”*
- And from a Transaction Centre staff member. *“When the kids come in from the school it makes my day. All the chatter and then the quiet when they listen to a story is fantastic. I never thought it would be as popular and well used as it is.”*

Financial implications

The year to date operating cost of the community library (1 July to 31 October 2019) inclusive of staff time is \$2,998 compared to \$22,456 for the South Coast Mobile (South Gippsland) for the same time last year.

Conclusion

It is pleasing to see significant results for the engagement and performance of the Welshpool Community Library. A significant increase in loans compared to the same time last year (60%) and a 259% increase in holds demonstrates success of the new library service and that it is meeting community demand and expectations.



Conflict of interest

Under section 80C of the *Local Government Act 1989*, the author of the report declares that there is no conflict of interest to disclose in providing this report.

Attachments

Nil

10.3 Quarter 1 Finance and Performance Report – 30 September 2019

Report Prepared by Chief Executive Officer

Executive summary

This report presents to the Board the Quarterly Finance and Performance Report for the quarter ending 30 September 2019. This report highlights how West Gippsland Libraries delivered on its actions in the Library Plan and performed against budget for the quarter.

There are two additional features for the quarterly report:

- More detailed cash and investment information to ensure compliance with WGL's Investment Policy; and
- Separate graphs highlighting e-resource loans (instead of being bundled with total loans) given this is a fast growing service.

Highlights for the quarter include:

- The Foster Library redevelopment and 24/7 access model going live and operating smoothly; and
- Engagement and design work being undertaken for the Waterline Community Library;
- E-resource loans continuing to increase year on year above expectations;
- Program attendees continuing to increase year on year; and
- Expenditure being favourable to budget.

Recommendation

That the Board adopt the Quarter 1 Finance and Performance Report for the quarter ending 30 September 2019.

Resolution

That the Board adopt the Quarter 1 Finance and Performance Report for the quarter ending 30 September 2019.

Moved: Mark Dupe

Seconded: Rick Brown

Carried unanimously

The CEO spoke to the report and there was no further discussion.

Background

West Gippsland Libraries adopted its four year strategic plan in June 2017 in consultation with the community and staff and revised it in June 2018 and August 2019. Eight key strategies were identified and actions were developed for each strategy. The Library Plan provides greater detail regarding why these actions have been chosen.

West Gippsland Libraries reports quarterly on its performance against budget and progress of actions pertaining to delivery of the strategies in the Library Plan and Annual Budget. The eight strategies are:

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

Strategy Two – Enable and facilitate new learning opportunities lead by the community.

Strategy Three – Improve our engagement with early years and teen members.



Strategy Four – Experiment with new and renovated spaces that reflect modern learning approaches.

Strategy Five – Test alternative engagement approaches to promote true inclusivity and accessibility.

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

Strategy Seven – Promote a culture that encourages flexibility, experimentation and personal growth.

Strategy Eight – Explore diverse revenue opportunities to complement our service.

Financial implications

The financial implications are outlined in the attached Quarterly Finance and Performance Report.

In its Annual Budget, West Gippsland Libraries has set financial goals 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.

Policy and legislative implications

The finance report contained within the Quarterly Report is prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

Section 196 – Regional libraries

Section 136 – Principles of sound financial management

Section 138 – Quarterly statements

The Library Plan is prepared in accordance with the *Local Government Act 1989* (the Act) and the *Local Government (Planning and Reporting) Regulations 2014*. Whilst the quarterly report is not a specific requirement of the Act, the Board has elected to continue to report to the community on its progress during the year.

Conclusion

West Gippsland Libraries has delivered a number of key projects outlined in the Library Plan with great success. There will be a continued focus to build on these successes to deliver excellent outcomes for the community during the financial year.

It is recommended that the Board adopt the Quarter 1 Finance and Performance Report 2019.20.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 10.3.1 – Quarter 1 Finance and Performance Report 2019.20



Mark Dupe apologised and departed from the meeting at 12.31 pm

10.4 Board Meeting Timetable

Report Prepared by Chief Executive Officer

Executive summary

The purpose of this report is to recommend the Board Meeting dates, times and locations for ordinary meetings to be held in 2020.

Meetings proposed for the Board adoption are:

- Friday 6th March 2020, 11.30 am at the Regional Support Centre, Warragul
- Friday, 1st May 2020, 11.30 am at the Phillip Island Library, Cowes
- Friday, 26th June 2020, 11.30 am at the Council Chambers, Leongatha
- Friday, 11th September 2020, 11.30 am at the Drouin Library, Drouin
- Friday, 4th December 2020, 11.30 am at the Old Post Office Building, Wonthaggi

These dates are selected with consideration given to:

- Public submission processes for the Annual Budget and Library Plan;
- Preparation, audit and approval of the Annual Financial Statements;
- Rotating meeting locations to visit different libraries across the network;
- Timing of key decisions for member Councils, including adoption of each member Councils Budget required to be prior to WGL annual budget adoption;
- Council's entering caretaker period in or around October 2020, therefore no meeting proposed for November 2020; and
- Legislative obligations to meet deadlines such as adopting the Annual Budget prior to 30 June each year.

Recommendation

That the Board adopt the following ordinary meeting dates, times and locations for 2020:

- i. Friday 6th March 2020, 11.30 am at the Regional Support Centre, Warragul
- ii. Friday, 1st May 2020, 11.30 am at the Phillip Island Library, Cowes
- iii. Friday, 26th June 2020, 11.30 am at the Council Chambers, Leongatha
- iv. Friday, 11th September 2020, 11.30 am at the Drouin Library, Drouin
- v. Friday, 4th December 2020, 11.30 am at the Old Post Office Building, Wonthaggi

Resolution

That the Board adopt the following ordinary meeting dates, times and locations for 2020:

- vi. Friday 6th March 2020, 11.30 am at the Regional Support Centre, Warragul
- vii. Friday, 1st May 2020, 11.30 am at the Phillip Island Library, Cowes
- viii. Friday, 26th June 2020, 11.30 am at the Council Chambers, Leongatha
- ix. Friday, 11th September 2020, 11.30 am at the Drouin Library, Drouin
- x. Friday, 4th December 2020, 11.30 am at the Old Post Office Building, Wonthaggi



Moved: Rick Brown

Seconded: Jodie Kennedy

Carried unanimously

Board Discussion

The CEO spoke to the report. The Board had discussion about the most appropriate times for Board meetings to be held now there were new Board Members. Thursdays was also considered as an idea. The Board noted that briefing sessions could be changed if needed.

The Chair proposed to adopt the dates and locations outlined in the resolution and amendments could be made at the next meeting if needed.

Policy and legislative implications

Section 83(a) – Types of meetings (*Local Government Act 1989*)

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Nil

10.5 Outreach Program Overview

Report Prepared by Community Engagement Advisor

Executive summary

This report presents a regional overview of West Gippsland Libraries (WGL) Outreach Program, January to November 2019. Outreach services are programs and activities conducted offsite and locations can be managed by WGL or operated by external parties.

Monthly performance reporting outreach statistics are collated and summarised as part programming. In this report outreach statistics are highlighted under three categories. Early Years Outreach 0-6 years, Schools Outreach 6-18 years and Adult Outreach 18+. MeetUp 19 (Festival as part of Youth Week) statistical data is also included as youth events and activities were held off site. Outreach is a significant service and responds to the strategic purpose of being universally accessible, providing equitable resources and programming.

This report offers statistics and program highlights for the year and looks to demonstrate the significance of outreach for building healthy communities.

Recommendation

That the Board notes the Outreach Program report.

Resolution

That the Board notes the Outreach Program report.

Moved: Faith Page

Seconded: Rick Brown

Carried unanimously

Board Discussion

The CEO spoke to the report and acknowledged the work by Michelle Nicholls. The CEO also noted the CAC comments regarding opportunity for Seniors Outreach in 2020.

Overview

Outreach is an integral part of library services and serves the community by engaging people in activities they may not otherwise experience in locations not typical for libraries. There are many reasons why people do not always access local branch services. These can range from work commitments preventing mums and dads attending regular story times to health restraints of the elderly. By library staff visiting childcare, kinders, schools and elderly residents facilities, opportunities for using and experiencing resources and activities become apparent. Chances to engage in activities like story time, rhyme time, book chat, pantomimes and learning how to use online resources; develops further curiosity and inquiry at static locations.

Attendance of staff at community events and festivals, running children's activities or engaging entertainers further enhances accessibility and inclusivity. Outreach can assist people experiencing vulnerability. People from time to time need extra support. Staff taking resources to community groups can enhance health and wellbeing by providing new and fun experiences for people needing respite from difficult situations.

WGL has delivered over 200 outreach sessions across three shires as part of the 2019 calendar year. Outreach is categorised into three areas. Early Years Outreach 0-6 years, Schools outreach 6-18 years



and adult outreach 18+. Meetup19 data is included because events for this cohort were held off site. See table 1 for attendance data.

Table 1

| Category | Attendees 0-2yrs | Attendees 2-6yrs | Attendees 6-12yrs | Attendees 12-18yrs | Attendees 18+ | Meetup19 12-18yrs | Total |
|-------------------------------------|---------------------|---------------------|----------------------|-----------------------|------------------|----------------------|---------------|
| Outreach Early Years | 730 | 3,696 | 398 | 43 | 1570 | | 6,437 |
| Outreach Schools | 71 | 234 | 2,258 | 27 | 334 | | 2,924 |
| Outreach Adult | 3 | 5 | 70 | 1 | 335 | 545 | 959 |
| Total | 804 | 3,935 | 2,726 | 71 | 2,239 | 545 | 10,320 |

Outreach Highlights across three Shires

A range of visits have been delivered across the region. Typical sessions are highlighted below.

South Gippsland Shire:

- Leongatha Maternal Child Health and new parent groups
- Poowong pre-school
- Leongatha back to basics playgroup
- Korumburra Show
- Foster Kindergarten and primary school
- Korumburra Maternal Child Health
- Karmai children's centre
- Welshpool kinder and primary school
- Manna Gum Community House
- Toora kinder and primary school
- Fish Creek Kinder and primary school
- Leongatha Children's centre
- Foster Shining start kinder program
- Toora supported playgroup
- Probus Korumburra
- HAPI exercise program for seniors
- Korumburra senior citizens
- Milpara Newcomers group Korumburra
- Leongatha House seniors online
- St Joseph's primary school

A major feature for South Gippsland Shire is the establishment of extended outreach services to Foster,



Toora, Welshpool and Fish Creek Primary Schools. These regular sessions provide fun literacy experiences enhancing school readiness and add value to school curriculum. The Book Week Bookmark Competition is set to be an annual focus, engaging children in literacy through drawing. Upcoming, VR sessions and Bee Wax Wraps will be holiday highlights for children and adults.

Bass Coast Shire:

- Bass Valley Children's Centre
- Grantville supported Play Group
- Bass Valley Community House
- Phillip Island new mums' groups and MCH
- Inverloch play group
- Wonthaggi New Mums' groups and MCH
- Inverloch Bass Coast Health Supported playgroup
- Wonthaggi Primary school
- Nurture One Cowes childcare centre
- Drysdale Street Kinder
- Rose Lodge Nursing Home Wonthaggi
- Inverloch primary school (book week)
- Kirrak House Wonthaggi
- San Remo New Mums Group and MCH
- White Road kinder Wonthaggi
- Children's week coal creek expo
- Inverloch Baptist playgroup
- Kongwak primary school

A major feature for Bass Coast is the establishment of extended outreach services to Bass Valley Children's Centre and the Community House. With a special launch event and sponsored Micro Library for families at the centre, an emergent literacy program and borrowing service is set to expand with the opening of the new Grantville Community library.

Baw Baw Shire:

Note: Mirboo North outreach is included; as this location is attached to Northern Library operations.

- Trafalgar Kinder and Primary school
- Books by Us
- Thorpdale Kinder and Primary school
- Yarragon day care centre
- Meeniyar Garlic Festival
- Farm world
- Warragul Supported playgroup
- Drouin Supported playgroup
- St Joseph's School Trafalgar
- Baw Baw Shire new parents' group



- Warragul Community Kinder
- Families Week Baw Baw MCH expo
- Oak Street Kinder
- Willow Grove Preschool
- Warragul Arts Centre Story time
- Drouin kindergarten
- Mirboo North Primary School
- Erica kinder
- Waterford rise childcare
- Abby Gardens Aged Care
- Meeniyah Pantry and Cellar book chat
- Drouin Primary School
- Warragul & District specialist school

A major feature for Baw Baw this year is the Books by Us partnership with Trafalgar Primary school. This extended outreach service enabled WGL to engage children in writing and publishing. The extension of service with Warragul Arts Centre and additional story time opportunities for the community is another calendar highlight.

Financial implications

Outreach programs are delivered as part of ordinary operations and budget allocations.

Policy and legislative implications

WGL - Victorian Child safety Policy 2017

WGL – Library Plan 2017-21

Conclusion

West Gippsland Libraries throughout the calendar year has engaged in Outreach programming across the region. With library staff seeing over 10,000 people outside typical library settings. Expanding services in South Gippsland and Bass Coast Shires in line with the enhanced service strategy has been successful.

Regular visits to sites not typical, engage the community in many activities not otherwise available. This builds capacity and curiosity within the community and broadly for library services and has positive impact on health and wellbeing. People feel more engaged and connected when sharing new experiences and knowledge together.

WGL is committed to outreach services and seeks to continue engaging the community using this approach.



Conflict of interest

Under section 80C of the *Local Government Act 1989*, the author of this report declares that there is no conflict of interest to disclose in providing this report.

Attachments

Nil



10.6 Waterline Library

Report Prepared by Chief Executive Officer

Executive summary

This report provides an overview of the works to be undertaken at the Grantville Transaction Centre and recommends a budget of \$90,000 be allocated to complete the works. This facilitates the new Waterline Library following the resolution from Bass Coast Council on 20 November 2019 that endorsed the library service model and location.

Recommendation

That the Board

- i. Note the community engagement undertaken in the Waterline Area for the design and layout of the Library in the Grantville Transaction Centre; and
- ii. Approve an allocation of \$90,000 from the Bass Coast Facilities Reserve for internal building improvements and fit out of the Grantville Transaction Centre to provide a community library.

Recommendation

That the Board

- iii. Note the community engagement undertaken in the Waterline Area for the design and layout of the Library in the Grantville Transaction Centre; and
- iv. Approve an allocation of \$90,000 from the Bass Coast Facilities Reserve for internal building improvements and fit out of the Grantville Transaction Centre to provide a community library.

Moved: Cr Clare Le Serve

Seconded: Faith Page

Carried unanimously

Board Discussion

The CEO spoke to the report. Cr Le Serve sought clarification regarding the amount in the facilities reserve asking that the San Remo allocation of \$60,000 was separately identified. The CEO confirmed that yes they were separate leaving \$32,105 left in the reserve.

Cr Le Serve also asked about agreements being entered into with the shops in Coronet Bay and Corinella. The CEO advised that a WGL had recently met with each shop owner with options for how the service could work to best suit their needs. The CEO also indicated that there was already a template in place for such agreements following on from the Welshpool Library and this would be used.

The CEO also noted in relation to the CAC's earlier comments that on the Thursdays the Waterline Library would have a librarian on site catered to the Public Transport Victoria bus timetable. The Librarian will be on site from 10 am to 1 pm and noted that the bus stops at Grantville at between 10.30 am and 11 am and leaves again at 1.30 pm

Overview

West Gippsland Libraries undertook community consultation during September 2019 and October 2019 to seek input into the design of the Waterline Library that will be located at the Grantville Transaction Centre. A copy of the report outlining community feedback is attached to this report and was provided to Bass Coast Council to inform their endorsement of the Waterline Library.



Bass Coast Council resolved at its ordinary meeting held 20th November 2019 the following:

That Council:

1. *Endorses the alternate service model proposed by West Gippsland Libraries that includes establishment of a Community Library at the Grantville Transaction Centre. The Community Library will commence with the following:*
 - *Serviced by a librarian three times per week:*
 - a. *Tuesday afternoon 3pm to 6pm*
 - b. *Thursday morning 10am to 1pm*
 - c. *Saturday morning 10am to 12 noon*
 - *Accessible anytime the Grantville Transaction Centre is open for visiting and self-checkout*
 - *Supported by collection sites at Corinella and Coronet Bay*
2. *Informs the West Gippsland Libraries that the South Coast Mobile Library Truck is to remain in service until the alternate service delivery model has been implemented; and*
3. *Requests West Gippsland Libraries to monitor and review the implementation of the service delivery model and report to Council by 30 June 2020.*
4. *Make public the associated attachment Waterline Library Report.*

Community feedback put into action

Feedback from the community engagement noted and requested a number amendments to help ensure success of the service. Some of this feedback can be put into action straight away as part of opening the new service.

Removing part of the wall – Separating the Transaction Centre foyer and meeting room (where the library will be located). This would enhance the connectivity between the spaces and provide a visual curiosity to browse and use the service. WGL Officers noted during the drop in sessions, that despite the door being open, visitors using other services did not enter the meeting room without being prompted, therefore removing part of the meeting room wall is seen as a great opportunity to enhance the usage of the service.

Door counter - at the Centre entrance to ensure all usage of the facility is captured. This provides another mechanism for capturing utilisation of the library service where visitors attending other services in the centre may read material such as magazines without being members. The overall objective is to have them sign up as members.

Renewal of the foyer area – In addition to renewal of the meeting room. This helps provide a modern and connected facility and library service.

Librarian visit times – Visits be structured for:

- One afternoon session to support school bus drop off times and allow students to access the library;
- One morning session; and
- One Saturday morning session to accommodate those who work and may not be able to use the service during working hours.

Future road map – The best way to demonstrate the need for a bigger library facility is to outgrow the existing one. Community engagement emphasised that this was the beginning of the journey. Building utilisation of the service combined with initiatives such as establishment of a Friends of the Waterline Library group, free tea and coffee being available at the library and a vibrant outreach program were all ways to support the road map and build the profile and awareness of the library services provided.

Quotes are being sourced for the building works and to determine a start date. WGL would like to commence the works before Christmas, however that will prove challenging. Builders are then not back on deck until the start of February which would provide for a March/April open date. If works can be completed before Christmas, then a February opening can be expected.



Financial implications

Works to be completed for the library include and are estimated as follows:

| | Proposed Budget |
|--|-----------------|
| Building works including part wall removal (between the foyer and meeting room), plastering, painting, carpet, electrical works and cabinetry (small meeting room and kitchenette) | \$59,000 |
| New shelving | \$15,000 |
| Furniture (including library, foyer and small meeting room) | \$4,000 |
| External book chute supply and installation | \$10,000 |
| Window furnishings | \$2,000 |
| Total estimate | \$90,000 |

The Bass Coast Facilities Reserve balance at 30 June 2019 was \$182,105 and \$60,000 has also been provided for by the WGL Board for the San Remo Community Library. This leaves \$32,105 in the reserve upon the completion of these two projects.

Conclusion

The Waterline Library has had extensive community engagement and has been endorsed by Bass Coast Shire Council. It is recommended that the Board adopt the budget allocation of \$90,000 to complete the works for the Waterline Library.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the author of this report declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 10.6.1 – Original Draft Concept Grantville August 2019

Attachment 10.6.2 – Waterline Library Community Engagement Report



11. Presentations

11.1. Indigenous Matters – Julie-Anne Trease (Library and Programs Officer)

Cr Cook thanked Julie-Anne for her wonderful and insightful presentation. He noted that it was excellent to see this focus from WGL.

12. General Business

Jodi Kennedy raised the matter of the CEO Performance Review process and proposed the following:

Recommendation

The Board resolves that:

- i. The CEO performance review for 2019/20 is to be undertaken with the participation of the full board.
- ii. A sub-committee to be appointed to develop the process for the evaluation including the opportunity for individual board member feedback to be provided.
- iii. The process for the evaluation is to be presented to a future briefing in quarter 1 2020.

Resolution

The Board resolves that:

- i. The CEO performance review for 2019/20 is to be undertaken with the participation of the full board.
- ii. A sub-committee to be appointed to develop the process for the evaluation including the opportunity for individual board member feedback to be provided.
- iii. The process for the evaluation is to be presented to a future briefing in quarter 1 2020.

Moved: Jodi Kennedy

Seconded: Faith Page

Carried unanimously

13. For information

New Marrickville Library and Pavillion – images and building stats at a glance

- 3,600m² of purpose-built library and event space spread over three storeys
- 1,200m² of landscaped outdoor garden and a 100m² children's playground
- Local coffee legends, Double Roasters café with indoor and outdoor seating areas
- 1,230+ linear metres of shelving for the library collection
- Six small study rooms ideal for group assignments or private study.
- The Pavilion is a large event room for hire with full conference facilities and full size catering kitchen



- Conferencing facilities and the latest technology designed for meetings and learning are available via 3 learning rooms
- 58 underground car parking spaces including 5 accessible spots and a loading dock
- Wi-Fi connectivity throughout the library
- Printing facilities
- 26 public computers, 6 of those complete with Adobe Suite
- A technology teaching area

<https://www.resourcefurniture.com.au/projects/libraries/marrickville-library-and-pavilion>

<https://www.innerwest.nsw.gov.au/explore/libraries/new-marrickville-library>

14. **Next Meeting**

Ordinary Board meeting Friday, 6th March 2020 at the Regional Support Centre, 65 Victoria Street Warragul at 11.30 am.

Meeting closed at 1.03 pm



Community Advisory Committee Meeting: Manna Gum Community House, Foster 6 December

Minutes

Present

David Wombat Lyons, Mary Schooneveldt, Nola Thorpe, Chris Kemper, Christine McKinley, Michelle Nichols,

Apologies:Holly Perriam

Discussion Points

- Announcement calling for additional CAC members – it would have been nice for CAC to have been alerted to this ahead of announcement so that members could spread the word. Sentinel Times 26/11/2019 article re Grantville library design revealed other nuggets eg change of Bass Coast Shire rep (now Cr Claire Le Serve) and possibility of a Waterline Friends group
- CAC plan 2019 priorities discussed and revised – see CAC 2020 Priorities List
- CAC Terms of Reference revisited - update from Michelle. It is hoped this is simply a rebadging given that the Terms Of Reference were examined in depth comparatively recently. The CAC considers that another in-depth review isn't required at this stage.
- CAC appreciative of the Welshpool Library improvements/innovations. Hopefully Toora can be sorted out as well. Chris Kemper to visit Toora for further discussions. CAC felt that if relevant Toora people could visit Welshpool this might help.

Questions to the Board

- Is there a possibility of linking a bus service for outlying communities with Grantville Library hours?
- CAC Terms Of Reference were examined in depth comparatively recently. The CAC considers that another in-depth review isn't required at this stage. Rebadging?
- Draft Volunteer policy? 2020?

Notes from WGRLC Board meeting

- New Chair Cr Keith Cooke (Baw Baw), Deputy Chair Cr Claire Le serve (Bass Coast)
- Cr Geoff Ellis (former Chair) in his farewell speech noted that 'CAC keeps the Board honest' also Board's (Shire's) commitment to free services.

Next meeting:

Warragul Regional Support Centre Friday 6 March 2020 from 10.30 am

Community Advisory Committee priorities for 2020/2021 WGRLC Plan

Based on discussion and decisions at CAC meeting 6 December 2019 (Foster)

CAC acknowledged that some 2019 Priorities had been addressed and therefore removed from CAC list e.g. Understaffing and supervision, and tech support for seniors.

| Priorities | Detail | Relationship to Plan Strategies |
|---------------------|---|---|
| Volunteers | <ul style="list-style-type: none"> - new volunteer strategy coverage of roles and valuing. - update the policy 2002 (not a typo!) - WGRLC support for friends groups in principle and in kind e.g. promotion and meeting spaces | Strategy 2 enable, facilitate 'led by community' Strategy 7 (culture and flexibility) |
| Support to seniors | <ul style="list-style-type: none"> - outreach (aged care) | New Strategy similar to Strategy 3 'early years'. Strategy 5 'inclusivity and accessibility' |
| Decision making | <ul style="list-style-type: none"> - community input at all stages - transparency | Strategy 3 'Community needs' |
| Planning for growth | <ul style="list-style-type: none"> - budget for growth, - advocacy. Working with WGRLC, CAC members could have a voice in this. - branding for better engagement. Is 'West Gippsland' the best branding for South Gippsland and Bass Coast? - Commitment to free services | Strategy 1 (Models) |

| | | |
|---|---|--|
| Community engagement: build relationships | <ul style="list-style-type: none"> - Van & activities at community events - Missing demographics (middle aged?) - partnerships/community relationships | <p>Strategy 5 (alternative engagement approaches)</p> <p>Strategy 8 (diverse revenues)</p> |
| Library visits and information sharing | <ul style="list-style-type: none"> • CAC and interested parties e.g. Friends groups visiting other services - library tours | <p>Strategy 6 (explore new and emerging trends)</p> |



West Gippsland Libraries

SPOTLIGHT REPORT - December 2019

Prepared 27 February 2020

Highlights

Income

The Public Libraries funding from the State Government was not fully received in quarter one. The delay of payment related to acquittal reports and has since been fully paid. Other income is favourable YTD due to printing, copying fees and donations up on budget.

Contribution income is down on the quarter one budget due to the timing of the budget being adopted.

Expenses

Depreciation will be expensed in December and June, employee costs are tracking favourably as are other expenses and materials and services.

Property rent was not budgeted in 2019.20, yet continues to be incurred for the Wonthaggi Depot and is expected to cease in March 2020.

People

At the end of September, the Manager Strategy and Communication finished up and the new Manager commenced in November.

Systems

The new West Gippsland Libraries website went live at the end of June 2019 and issues will continue to be resolved with the new Manager Marketing and Communications now on board. Implementation of the new patron engagement system (PatronPoint) that focuses on engaging with our patrons and keeping them updated on books and programs that they are interested in will also have a renewed focus in quarters 2 and 3. West Gippsland Libraries is the first to implement this software in Australia.

Change and Innovation

West Gippsland Libraries went live with the first Victorian 24/7 Library

Trends to monitor for the year

Employee Costs

Employee costs will be monitored, particularly when the Waterline Library goes live.

Programs & Outreach

Focus will be on increasing attendees to programs including running less programs with more attendees. Outreach will continue to play an increasing role in service delivery.

Patron Engagement

Patron engagement will be a focus for the remainder of the year to increase active members.

(Foster) in quarter 1 and has so far had no issues. It continues to be a success and see increased visitation. It was officially opened by the Member for Eastern Victoria, Jane Garrett MP on 24th October 2019.

Detailed Analysis

Grants

The Public Libraries grant funding was received later than budgeted for. The budget had allocated to receive the full amount in quarter one, however half was received at the beginning of quarter 2.

Interest Income

Interest income is in line with budget expectations.

Employee Costs

Tracking favourable to budget for year to date. This is expected and employee costs will be continue to be monitored. There will also be greater opportunities for outreach and additional programs.

Furniture and Equipment Purchases

The public PC upgrade has been taking place during quarters 1 and 2. Computers were purchased in quarter 1 and are gradually being rolled out across the sites. The new PC's are touch screen and are good quality to ensure they are long lasting. The last upgrade of public PCs was conducted over 6 years ago which provided excellent ROI.

Library Collection Purchases

Purchases are over budget due to the timing of the purchases. More purchases occur earlier in the year and collection expenditure is expected to remain on budget at the end of the year.

Materials and Services and Other Expenses

Materials and services are tracking favourable to budget YTD despite the Wonthaggi depot rent being unbudgeted. Expenditure will continue to be monitored.

Depreciation

Depreciation has not yet been expensed and is expected to be allocated half in December and half in June.

Conclusion

West Gippsland Libraries continues to perform favourable to budget overall.

Preparation of this report

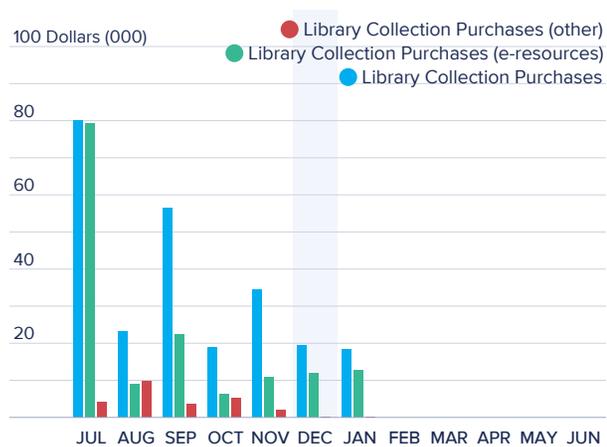
This report has been prepared in West Gippsland Libraries (WGL) cloud based system called Spotlight Reporting. Spotlight Reporting directly integrates with WGL finance system called Xero. Spotlight Reporting also allows for non-financial data to be uploaded via an excel spreadsheet. The Quarterly Finance and Performance Report consolidates all information into one location and template to easily present all information to the Board.

| | YTD | Actual vs Orig Budget | | | Actual vs Last Year | |
|-----------------------------------|------------------|-----------------------|----------------|---------------|---------------------|---------------|
| | Actual | Budget | Variance | Variance % | Last Year | Variance % |
| Contributions | 2,609,301 | 2,622,854 | -13,553 | -0.5% | 2,539,987 | 2.7% |
| Donations | 90 | 0 | 90 | 0.0% | 0 | 0.0% |
| Grants - Non recurrent | 3,575 | 0 | 3,575 | 0.0% | 76,486 | -95.3% |
| Grants - Recurrent | 899,914 | 899,626 | 288 | 0.0% | 878,547 | 2.4% |
| Interest Income | -2,904 | 21,640 | -24,544 | -113.4% | 1,210 | -340.0% |
| Other Income | 21,149 | 6,898 | 14,251 | 206.6% | 12,352 | 71.2% |
| User Fees | 28,414 | 26,001 | 2,413 | 9.3% | 36,527 | -22.2% |
| Total Income | 3,559,539 | 3,577,019 | -17,480 | -0.5% | 3,545,109 | 0.4% |
| Borrowing Costs | 41,208 | 44,522 | -3,314 | -7.4% | 45,067 | -8.6% |
| Depreciation | 450,470 | 388,650 | 61,820 | 15.9% | 397,910 | 13.2% |
| Employee Costs | 1,972,965 | 1,995,867 | -22,902 | -1.1% | 1,741,901 | 13.3% |
| Furniture and Equipment Purchases | 175,993 | 131,502 | 44,491 | 33.8% | 86,788 | 102.8% |
| Leasehold Asset | 2,471 | 20,000 | -17,529 | -87.6% | 9,533 | -74.1% |
| Library Collection Purchases | 397,728 | 340,002 | 57,726 | 17.0% | 373,170 | 6.6% |
| Materials and Services | 402,695 | 466,109 | -63,414 | -13.6% | 433,668 | -7.1% |
| Motor Vehicle Purchases | 0 | 0 | 0 | 0.0% | 1,955 | -100.0% |
| Other Expenses | 96,762 | 113,512 | -16,750 | -14.8% | 87,204 | 11.0% |
| Total Expenses | 3,540,292 | 3,500,164 | 40,128 | 1.1% | 3,177,196 | 11.4% |
| Surplus/(Deficit) | 19,247 | 76,855 | -57,608 | -75.0% | 367,913 | -94.8% |

| | Now | Actual vs Last Year to Date | | | Year End Analysis | | |
|---------------------------------------|------------------|-----------------------------|----------------|--------------|-------------------|-----------------|--------------|
| | As at Dec 19 | Last Year | Variance | Variance % | Last EOFY | Variance | Variance % |
| Accounts Receivable | -130 | -32 | -98 | -306.3% | -56 | -74 | -132.1% |
| Cash and Cash Equivalents | 2,813,006 | 2,837,394 | -24,388 | -0.9% | 2,482,236 | 330,770 | 13.3% |
| Other Current Assets | 5,671 | 0 | 5,671 | 0.0% | 30,026 | -24,355 | -81.1% |
| Trade and Other Receivables | 10,888 | 826 | 10,062 | 1,218.2% | 3,808 | 7,080 | 185.9% |
| Rounding | 3 | -7 | 10 | 142.9% | -1 | 4 | 400.0% |
| Total Current Assets | 2,829,438 | 2,838,181 | -8,743 | -0.3% | 2,516,013 | 313,425 | 12.5% |
| Property, Plant and Equipment | 3,802,778 | 3,737,114 | 65,664 | 1.8% | 4,253,253 | -450,475 | -10.6% |
| Total Assets | 6,632,216 | 6,575,295 | 56,921 | 0.9% | 6,769,266 | -137,050 | -2.0% |
| Interest-bearing Loans and Borrowings | 116,145 | 109,513 | 6,632 | 6.1% | 112,871 | 3,274 | 2.9% |
| Other Current Liabilities | 0 | -1,887 | 1,887 | 100.0% | 429 | -429 | -100.0% |
| Provisions | 876,046 | 829,099 | 46,947 | 5.7% | 852,959 | 23,087 | 2.7% |
| Trade and Other Payables | 164,809 | 100,018 | 64,791 | 64.8% | 288,188 | -123,379 | -42.8% |
| Total Current Liabilities | 1,157,000 | 1,036,743 | 120,257 | 11.6% | 1,254,447 | -97,447 | -7.8% |
| Interest-bearing Loans and Borrowings | 1,008,047 | 1,124,192 | -116,145 | -10.3% | 1,066,896 | -58,849 | -5.5% |
| Total Liabilities | 2,165,047 | 2,160,935 | 4,112 | 0.2% | 2,321,343 | -156,296 | -6.7% |
| Net Assets | 4,467,169 | 4,414,360 | 52,809 | 1.2% | 4,447,923 | 19,246 | 0.4% |
| Equity | 4,447,922 | 4,046,447 | 401,475 | 9.9% | 4,046,447 | 401,475 | 9.9% |
| Current Year Earnings | 19,247 | 367,913 | -348,666 | -94.8% | 401,476 | -382,229 | -95.2% |
| Total Equity | 4,467,169 | 4,414,360 | 52,809 | 1.2% | 4,447,923 | 19,246 | 0.4% |

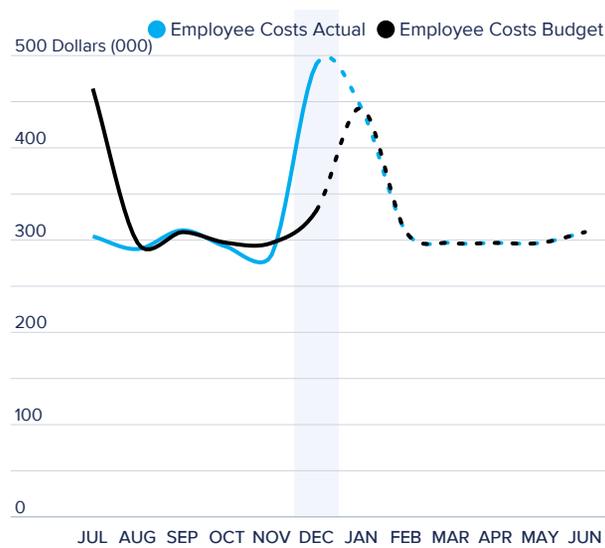
| | YTD | Actual vs Orig Budget | | | This Quarter vs This Quarter Last Year | | | |
|-----------------------------------|-----------|-----------------------|----------|------------|--|---------|----------|------------|
| | Actual | Budget | Variance | Variance % | Dec 19 | Dec 18 | Variance | Variance % |
| Borrowing Costs | 41,208 | 44,522 | -3,314 | -7.4% | 23,418 | 24,022 | -604 | -2.5% |
| Depreciation | 450,470 | 388,650 | 61,820 | 15.9% | 225,039 | 200,536 | 24,503 | 12.2% |
| Employee Costs | 1,972,965 | 1,995,867 | -22,902 | -1.1% | 1,067,978 | 858,947 | 209,031 | 24.3% |
| Furniture and Equipment Purchases | 175,993 | 131,502 | 44,491 | 33.8% | 62,065 | 34,019 | 28,046 | 82.4% |
| Leasehold Asset | 2,471 | 20,000 | -17,529 | -87.6% | 2,471 | 0 | 2,471 | 0.0% |
| Library Collection Purchases | 397,728 | 340,002 | 57,726 | 17.0% | 109,509 | 124,542 | -15,033 | -12.1% |
| Materials and Services | 402,695 | 466,109 | -63,414 | -13.6% | 199,572 | 184,981 | 14,591 | 7.9% |
| Other Expenses | 96,762 | 113,512 | -16,750 | -14.8% | 61,023 | 46,836 | 14,187 | 30.3% |

Library Collection Purchases

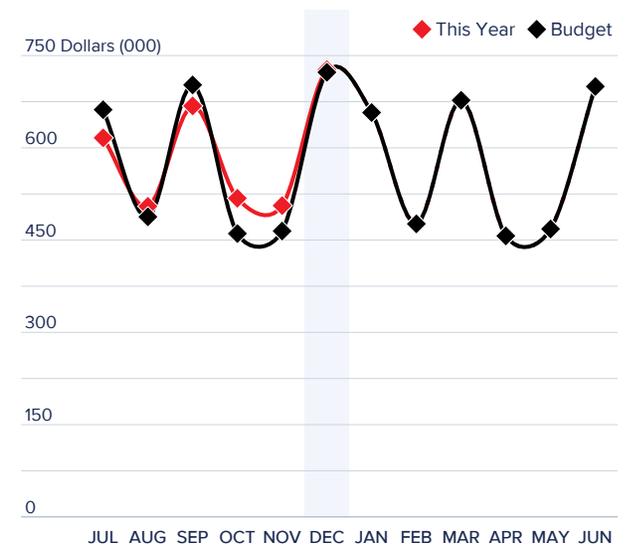


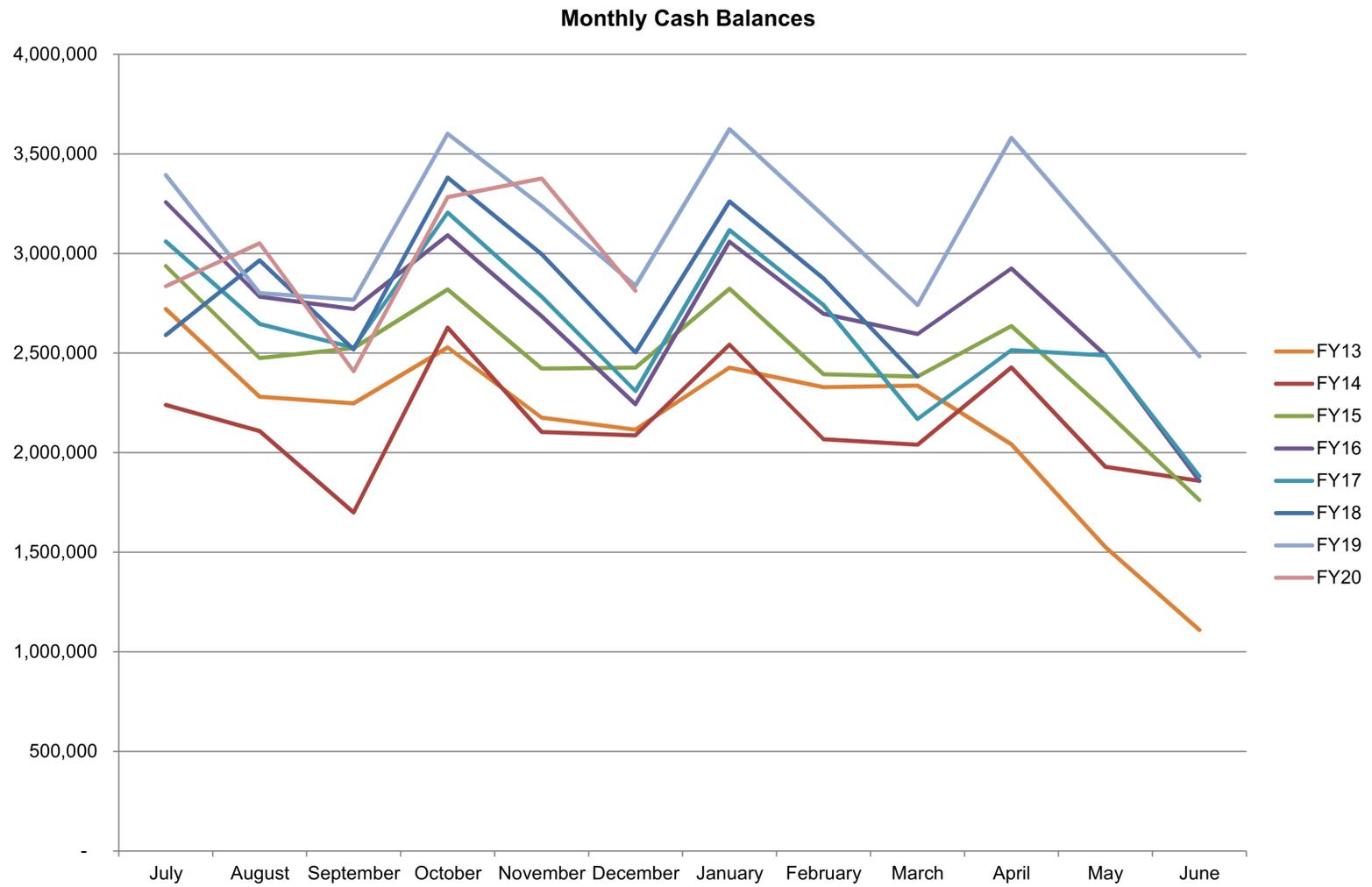
Other includes the premiers reading challenge, purchases contributed by the Friends and the local history collection.

Employee Costs



Total Expenses





| Cash and Investment at 31 Dcember 2019 | Amount |
|--|---------------------|
| General Account Commonwealth Bank | \$ 353,739 |
| Cash Float | \$ 680 |
| Petty Cash | \$ 890 |
| Advance Account Commonwealth Bank | \$ 2,029 |
| At Call Account Commonwealth Bank | \$ 1,455,668 |
| Term Deposit Bendigo Bank | \$ 1,000,000 |
| Total | \$ 2,813,006 |

| | Amount | % of funds | Investment policy threshold |
|--------------|---------------------|-------------|-----------------------------|
| CBA | \$ 1,813,006 | 64% | 50% |
| Bendigo Bank | \$ 1,000,000 | 36% | 35% |
| Total | \$ 2,813,006 | 100% | |

The table below demonstrates to the Board the shift in banking instution to comply with the new Investment Policy since the end of quarter 1.

| Cash and Investment at 27 February 2020 | Amount |
|---|---------------------|
| General Account Commonwealth Bank | \$ 871,251 |
| Advance Account Commonwealth Bank | \$ 4,496 |
| At Call Account Commonwealth Bank | \$ 855,668 |
| Term Deposit NAB | \$ 600,000 |
| Term Deposit Bendigo Bank | \$ 1,000,000 |
| Total | \$ 3,331,415 |

| | Amount | % of funds | Investment policy threshold |
|--------------|---------------------|-------------|-----------------------------|
| CBA | \$ 1,731,415 | 52% | 50% |
| NAB | \$ 600,000 | 18% | 50% |
| Bendigo Bank | \$ 1,000,000 | 30% | 35% |
| Total | \$ 3,331,415 | 100% | |

WEST GIPPSLAND LIBRARIES - 2019 FORECAST

INCOME STATEMENT FORECAST

| | Jul 19 | Aug 19 | Sep 19 | Oct 19 | Nov 19 | Dec 19 | Jan 20 | Feb 20 | Mar 20 | Apr 20 | May 20 | Jun 20 | Total |
|------------------------|------------------|----------------|-----------------|------------------|-----------------|-----------------|------------------|-----------------|-----------------|------------------|-----------------|-----------------|------------------|
| Contributions | 1,264,660 | 0 | 0 | 1,340,845 | 254 | 3,542 | 1,292,726 | 0 | 0 | 1,329,027 | 0 | 0 | 5,231,054 |
| Donations | 4 | 26 | 30 | 30 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 90 |
| Grants - Non recurrent | 880 | 1,500 | 1,195 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,575 |
| Grants - Recurrent | 0 | 436,954 | 0 | 436,954 | 26,006 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 899,914 |
| Interest Income | -8,036 | 431 | 490 | 613 | 2,814 | 784 | 595 | 835 | 835 | 3,340 | 835 | 10,836 | 14,372 |
| Other Income | 9,723 | 700 | 2,082 | 3,619 | 2,320 | 2,705 | 809 | 2,031 | 2,032 | 2,031 | 2,032 | 2,031 | 32,115 |
| User Fees | 3,963 | 5,891 | 3,637 | 5,993 | 5,303 | 3,627 | 4,484 | 4,334 | 4,333 | 4,334 | 4,333 | 4,334 | 54,566 |
| Total Revenue | 1,271,194 | 445,502 | 7,434 | 1,788,054 | 36,697 | 10,658 | 1,298,614 | 7,200 | 7,200 | 1,338,732 | 7,200 | 17,201 | 6,235,686 |
| Borrowing Costs | -3,823 | 0 | 21,613 | 0 | 0 | 23,418 | 0 | 0 | 22,261 | 0 | 0 | 22,261 | 85,730 |
| Depreciation | 76,068 | 75,918 | 73,445 | 75,892 | 73,445 | 75,702 | 0 | 0 | 194,325 | 0 | 0 | 294,325 | 939,120 |
| Employee Costs | 304,066 | 287,127 | 304,203 | 289,880 | 283,829 | 486,907 | 267,406 | 304,514 | 292,792 | 292,792 | 292,792 | 304,514 | 3,710,822 |
| Materials and Services | 63,881 | 70,828 | 64,680 | 67,246 | 52,884 | 88,679 | 90,193 | 81,032 | 69,406 | 66,294 | 74,862 | 103,251 | 893,236 |
| Other Expenses | 12,635 | 18,636 | 17,793 | 22,620 | 22,701 | 13,827 | 19,439 | 20,719 | 21,036 | 20,719 | 21,036 | 24,725 | 235,886 |
| Total OPEX | 452,827 | 452,509 | 481,734 | 455,638 | 432,859 | 688,533 | 377,038 | 406,265 | 599,820 | 379,805 | 388,690 | 749,076 | 5,864,794 |
| Net Profit | 818,367 | -7,007 | -474,300 | 1,332,416 | -396,162 | -677,875 | 921,576 | -399,065 | -592,620 | 958,927 | -381,490 | -731,875 | 370,892 |

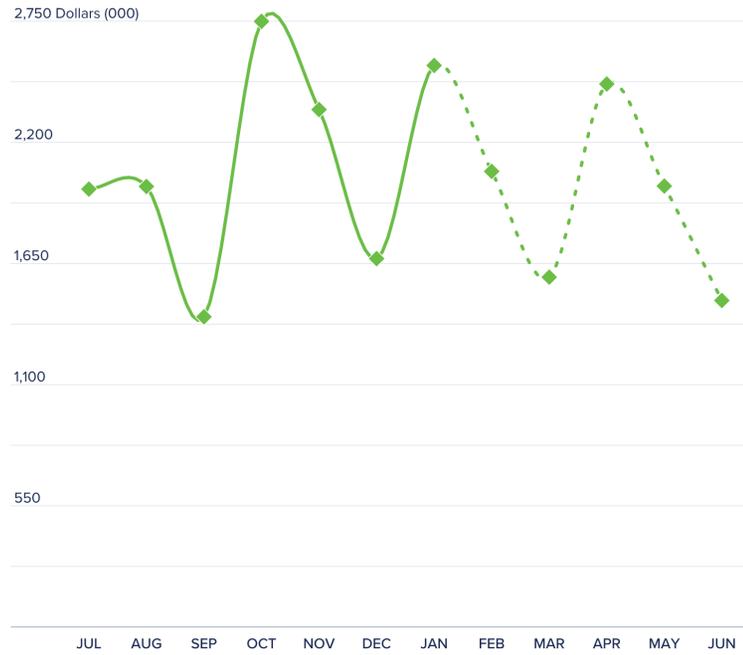
The figures above have been compiled from information provided to us. The compilation of figures has not involved the verification of the information. This report and the contents herein are the property of West Gippsland Libraries and cannot be used or copied without express permission.

Page 1 of 2

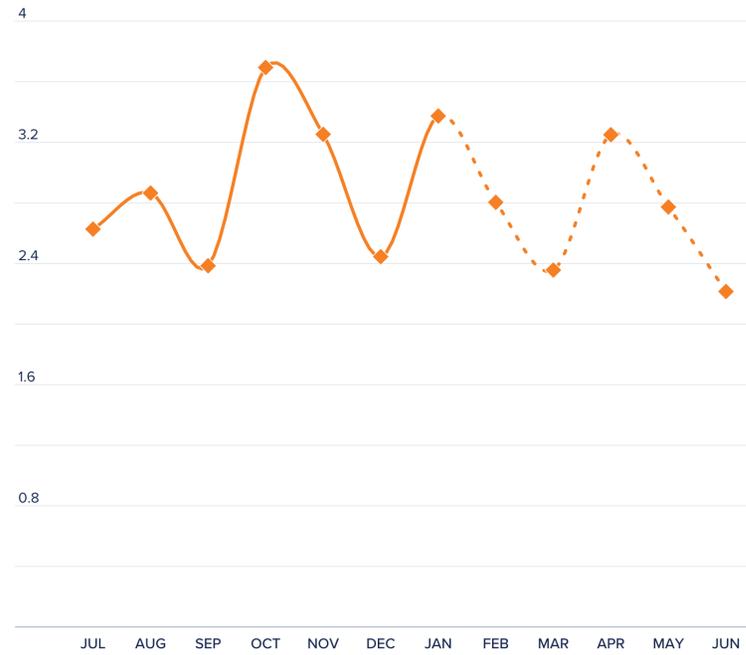
WEST GIPPSLAND LIBRARIES - 2019 FORECAST

BALANCE SHEET CHART GALLERY - QUARTER THREE FORECAST

Liquidity Monitor - Current Asset less Current liabilities



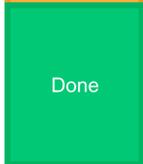
Working Capital Ratio - Current Asset divided by Current liabilities



The figures above have been compiled from information provided to us. The compilation of figures has not involved the verification of the information. This report and the contents herein are the property of West Gippsland Libraries and cannot be used or copied without express permission.

Strategy 1 - Enhance our library service models to better meet the needs of our community

| Name | Why? | Measure of Success | Year Action Created | Status | Comments |
|---|---|--|---------------------|---------------|---|
| Pilot a roaming customer service model | We know our staff serve you best when they're not stuck behind the 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 library | 2017/18 | Working on it | A new trial tablet has been ordered (free) and will be trialed in 2020. |
| Deploy modern mobile library services | We have been working on a review of our mobile library service for quite some time. We aim to complete the review this year and make recommendations to the board. We will update you as things progress. | Recommendation presented to the Board. | 2017/18 | Done | A range of service delivery options were adopted by the Board in December 2018 including click and collection, additional community libraries and an open access model of 24/7 at Foster. |
| Review opening hours across all sites to assess if we are accommodating the community needs | Feedback told us that our current opening hours do not allow for many within our community to visit our libraries. We would like to review how this could be improved. | Recommendation to the Board on possible improvements to opening hours. | 2017/18 | Done | Two additional hours were funded by Baw Baw Shire to deliver baby rhyme time in Trafalgar on Fridays. The program commenced in August 2017. We are currently exploring opportunities to increase our opening hours as part of the 2018.19 Budget |
| Increase the operating hours of Drouin Library | Many people contact us wondering why the Drouin library opening hours are less than other libraries. Many people want to visit the library more mornings each week. | Longer opening hours. | 2017/18 | Done | Funded by Baw Baw Shire Council and adopted in our 2017/18 Annual Budget |
| Review opening hours across all sites to assess if we are accommodating the community needs | Feedback told us that our current opening hours do not allow for many within our community to visit our libraries. We would like to review how this could be improved. | Recommendation to the Board on possible improvements to opening hours. | 2018/19 | Done | Phillip Island Library is now open on Mondays |
| Review opening hours across all sites to assess if we are accommodating the community needs | Feedback told us that our current opening hours do not allow for many within our community to visit our libraries. We would like to review how this could be improved. | Recommendation to the Board on possible improvements to opening hours. | 2018/19 | Done | Drouin Library opening hours were reviewed during quarter 1. Over crowded story time sessions and under utilised Tuesday evenings highlighted capacity to change the hours now open the Library on Tuesday mornings from 9.30 am and close at 5.30 pm instead of 7pm. This was well received and resulted in over 30 attendees at a new story time on the first Tuesday morning the library opened. |

| | | | | | |
|--|--|---|----------------|---|---|
| <p>Deploy accessible and modern community libraries along the Bass Coast Waterline, San Remo and Welshpool</p> | <p>More than 90 percent of people living in towns the former South Coast Mobile visited could not access local library services due to the short times the mobile library was available. Community libraries will function as static libraries serving immediate and surrounding towns. They will provide longer hours and the convenience of self-checkout. Our librarians will continue to staff community libraries to support our patrons.</p> | <p>Community Libraries will be opened and usage monitored.</p> | <p>2019/20</p> |  | <p>Welshpool has been implemented and operating during quarter 1. Grantville is in progress and due for opening in March 2020. San Remo will be implemented in 2020.21 and WGL continues to work with the Recreation Reserve Committee of Management.</p> |
| <p>Pilot Click and Collect points across the region.</p> | <p>The West Gippsland region is large and our communities are looking for flexible and convenient locations where there is no static library.</p> | <p>One pilot implemented and usage monitored.</p> | <p>2019/20</p> |  | <p>New and extended opening hours at Drouin have been implemented. Mirboo North has adjusted its opening hours during quarter 1 to better meet the needs of the members. Foster 24/7 Library opened and has been working well.</p> |
| <p>Review opening hours across all sites to assess if we are accommodating the community needs</p> | <p>Feedback told us that our current opening hours do not allow for many within our community to visit our libraries. We would like to review how this could be improved.</p> | <p>Recommendation to the Board on possible improvements to opening hours.</p> | <p>2019/20</p> |  | <p>New and extended opening hours at Drouin have been implemented. Mirboo North has adjusted its opening hours during quarter 1 to better meet the needs of the members. Foster 24/7 Library opened and has been working well.</p> |

Strategy 2 - Enable and facilitate new learning opportunities led by the community.

| Name | Why? | Measure of Success | Year Action Created | Status | Comments |
|---|--|--|---------------------|---------------|---|
| Pilot a Regional Learning Festival | 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. | 2017/18 | Done | A festival for young people was held from 1st to 17th September 2018 called Meet Up 18. This resulted in over 800 attendees and was highly successful. The aim is to run the festival again during Youth Week in 2019. |
| 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. We also aspire to increase community led programs and events. | Pilot options for a self-populating events guide | 2017/18 | Working on it | A new product called Patron Point will be deployed in coming months that connects the Library Management System to Eventbrite and the website and provides easy email marketing of library services. Branch Managers and their staff have recently revised 'Program Messages', to incorporate a focus on increasing membership and to encourage active patrons to be advocates for the service. Ensuring the best use of tools such as 'eventbrite' and 'Canva' as promotional tools is ongoing. |
| 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. | 2017/18 | Done | This year featured a number of community led programs that partnered with our libraries. The Phillip Island Whale Festival was run by volunteers and the festival included a Whale Story Time and craft activity. Mirboo North Library held a Yoga for Kids session run by volunteers. Warragul Library hosted local business Hobby Bastion for a table top gaming day with another session included in the Meet Up 18 festival scheduled for September 2018. Warragul Library also hosted local business Industry Studios for a special dance class. |
| 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. | 2018/19 | Done | Meet Up 18 partnered with over 25 private and community groups to deliver the festival. |

| | | | | | |
|---|--|--|---------|------|--|
| 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. | 2019/20 | Done | Meet up 19 with 15 private and community groups to help deliver the festival |
|---|--|--|---------|------|--|

Strategy 3 - Improve our engagement with early years and young people

| Name | Why? | Measure of Success | Year Action Created | Status | Comments |
|---|---|--|---------------------|---------------|---|
| Enhance our early years outreach programs. | It is at this point that many library patrons begin to exit our service. We want to better understand the changing learning needs of teenagers so we can better support them in their next stage of life. | How many new families did we engage with. How many groups invited us back. | 2017/18 | Done | Early Years outreach and visits are underway including planned revisits. |
| 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 teenagers so we can better support them in their next stage of life. | Evaluate the needs of young people for our spaces and services | 2017/18 | Done | A festival for young people was held from 1st to 17th September 2018 called Meet Up 18. This resulted in over 800 attendees and was highly successful. The aim is to run the festival again during Youth Week in 2019. A separate website was developed to encourage engagement with young people. www.meetup18.com.au |
| Enhance our early years outreach programs. | It is at this point that many library patrons begin to exit our service. We want to better understand the changing learning needs of teenagers so we can better support them in their next stage of life. | How many new families did we engage with. How many groups invited us back. | 2018/19 | Done | YTD EY outreach visits have increased by 45% with over 5,000 attendees |
| Enhance our early years outreach programs. | It is at this point that many library patrons begin to exit our service. We want to better understand the changing learning needs of teenagers so we can better support them in their next stage of life. | How many new families did we engage with. How many groups invited us back. | 2019/20 | Done | |
| 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 teenagers so we can better support them in their next stage of life. | Evaluate the needs of young people for our spaces and services | 2019/20 | Working on it | |

Strategy 4 - Explore new and renovated spaces that reflect modern learning approaches

| Name | Why? | Measure of Success | Year Action Created | Status | Comments |
|--|---|---|---------------------|---------------|--|
| 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. | 2017/18 | Done | A design concept was developed for a Start Space concept. These designs can also be utilised for different spaces in our libraries. A design layout has also been completed for the Korumburra Library and the Foster Library. |
| 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. | 2018/19 | Done | Foster Library was successful in receiving a grant to provide modern and dynamic furniture, bring the indoors out and provide an open access model. |
| 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. | 2017/18 | Not started | |
| 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. | 2019/20 | Working on it | The new Waterline Library will provide an enhanced service to the community at the Grantville Transaction Centre and will open on 16 March 2020. |

Strategy 5 - Test alternative engagement approaches to promote true inclusivity and accessibility

| Name | Why? | Measure of Success | Year Action Created | Status | Comments |
|---|--|---|---------------------|--------|--|
| 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. | 2017/18 | Done | Marketing Strategy presented to the Board in September 2019. |
| Review our website and develop a plan to make it modern and accessible. | Our website is out of date and is not user friendly nor accessible. We want to fix this to make it easier for you to use. | Detailed upgrade plan costed and presented to the Board. | 2017/18 | Done | The major initiative proposed in the 2018.19 Draft bUdget is the redevelopment of our website. |

| | | | | | |
|---|--|---|---------|---------------|---|
| 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. | 2017/18 | Done | Our social media reach has significantly increased since the same time last year. Refer to our the social media page of the quarterly report. This has been attributed to the re-brand project. |
| Implement a redevelopment of the website to make it modern and accessible | Our website is out of date and is not user friendly nor accessible. We want to fix this to make it easier for you to use. | The website redevelopment is completed | 2018/19 | Done | The new website went live in June 2019 |
| 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. | 2018/19 | Done | Social media reach has been exponentially increasing. This is based on providing quality videos and consistent messaging. Refer to social media engagement indicators |
| 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. | 2019/20 | Working on it | Patron Point has now been automated (at the request of the patron) to renew members who are at risk of dropping off due to inactivity at three years. |
| 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. | Increased number of patrons acquired via website, measured by online sign-ups. | 2019/20 | Working on it | |
| 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. | 2019/20 | Done | Social media reach was significantly enhanced with the launch of the library anthem which had a world wide reach of over 300,000 people. |

Strategy 6 - Support our community to explore and learn about new and emerging trends

| Name | Why? | Measure of Success | Year Action Created | Status | Comments |
|--|---|---|---------------------|--------|---|
| Integrate new technology into our programs. | We recognise the importance of exploring new technology. | Number of new technologies piloted in our programs. | 2017/18 | Done | New activities this year included Stop Motion and Green screen technology as part of children's holiday activities. |
| Explore high speed internet, giving consideration to a user pays model for usage in excess of a base amount. | Many within our community don't have access to high speed internet, either due to cost or their location. Providing a high speed internet service should be a fundamental service your libraries provide. | Business case developed and presented to the Board. | 2017/18 | Done | Transition to NBN is completed. The speed was not considered worthy of a user pays model. |

| | | | | | |
|--|--|---|---------|---------------|--|
| Provide a digital content creation workstation. | Cost can be a barrier for people to be creative and explore new opportunities. We can provide an opportunity for people to 'try before they buy'. | Digital content creation workstation installed at least one library. | 2017/18 | Done | Winter school holiday program. |
| 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 the library staff, supported by targeted training opportunities. | 2018/19 | Working on it | Recruitment for all positions now includes demonstrating the applicants technology skills by creating a video as part of the application process. Training is also being scheduled for march 2019. |
| Integrate new technology into our programs. | We recognise the importance of exploring new technology. | Number of new technologies piloted in our programs. | 2018/19 | Done | Introduction of VR technology and Future lab computer coding region wide |
| Pilot a media streaming zone. | Media streaming is a growth area online, particularly among young people. Providing spaces where groups can watch their favourite streamers or current high profile live streams may help address the drop off of young people who have previously used the library. | Media streaming television installed in at least one library. | 2018/19 | Done | Media streaming zone installed at Drouin Library |
| Integrate new technology into our programs. | We recognise the importance of exploring new technology. | Number of new technologies piloted in our programs. | 2019/20 | Done | The continued use of VR technology with upgraded models fro enhanced experiences |
| Pilot a media streaming zone. | Media streaming is a growth area online, particularly among young people. Providing spaces where groups can watch their favourite streamers or current high profile live streams may help address the drop off of young people who have previously used the library. | Media streaming television installed in at least one library. | 2019/20 | Working on it | |

Strategy 7 - Promote a culture that encourages flexibility, exploration and personal growth

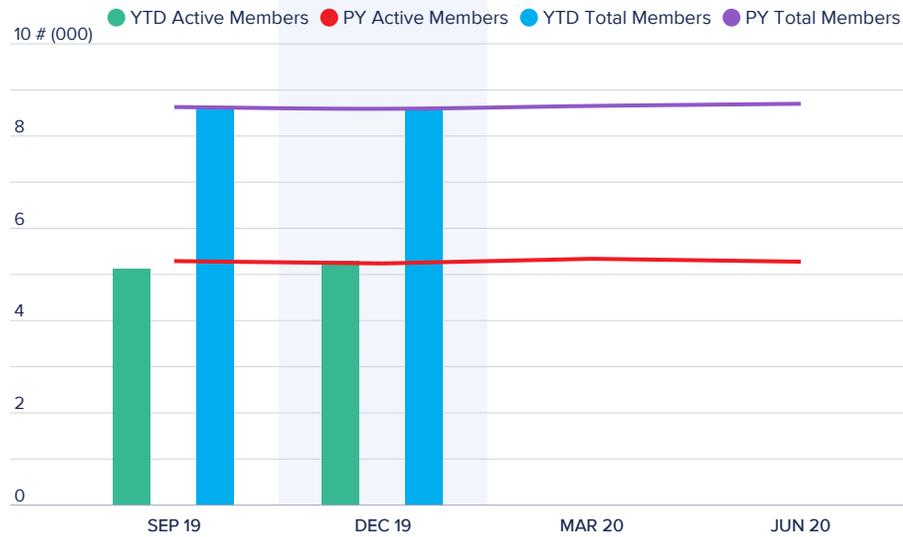
| Name | Why? | Measure of Success | Year Action Created | Status | Comments |
|--|--|---|---------------------|--------|----------|
| Strengthen our commitment to each other and our community. | Our current code of conduct needs updating. This is an opportunity to revisit how we collectively enhance our culture of flexibility, experimentation and community focus. | Development of a community commitment document. Our people will be happy and engaged. They will be able to easily adapt to new ideas. | 2017/18 | Done | |

| | | | | | |
|--|--|---|---------|---------------|---|
| Pilot flexible cloud based employee management systems to support our people. | Our employees are our greatest asset. We need to support them, listen to them and invest in them if we are to achieve our commitment to our community. | Pilot completed with a better understanding of employee review requirements and frequency. | 2017/18 | Working on it | Suitable solutions are still being explored. |
| Implement a cloud based rostering system. | Rostering of our staff takes an incredible amount of time for our team leaders. This takes them away from working with the community. | The number of hours saved is our measure of success. | 2017/18 | Done | |
| 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. Less unreported incidents. | 2017/18 | Working on it | Implementation of Donesafe is underway. Training of all staff will occur in Quarter 3. |
| Equip staff with key skills to confidently promote reader development within the community. | We need to transfer our love of reading into conversations with our community to effectively promote our services. This will also help optimise the use of our collections. | Implement reader development training into our quarterly team meetings. | 2018/19 | Done | Reader development is incorporated into staff quarterly meetings. The first reader development session was held this quarter. |
| Strengthen our commitment to each other and our community. | Our current code of conduct needs updating. This is an opportunity to revisit how we collectively enhance our culture of flexibility, experimentation and community focus. | Development of a community commitment document. Our people will be happy and engaged. They will be able to easily adapt to new ideas. | 2019/20 | Working on it | |
| 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 service experience. | Increase in total members. Increase in active members. | 2018/19 | Working on it | |

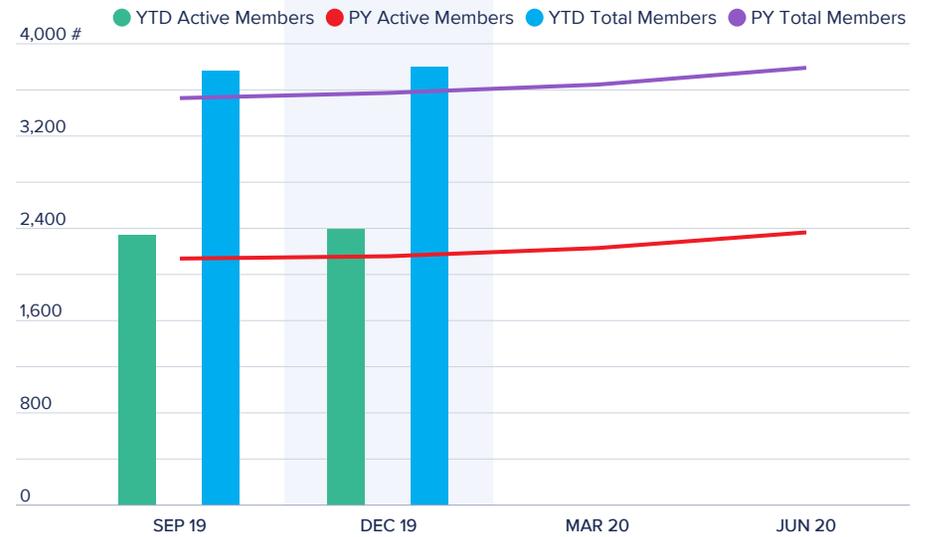
Strategy 8 - Explore diverse revenue opportunities to complement our service

| Name | Why? | Measure of Success | Year Action Created | Status | Comments |
|--|---|--|---------------------|---------------|--|
| 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 | 2017/18 | Working on it | |
| 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. | 2017/18 | Done | Received a grant from Fonterra of \$2,000. This will provide new born babies with the board book 'Moo' written by Alison Lester and will deliver a promotional story time program to highlight the importance of early years literacy. |
| 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. | 2018/19 | Done | Received grant for Meet UP 19 of \$2,000 as part of Youth Week |
| 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. | 2019/20 | Working on it | Received grant funding for of \$2,000 for Science week |

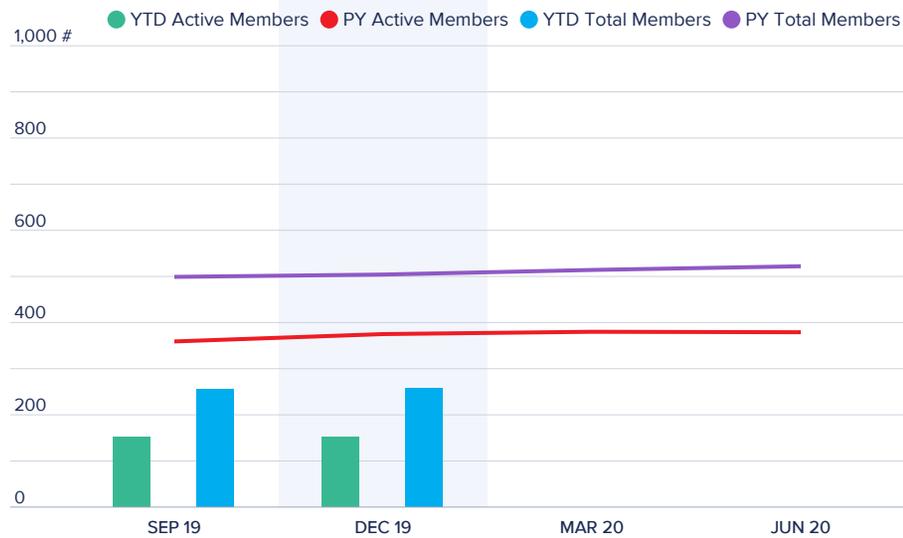
Membership - Warragul



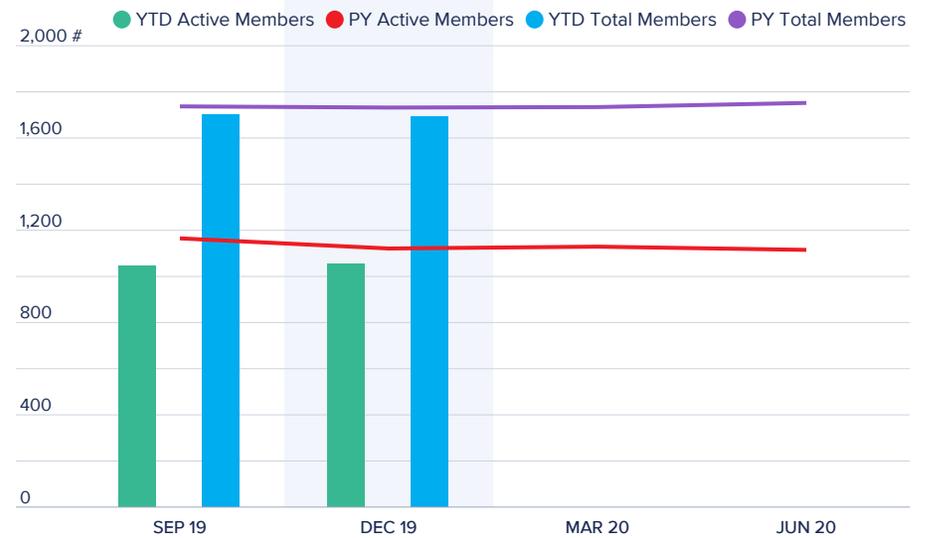
Membership - Drouin



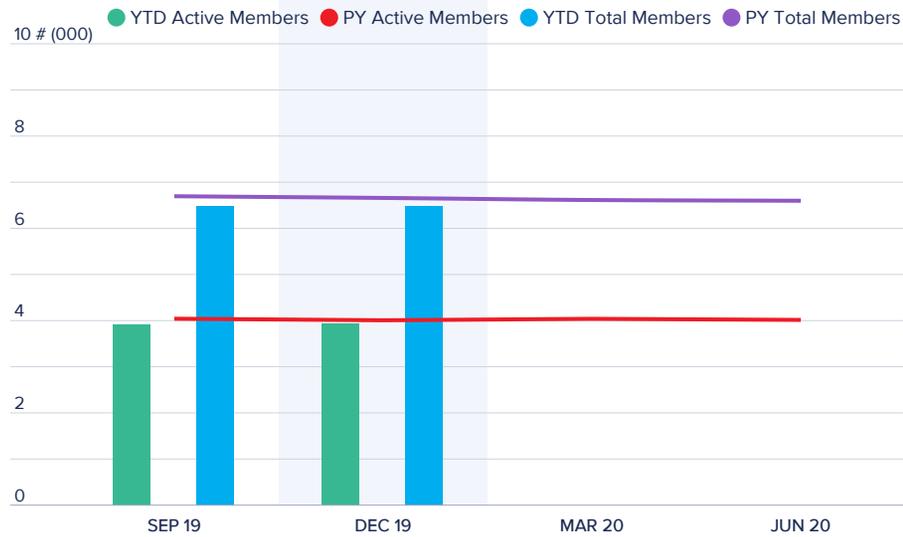
Membership - Neerim South



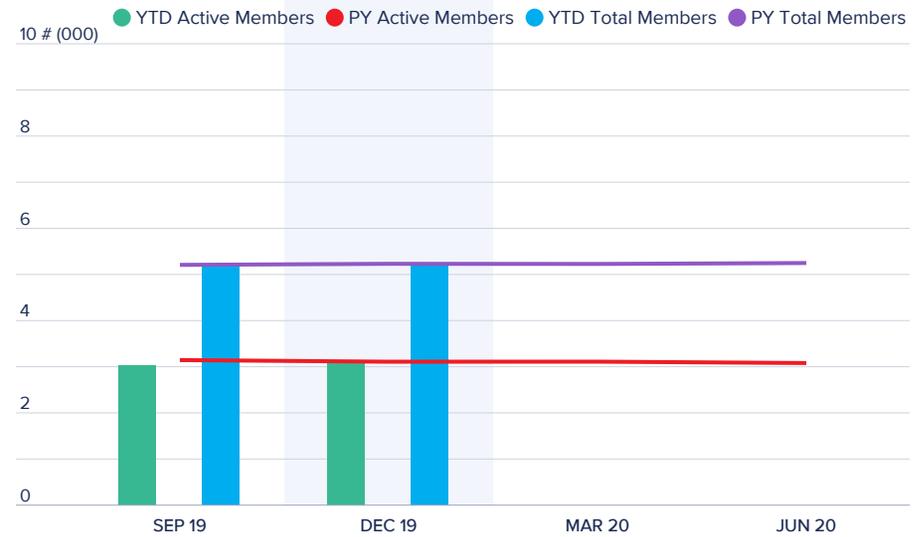
Membership - Northern Mobile



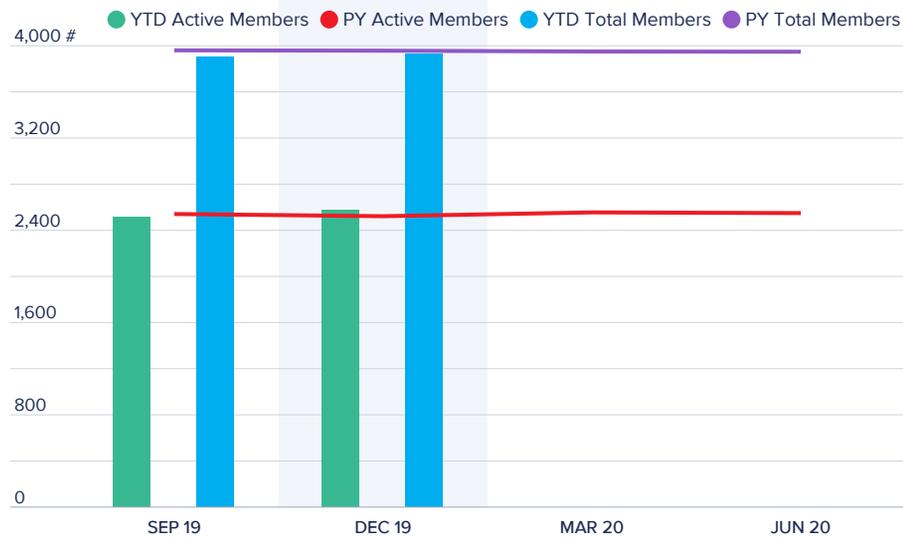
Membership - Wonthaggi



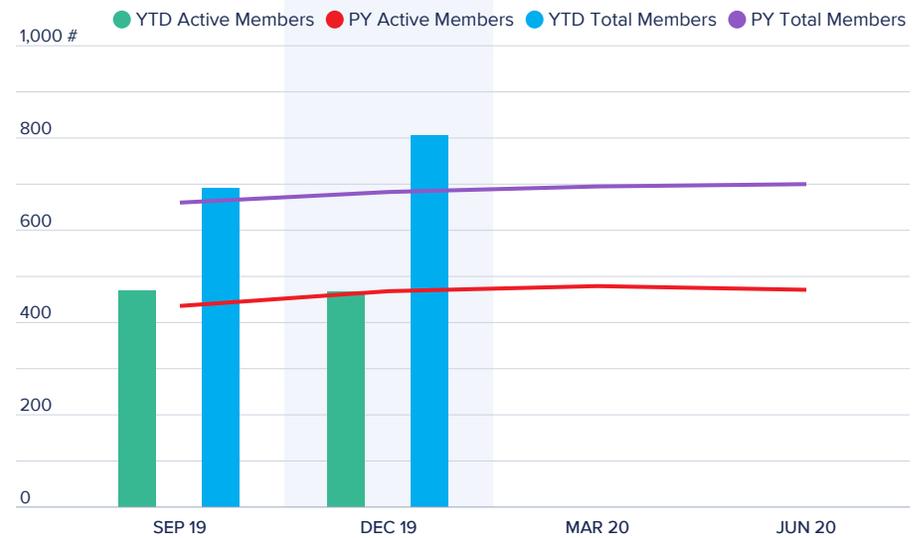
Membership - Phillip Island



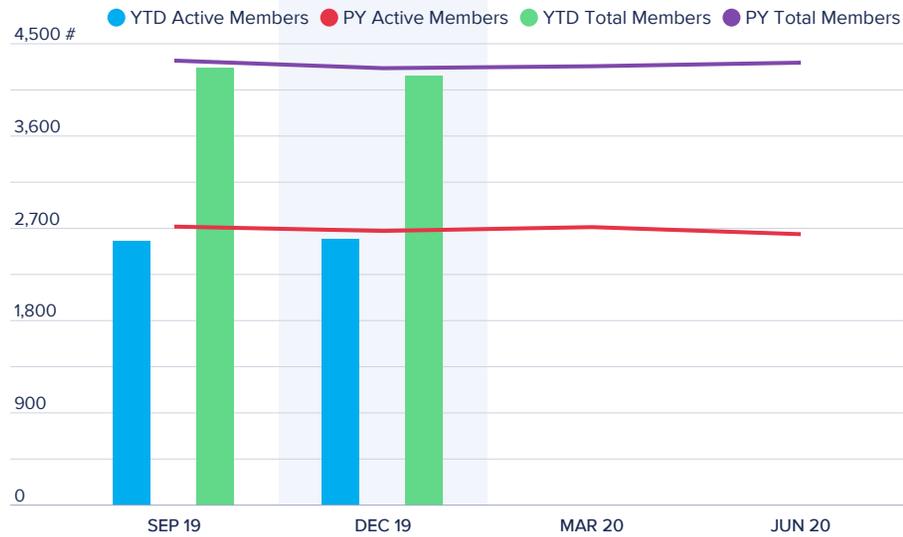
Membership - Inverloch



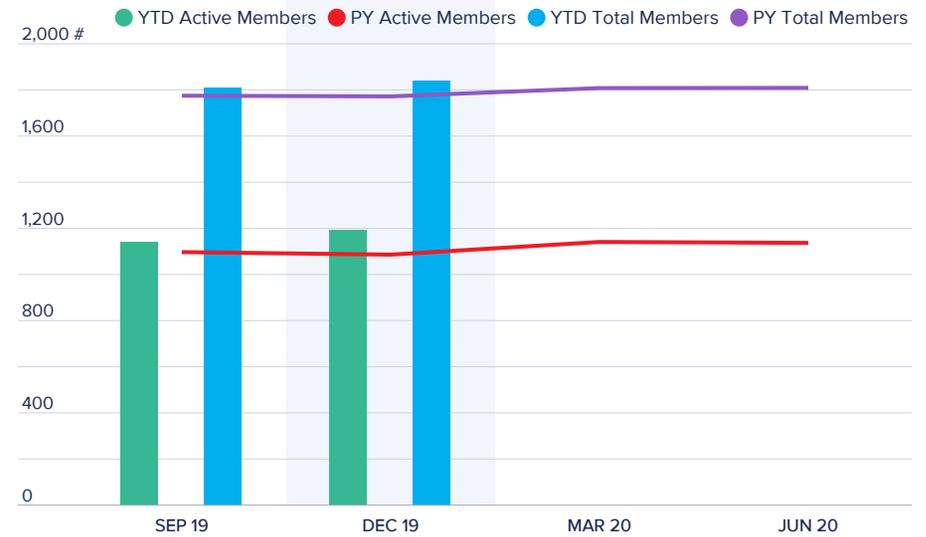
Membership - South Coast Mobile (BC)



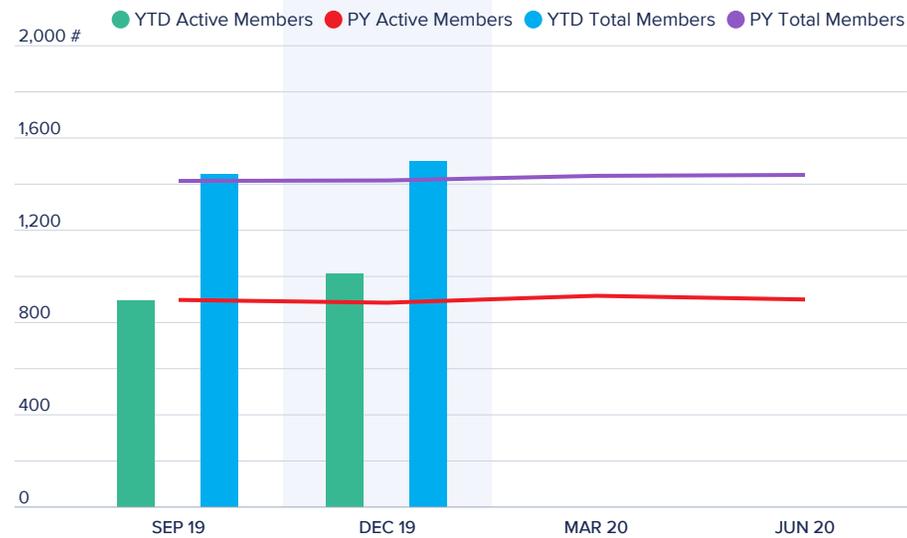
Membership - Leongatha



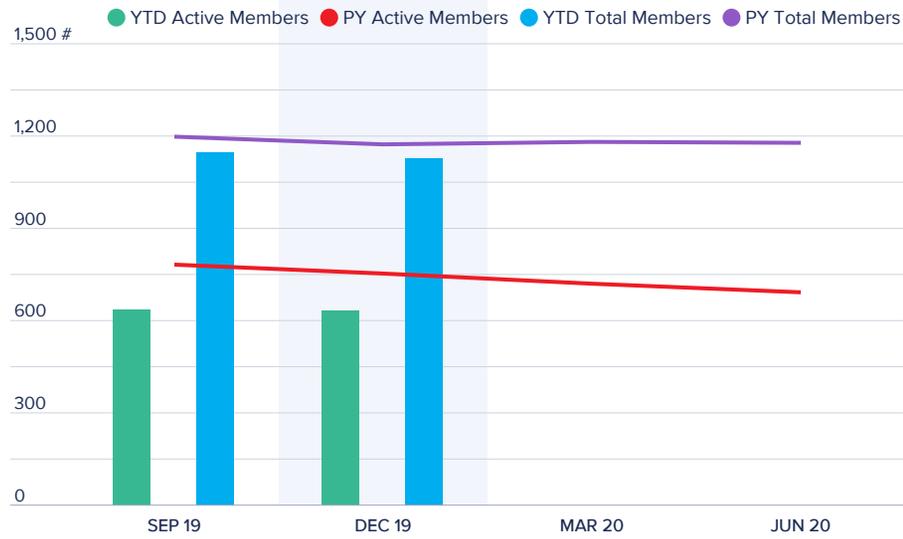
Membership - Korumburra



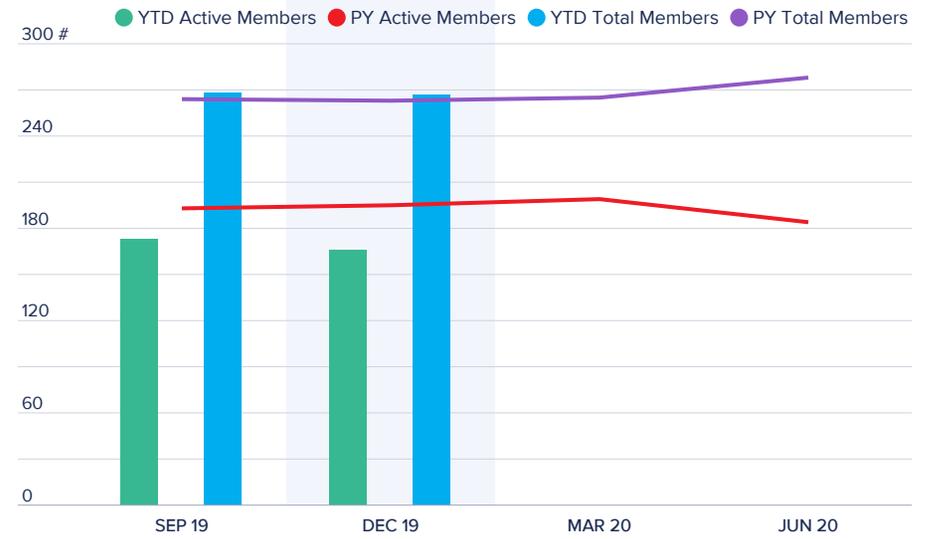
Membership - Foster



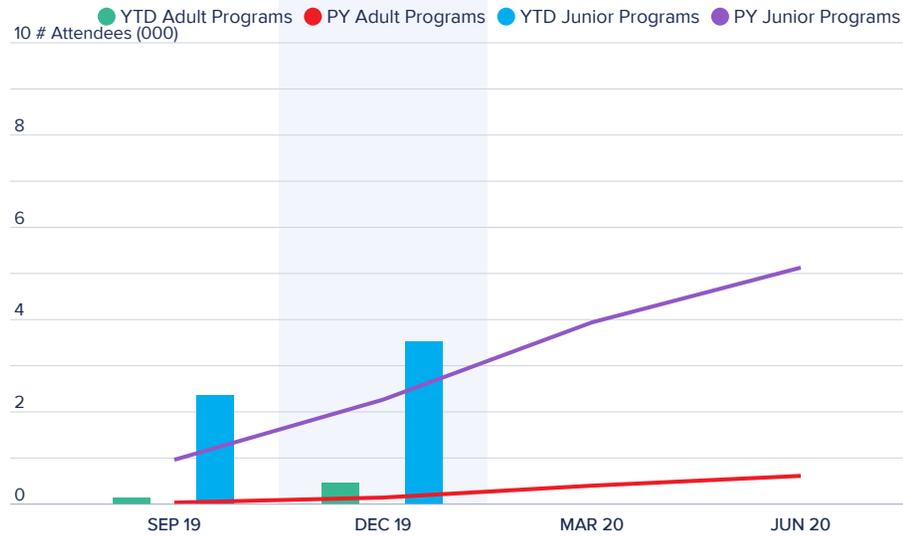
Membership - Mirboo North



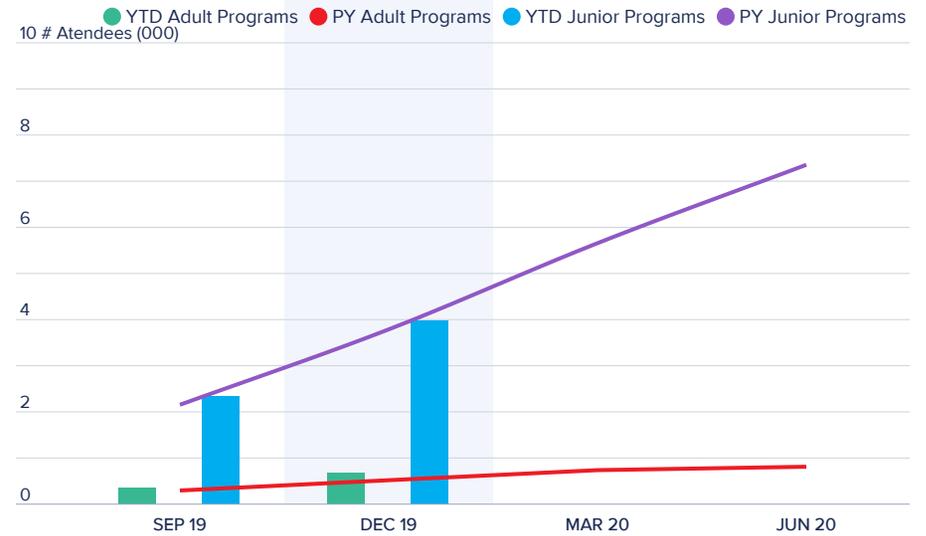
Membership - Poowong



Programs YTD - Drouin



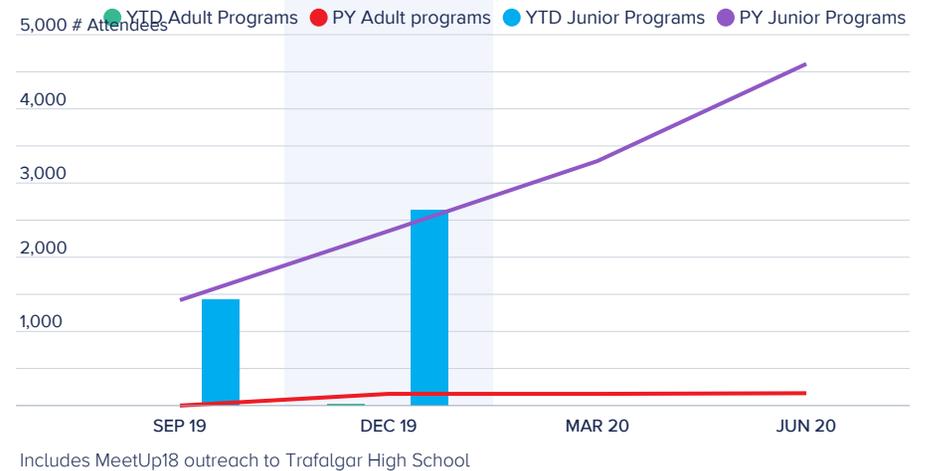
Programs YTD - Warragul



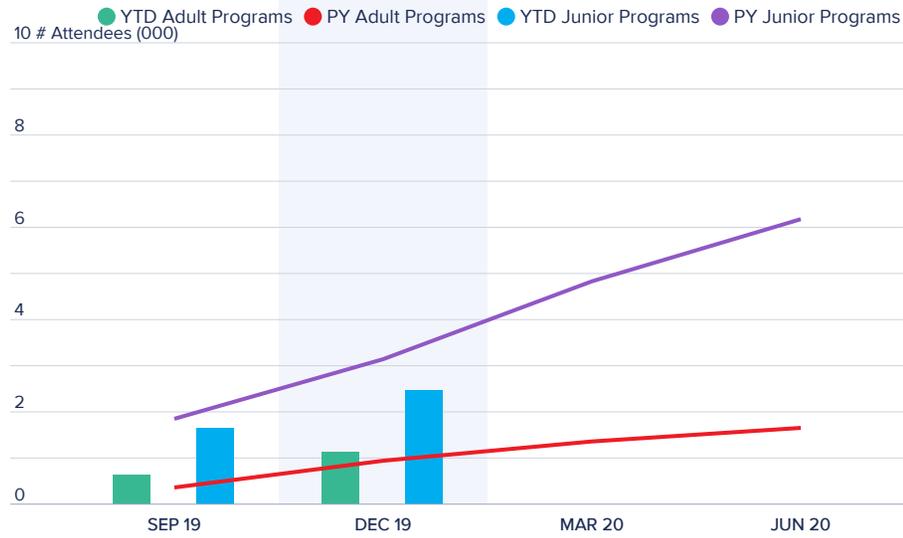
Programs YTD - Neerim South



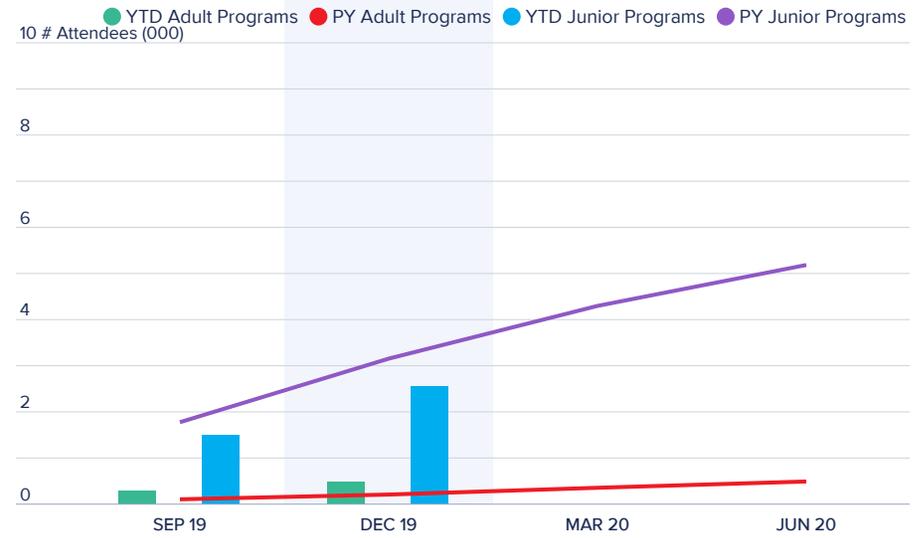
Programs YTD - Northern Mobile



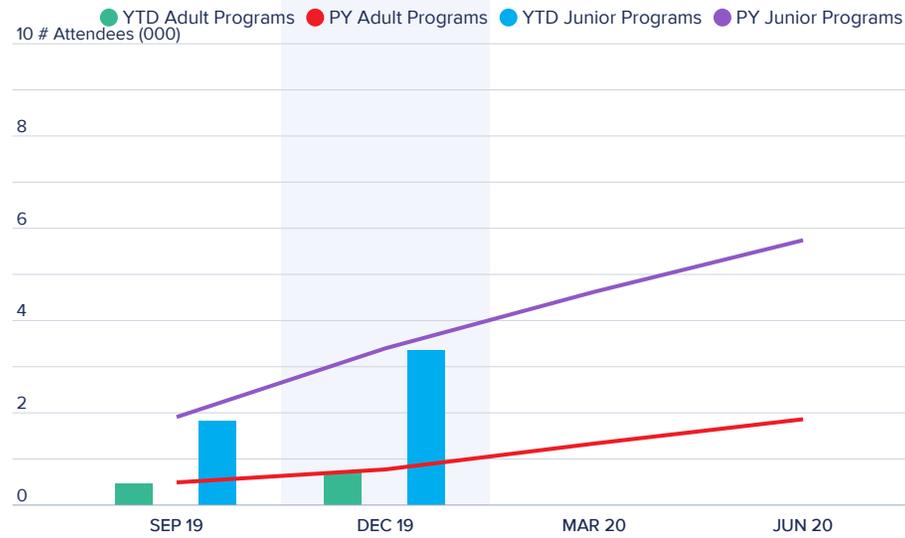
Programs YTD - Wonthaggi



Programs YTD - Phillip Island



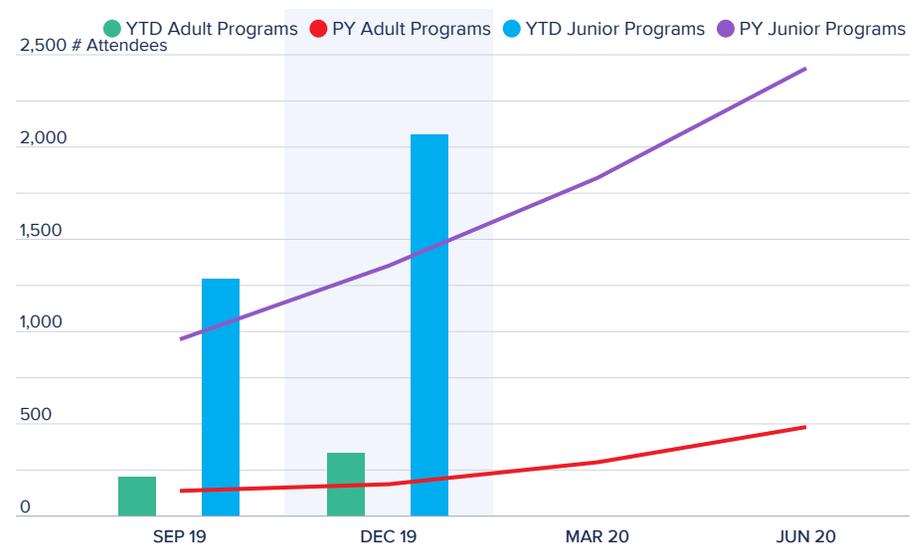
Programs YTD - Inverloch



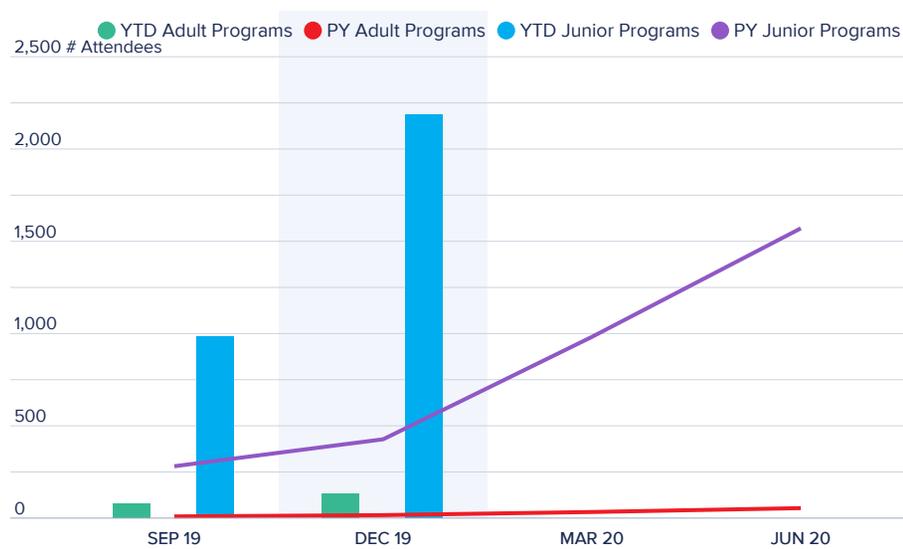
Programs YTD - Leongatha



Programs YTD - Korumburra



Programs YTD - Foster



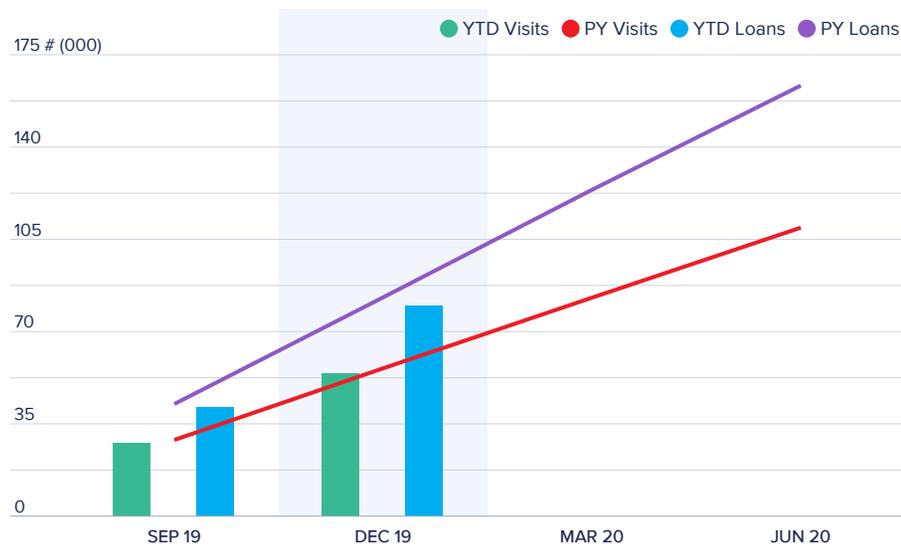
Programs YTD - Mirboo North



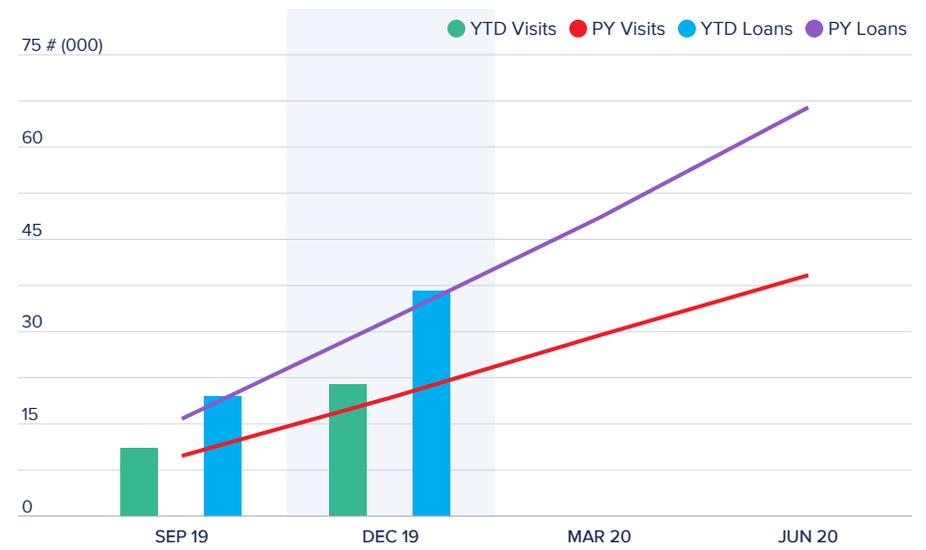
Programs YTD - Poowong



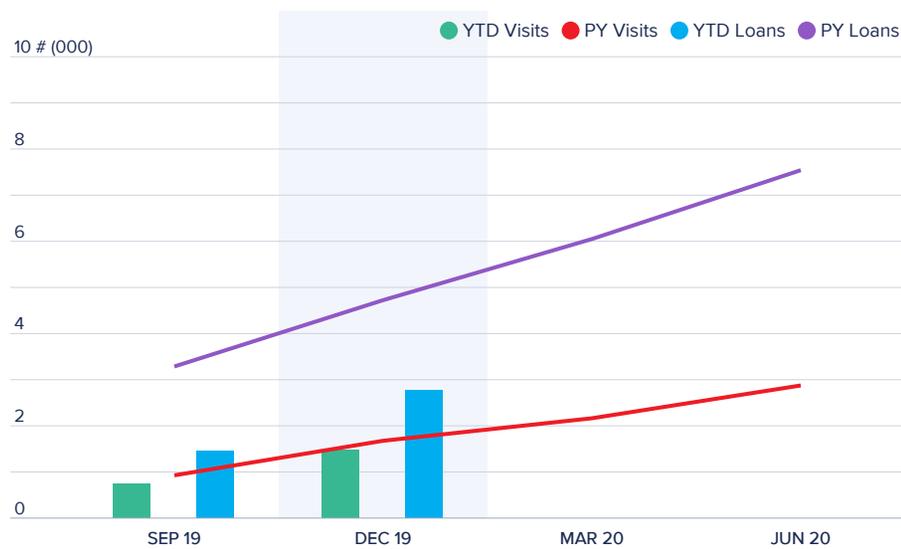
Visits and Loans YTD - Warragul



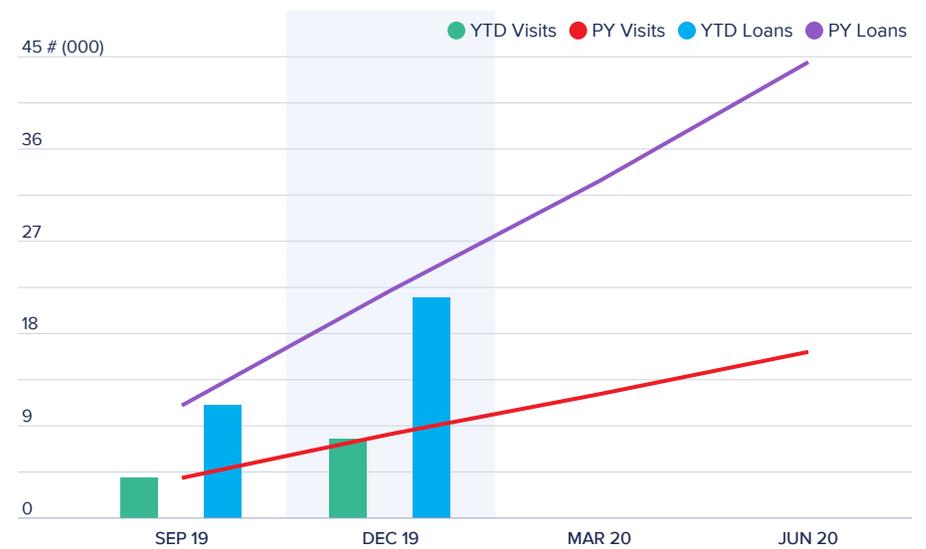
Visits and Loans YTD - Drouin



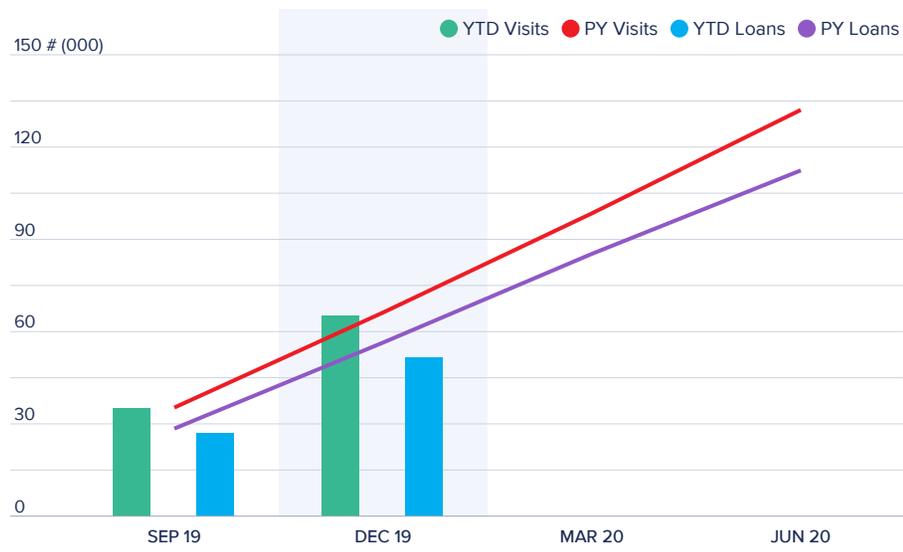
Visits and Loans YTD - Neerim South



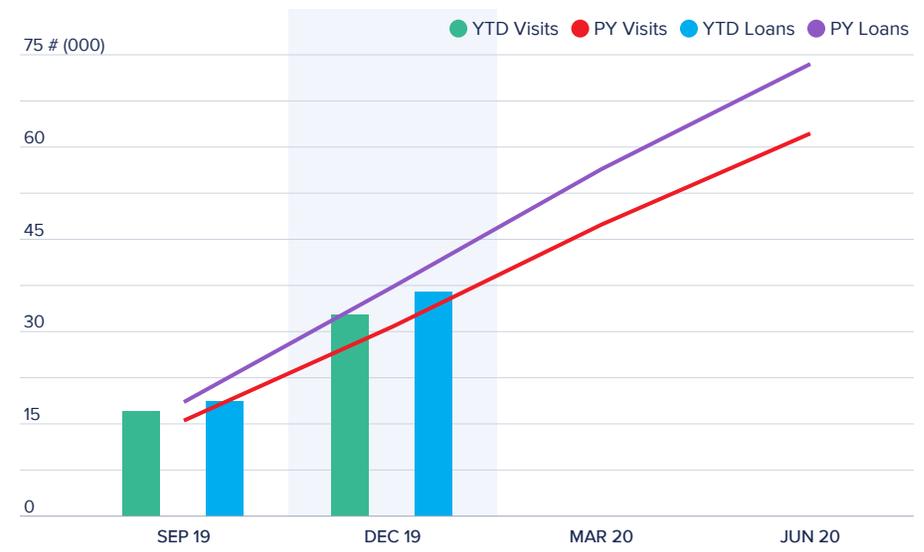
Visits and Loans YTD - Northern Mobile



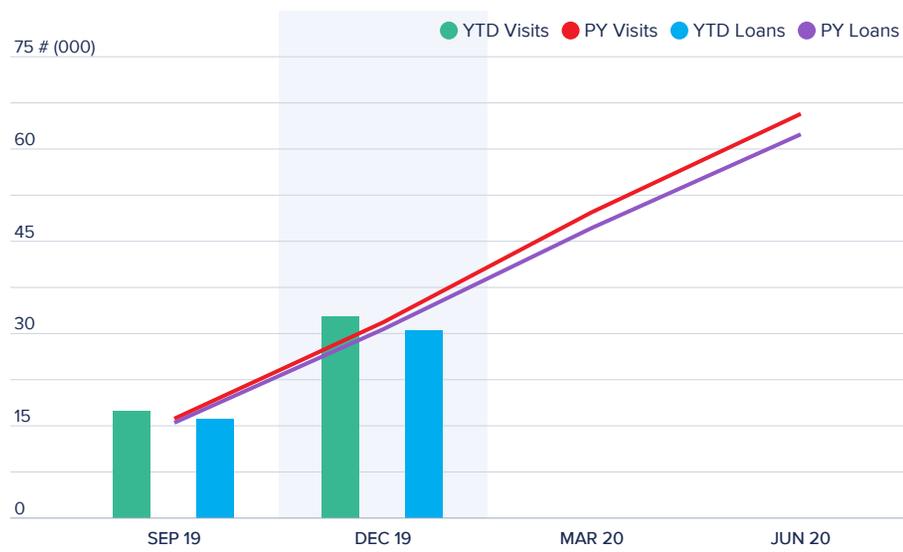
Visits and Loans - Wonthaggi



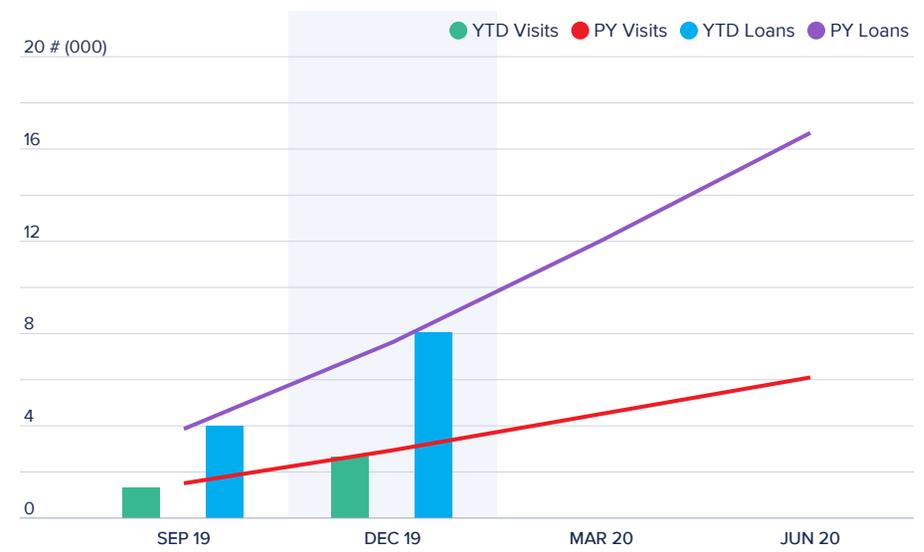
Visits and Loans YTD - Phillip Island



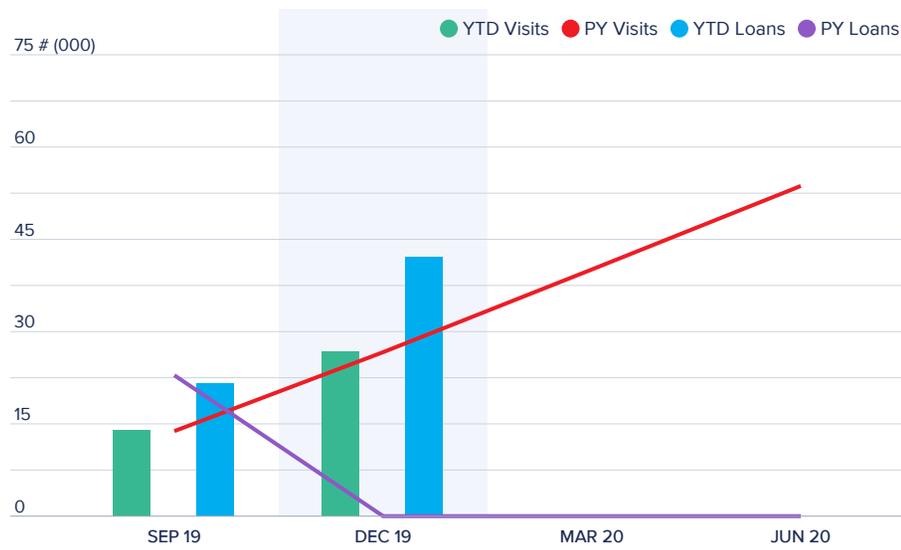
Visits and Loans YTD - Inverloch



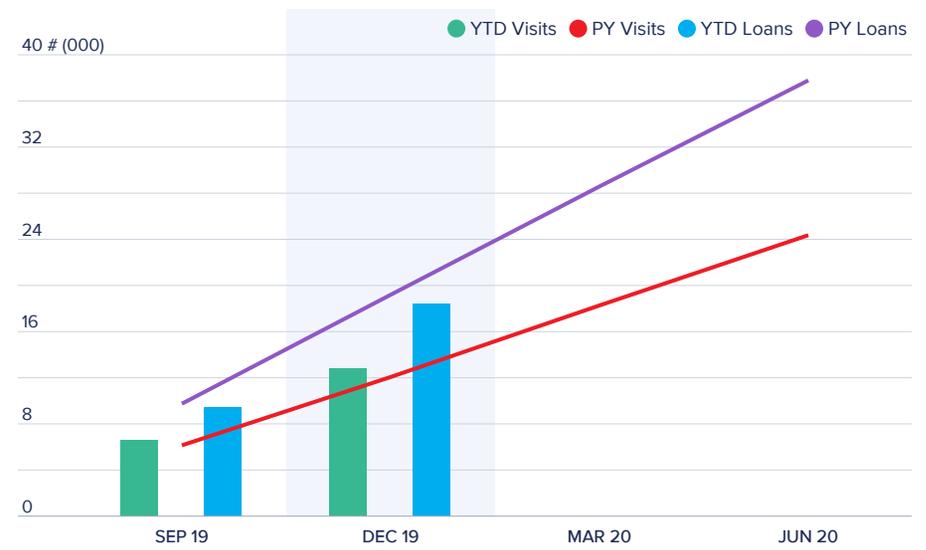
Visits and Loans YTD - South Coast Mobile (BC)



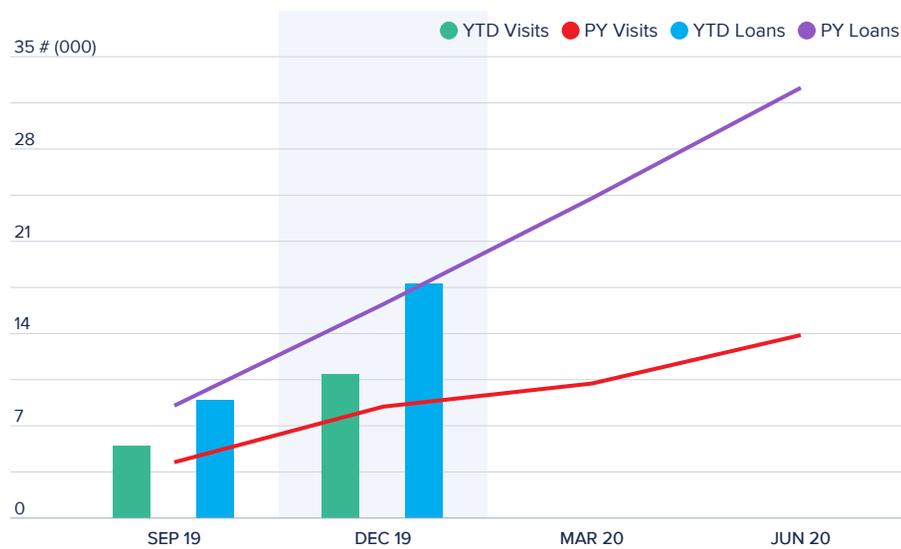
Visits and Loans YTD - Leongatha



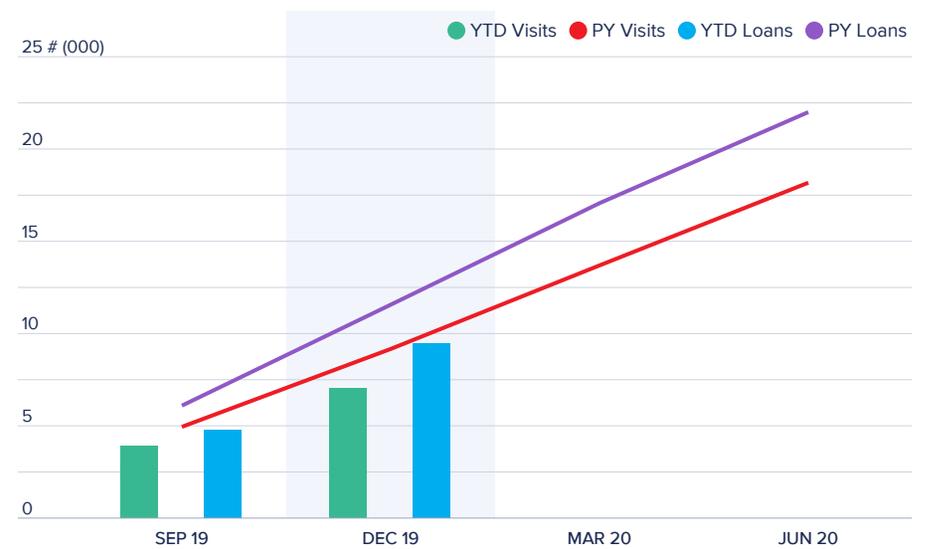
Visits and Loans YTD - Korumburra



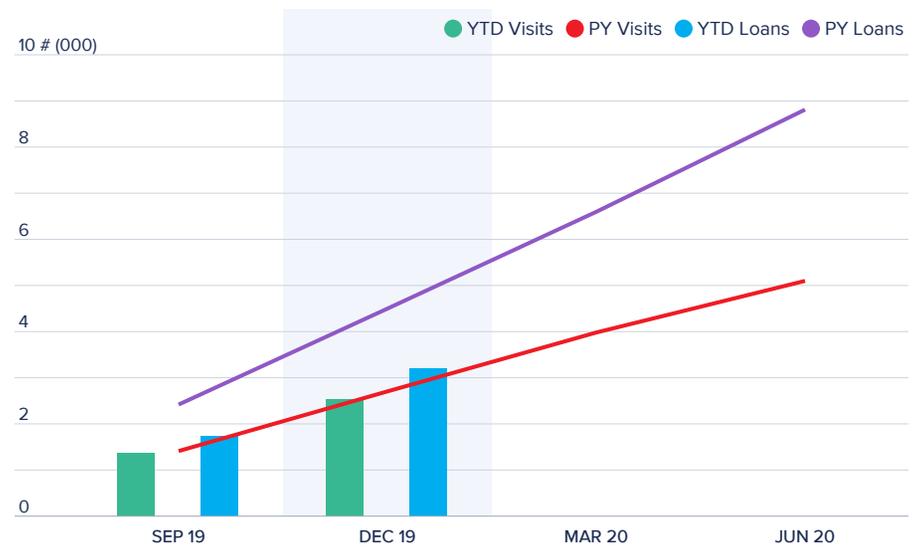
Visits and Loans YTD - Foster



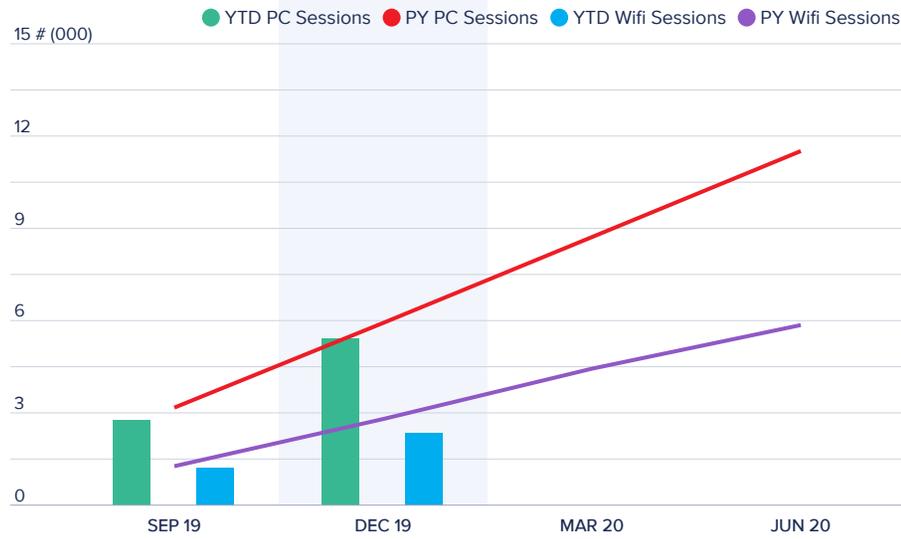
Visits and Loans YTD - Mirboo North



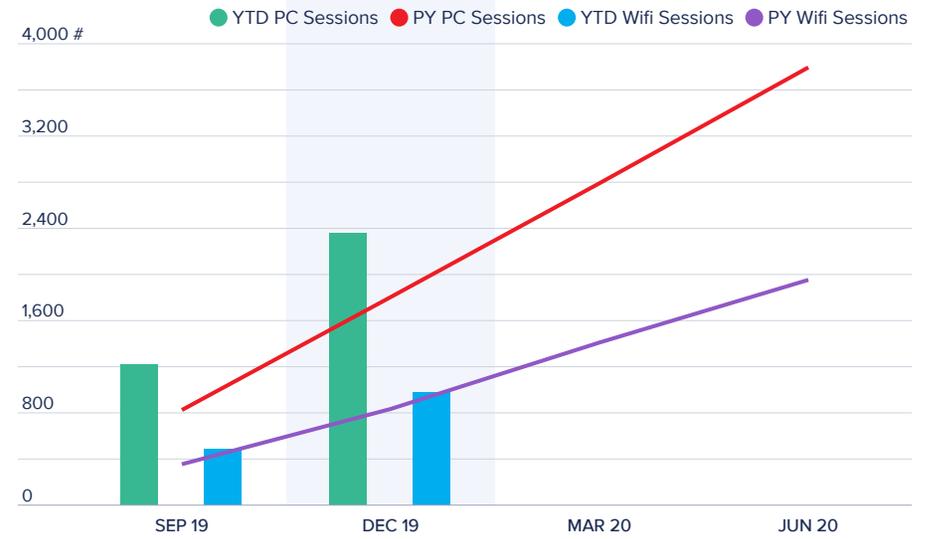
Visits and Loans YTD - Poowong



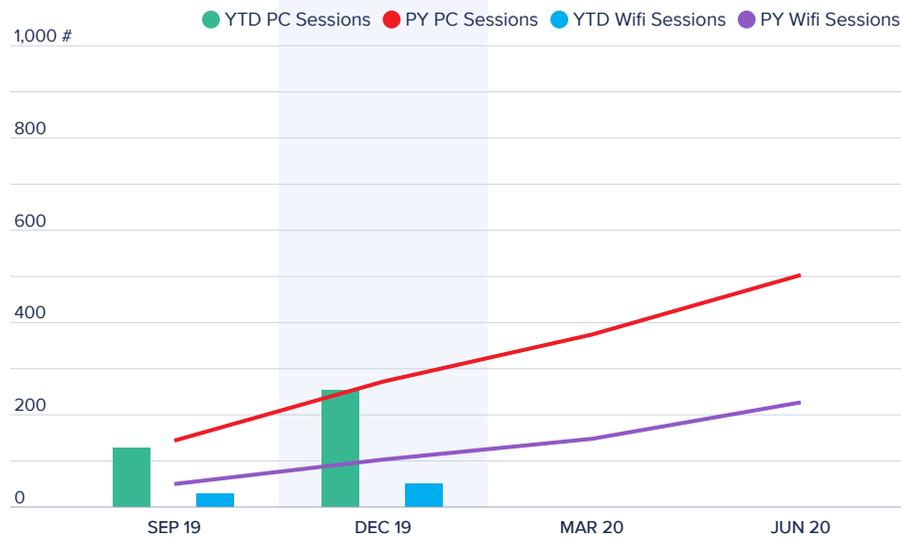
PC & Wifi YTD - Warragul



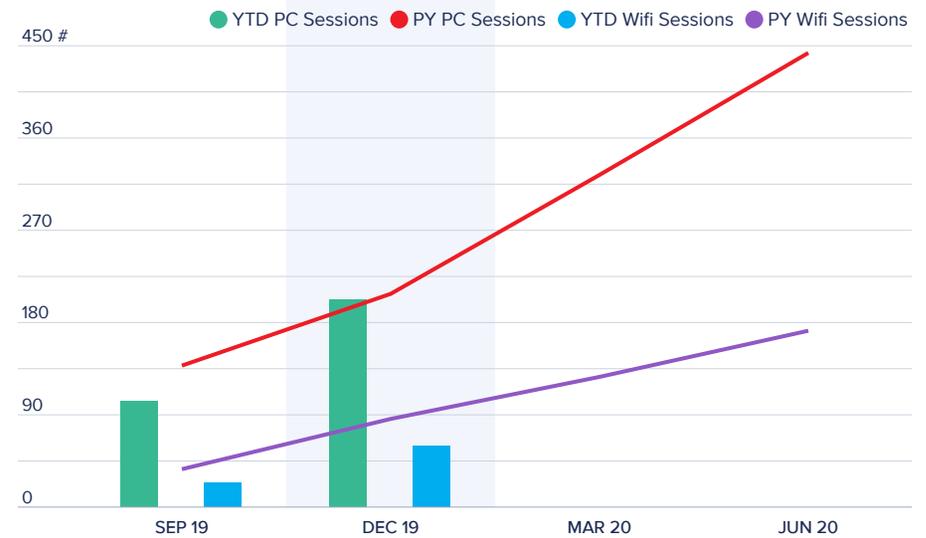
PS & Wifi YTD - Drouin



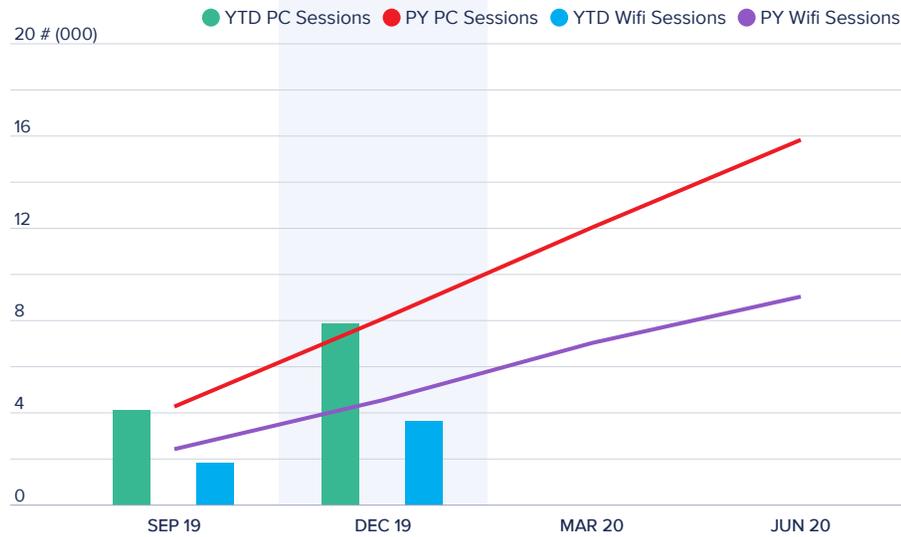
PC & Wifi YTD - Neerim South



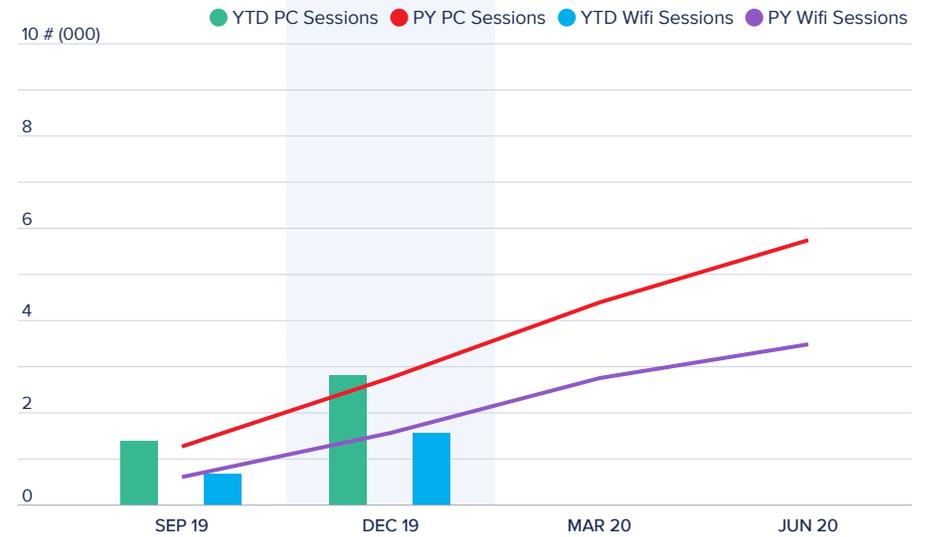
PC & Wifi YTD - Northern Mobile



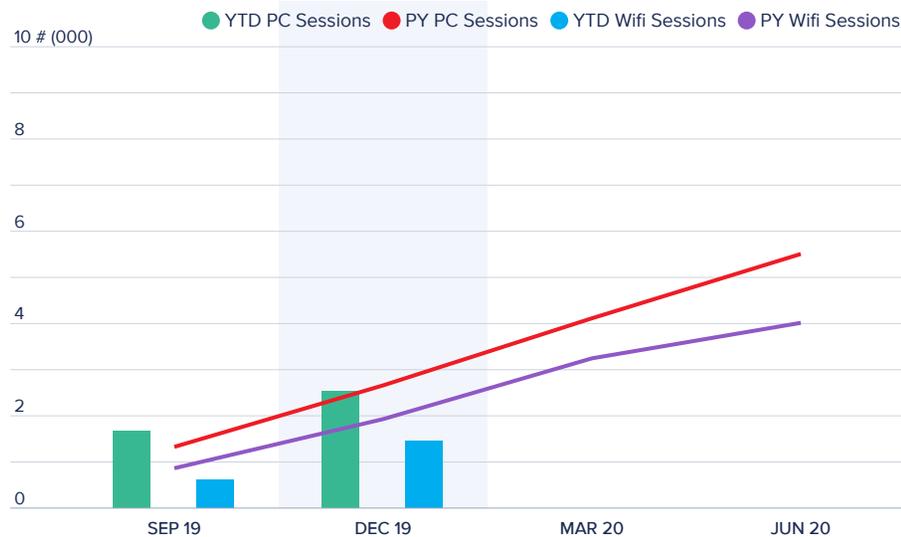
PC & Wifi YTD - Wonthaggi



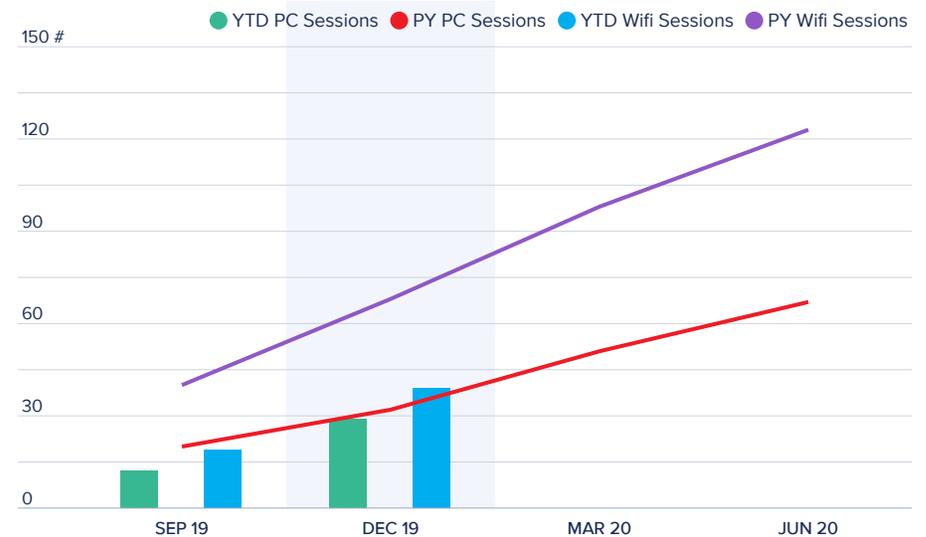
PC & WiFi YTD - Phillip Island



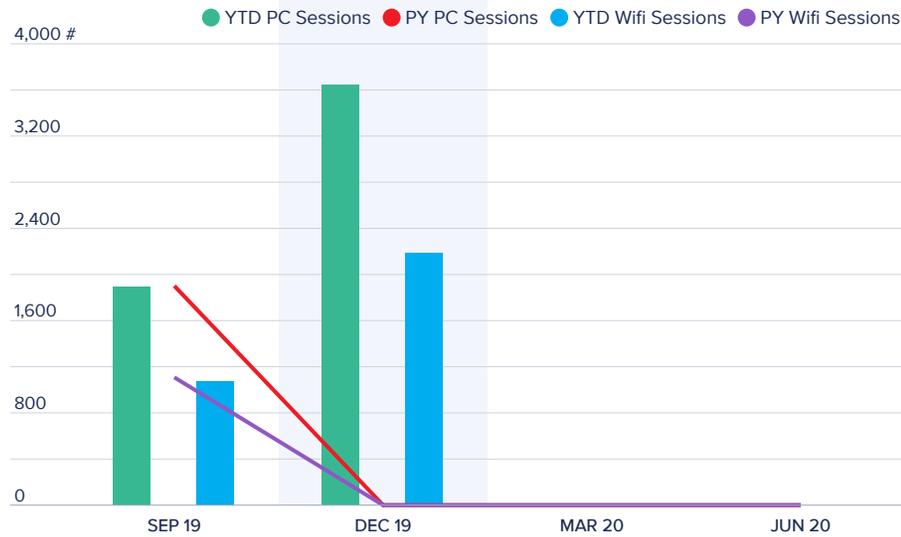
PC & Wifi YTD - Inverloch



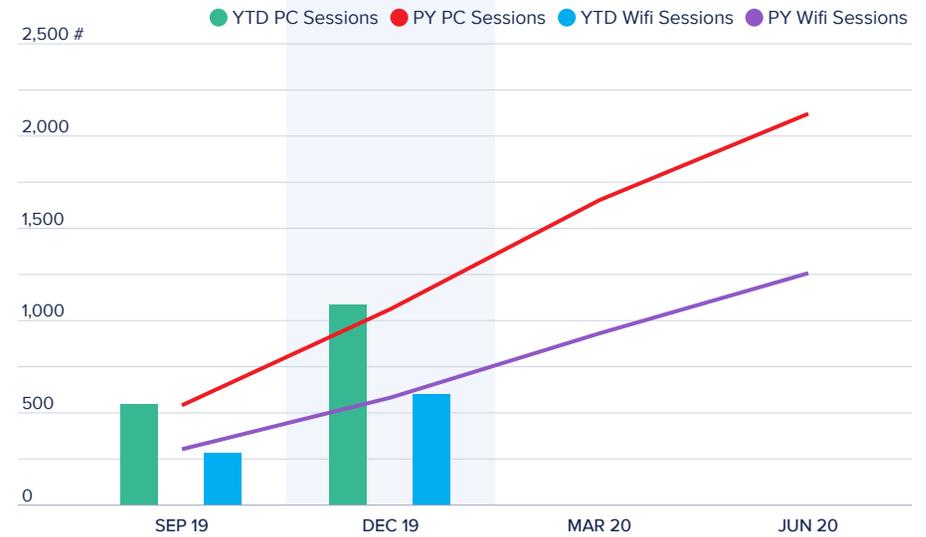
PC & Wifi YTD - South Coast Mobile (BC)



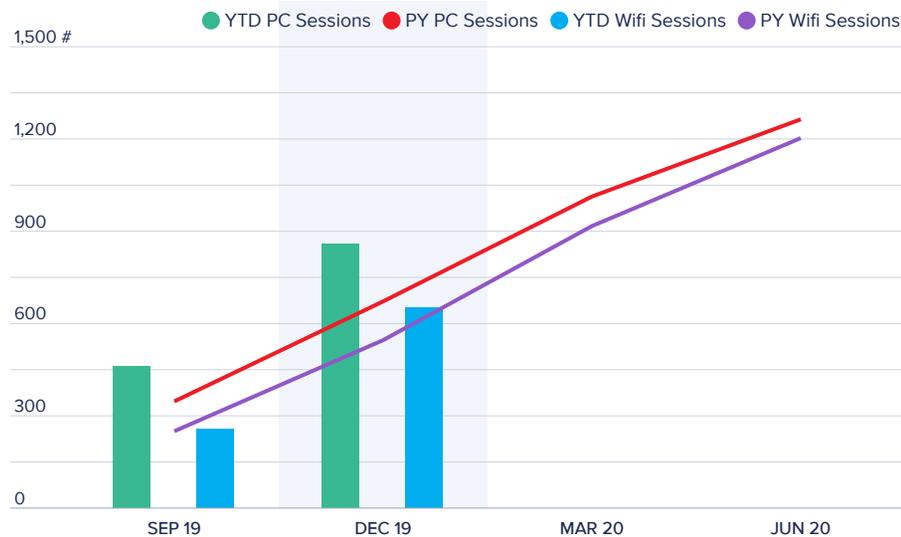
PC & Wifi YTD - Leongatha



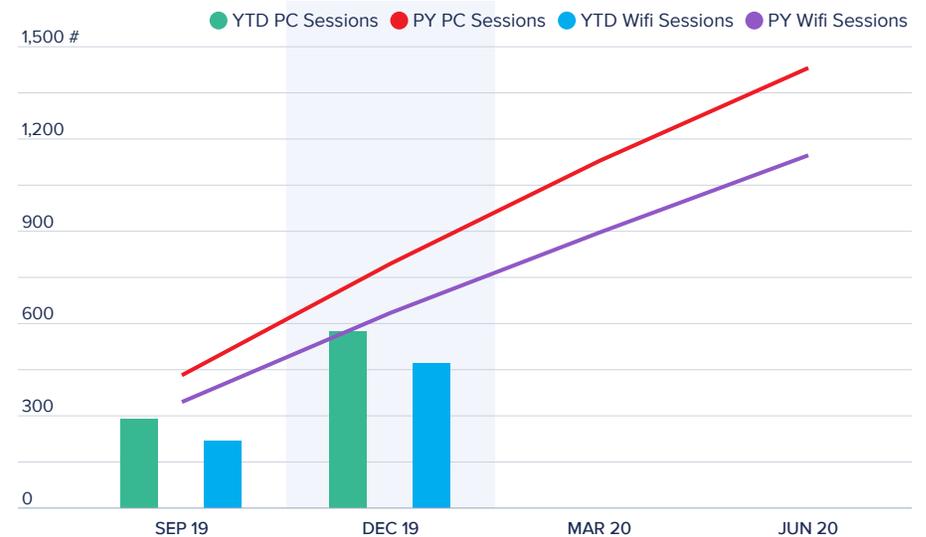
PC & Wifi YTD - Korumburra



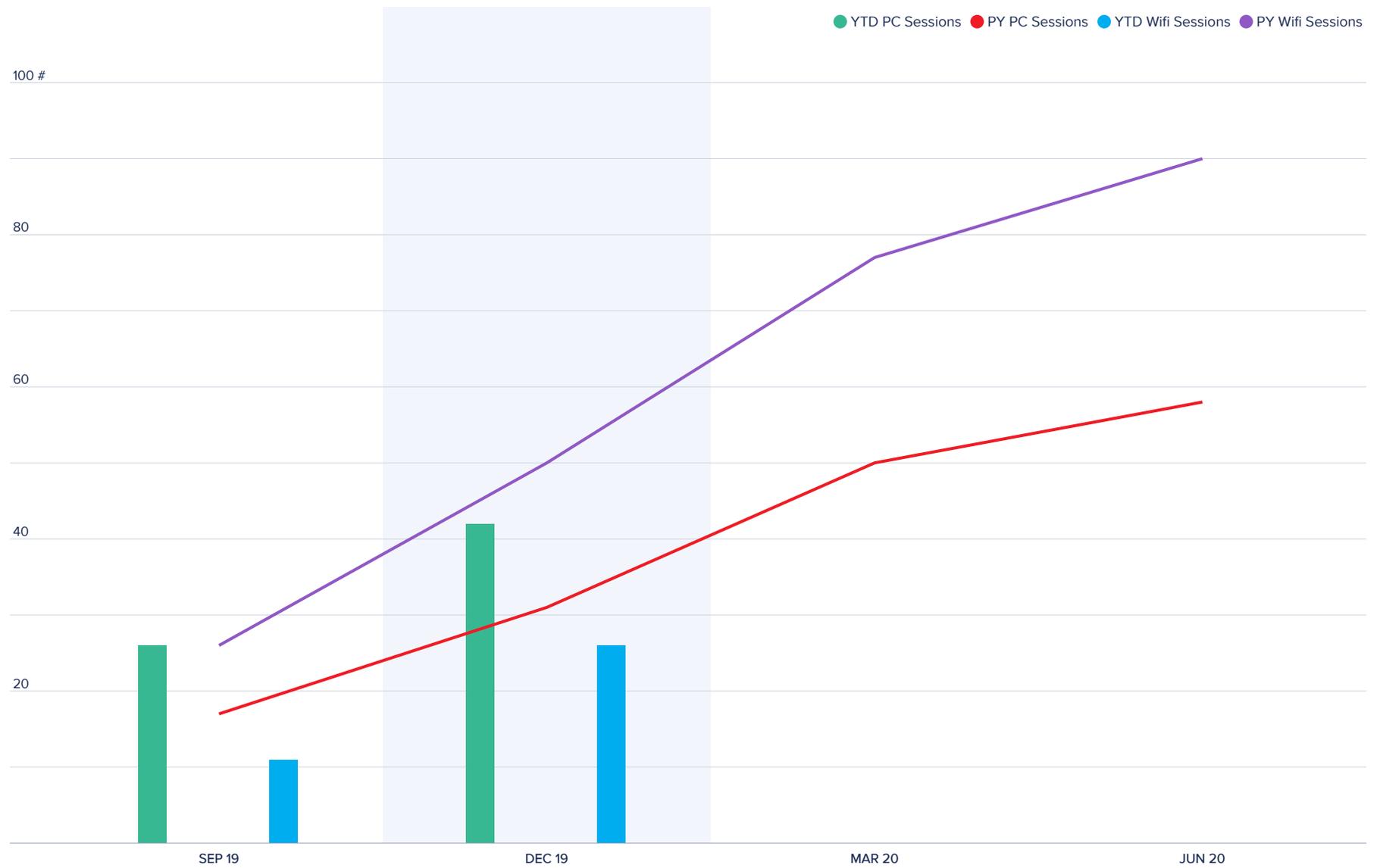
PC & Wifi YTD - Foster



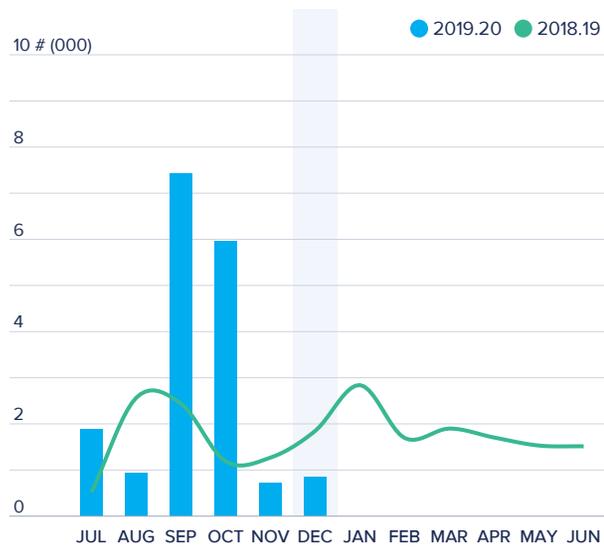
PC & Wifi YTD - Mirboo North



PC & Wifi YTD - Poowong



Average Daily Reach



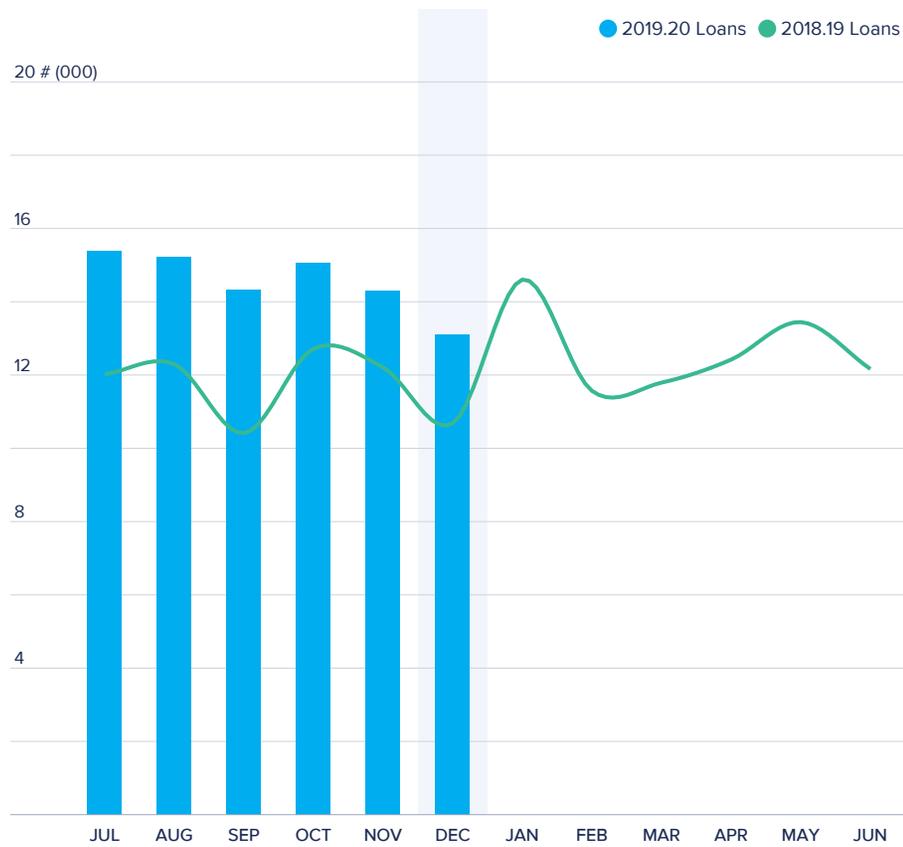
Average Daily Engagement



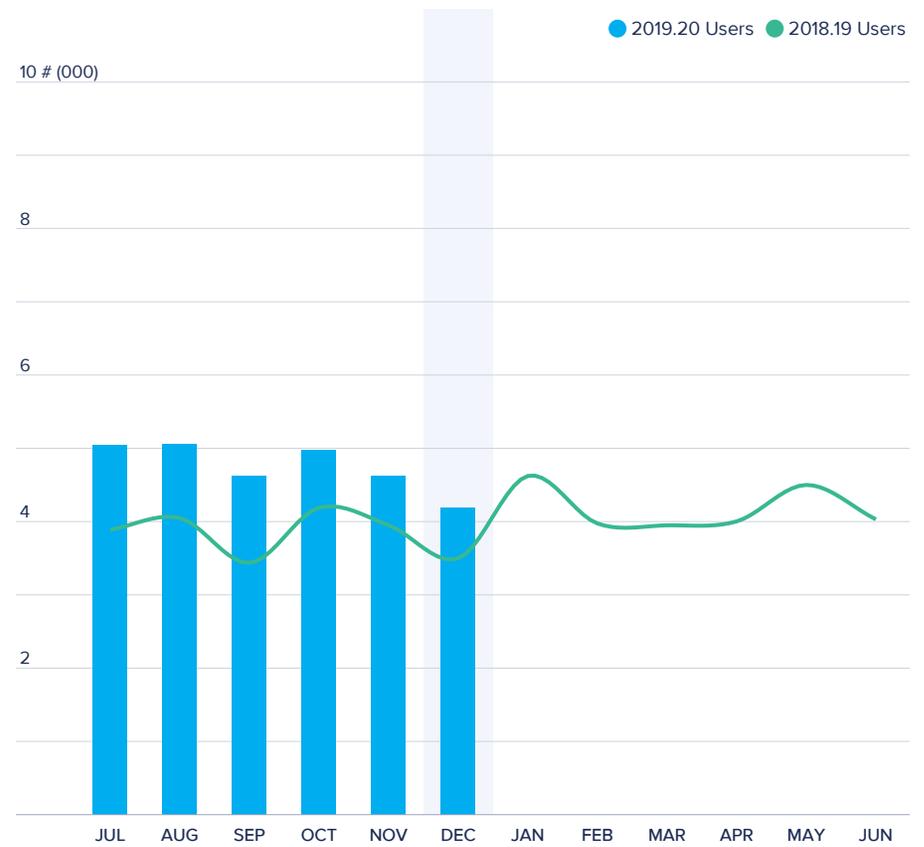
Average Daily New Likes



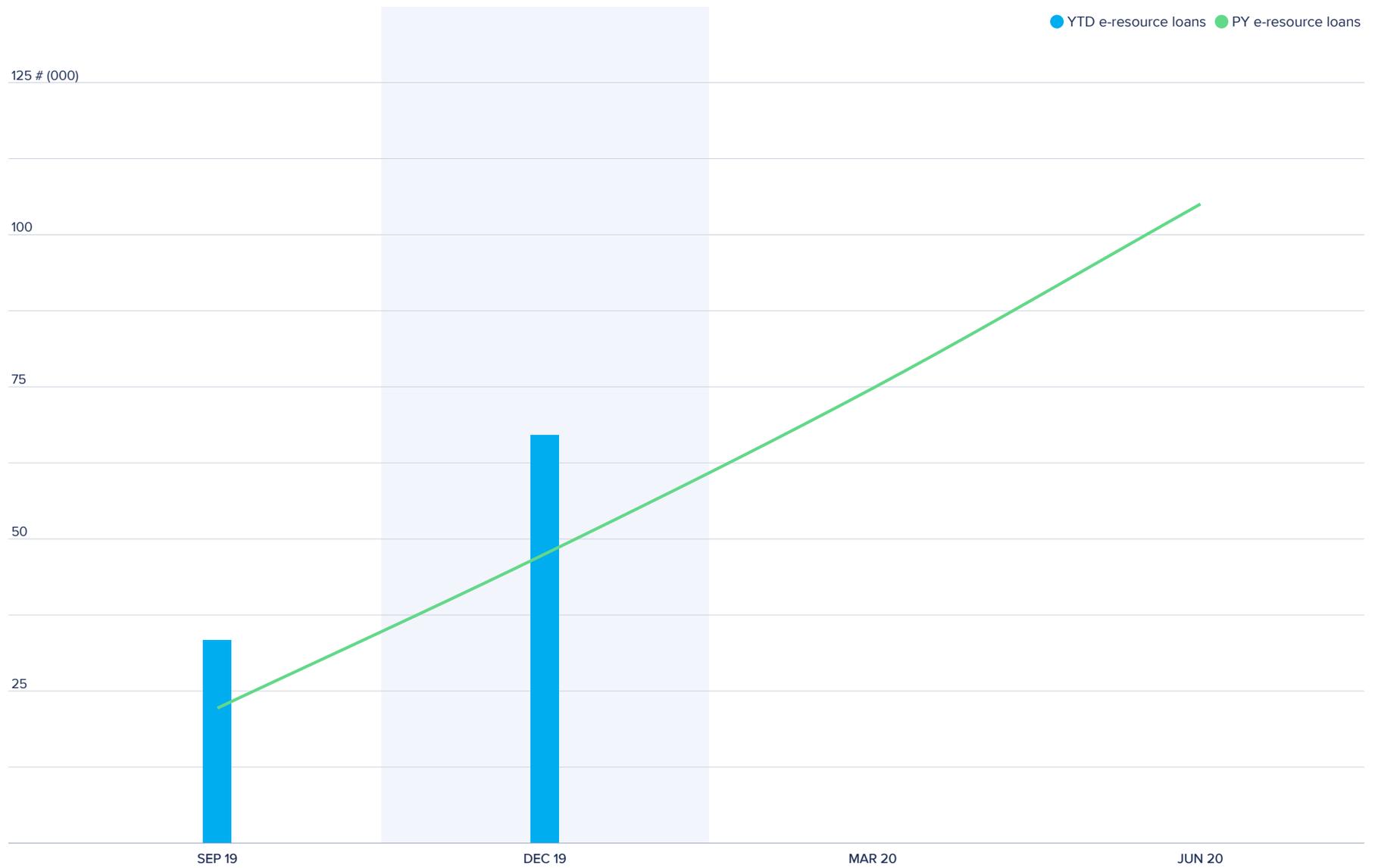
Self Checkout Loans



Self Checkout Users



E-resource loans (region)



Annual Budget 2020.21 (Draft)



Chairperson's Introduction



Cr Keith Cook
Baw Baw Shire Council
Board Chairperson

It is a great pleasure to present the Draft Annual Budget 2020.21 for West Gippsland Libraries.

This budget continues to strengthen West Gippsland Libraries as an innovative and leading library service in Victoria. The highly successful 24/7 Library in Foster has created a lot of interest across Australia and we continue to receive enquiries about how it works each week.

To build on the Foster 24/7 success we are proposing to transition two more libraries, Inverloch and Warragul, to the 24/7 service so more people can use our service at their convenience. Strong controls accompany the 24/7 model and there have been no issues reported since it has been implemented.

It is also my pleasure to announce that Warragul Library will be a focus this year and will be modernised inside to ensure it is a fresh and inviting place to visit. This will be an interim measure as we continue to work with Baw Baw Shire Council on the longer term strategy for library services in Warragul.

Another feature of the budget is the continued work for the new community library in San Remo at the Recreational Reserve. This continues from 2019.20 as we work with the Committee of Management to create a great new space for the community.

This year's draft budget also includes increases in new collection items, renewal of furniture and more e-resources.

The 10 year Financial Plan continues to feature in the budget to assist with decision making and ensure the service delivers sustainable value for the community and its member Councils of Baw Baw, Bass Coast and South Gippsland.

It's such a pleasure to be the Chairperson of West Gippsland Libraries and be part of a great team that delivers wonderful benefits to the community. We are very grateful for the hard work from staff that supports the community every day.

I look forward to working with the community and the West Gippsland Libraries team to deliver great outcomes in 2021 and 2022.



Our Child Safety Commitment

West Gippsland Libraries is committed to the safety and wellbeing of all children and young people.

Mission

We build knowledge and skills that strengthen our communities. We provide library services, programs and collections that are accessible and equitable. We 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 anticipate and **bravely** 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



Draft Annual Budget 2020.21

| | |
|---|----|
| Chairperson's Introduction | 2 |
|  Our Child Safety Commitment | 3 |
|  Mission | 3 |
|  Values | 3 |
| From the CEO | 5 |
| Organisational Performance | 6 |
| Library Plan | 8 |
| Our Vision | 8 |
| Our Mission | 8 |
| Our Values | 8 |
| Our Role | 8 |
| Our Strategic Objectives | 8 |
| About Us | 10 |
| Planning and Accountability Framework | 13 |
| Financial Goals | 13 |
| Rate cap | 13 |
| Budget Development | 13 |
| Financial Statements | 14 |
| Comprehensive Income Statement | 15 |
| Balance Sheet | 16 |
| Statement of Changes in Equity | 17 |
| Statement of Cash Flows | 18 |
| Statement of Capital Works | 19 |
| Statement of Human Resources | 20 |
| Budget Analysis | 22 |
| Grants | 22 |
| Contributions | 22 |
| Employee Costs | 23 |
| Expenses | 24 |
| Financial Sustainability | 25 |
| Borrowings | 25 |
| Capital Works | 26 |
| Fees and Charges | 28 |



From the CEO



Leanne Williams
Chief Executive Officer

The Draft Budget 2020.21 has been developed to build on the significant work undertaken in recent years that has positioned West Gippsland Libraries as an innovative leader in the library sector. As our Chairperson Cr Keith Cook outlined, the Foster 24/7 Library has been incredibly successful. It has captured significant media attention over the past six months right across Australia.

We have learned this is a sought after service. It caters to the convenience of our patrons who often may not be able to get to the library during ordinary opening hours. Our patrons tend to use the 24/7 service to work quietly outside of normal operating hours or on weekends. This year's budget provides the resources to deliver this service to more of our libraries, namely Inverloch and Warragul. The strength in the controls that support the 24/7 service has been essential to its success.

We will continue to work closely with the community and member Councils to deliver services that the community is seeking. In 2020.21 this includes working with South Gippsland Shire on the detailed design of the new Korumburra Library and with Bass Coast Shire Council on the detailed design for the new Phillip Island Library.

We will also continue to work with the San Remo Recreation Reserve Committee of Management to deliver a new Community Library in San Remo. The budget continues to provide for furniture renewal. These are a few examples of how we continue to review our service to ensure more people can use the library.

This budget also provides the resources to continue to build our outreach services and delivering new and popular programs across the region. We will continue to enhance our collection and in particular the e-resources that are seeing increased demand year on year.

The budget continues to invest in our staff by providing the training requirements to deliver an adaptive and innovative service.

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

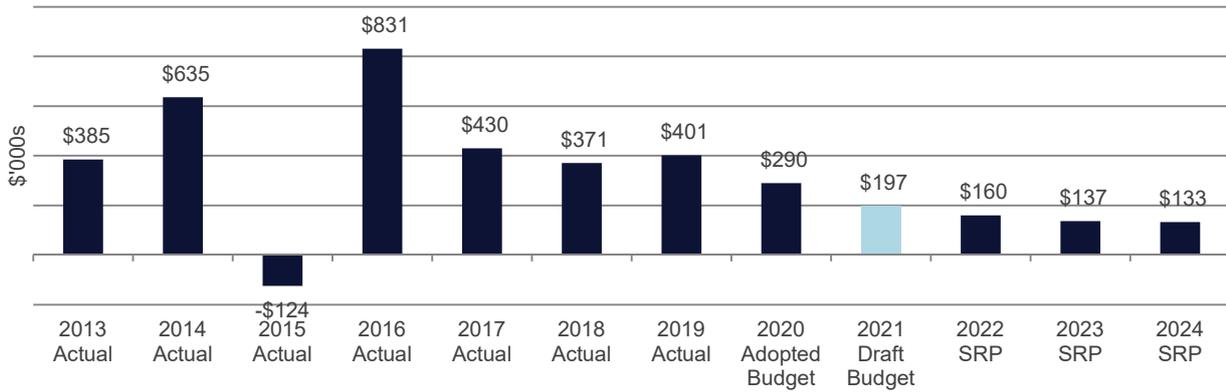
- We anticipate and bravely adapt to the changing needs of our communities.
- We build relationships with our stakeholders, communities and each other.
- We deliver excellence in everything we do.

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

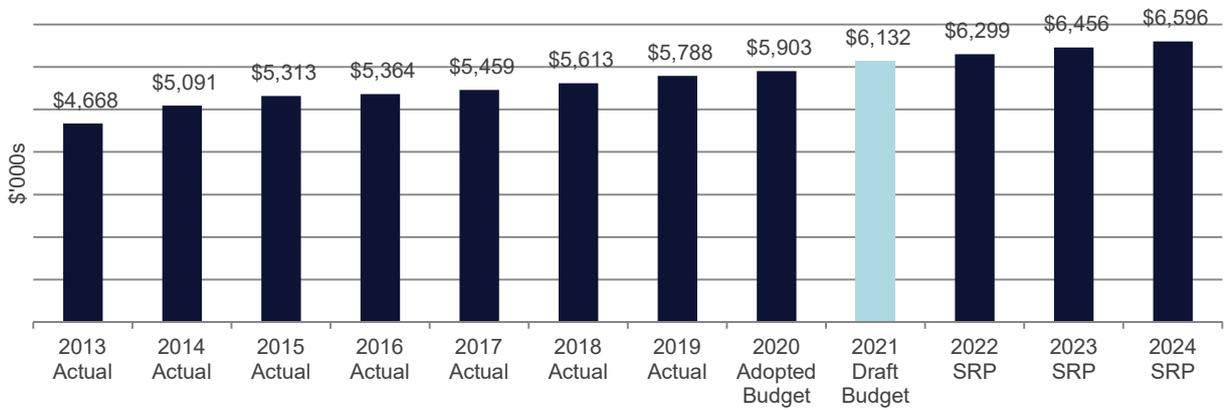


Organisational Performance

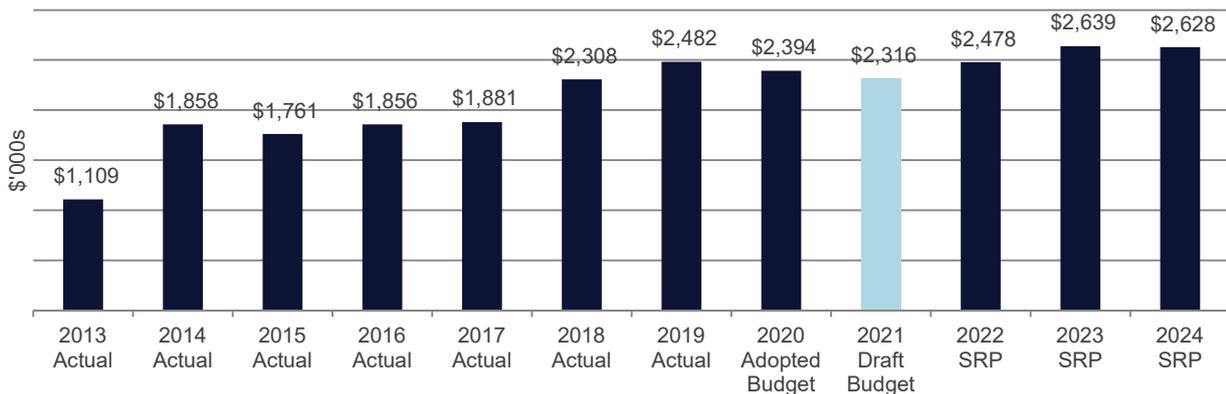
Operating result



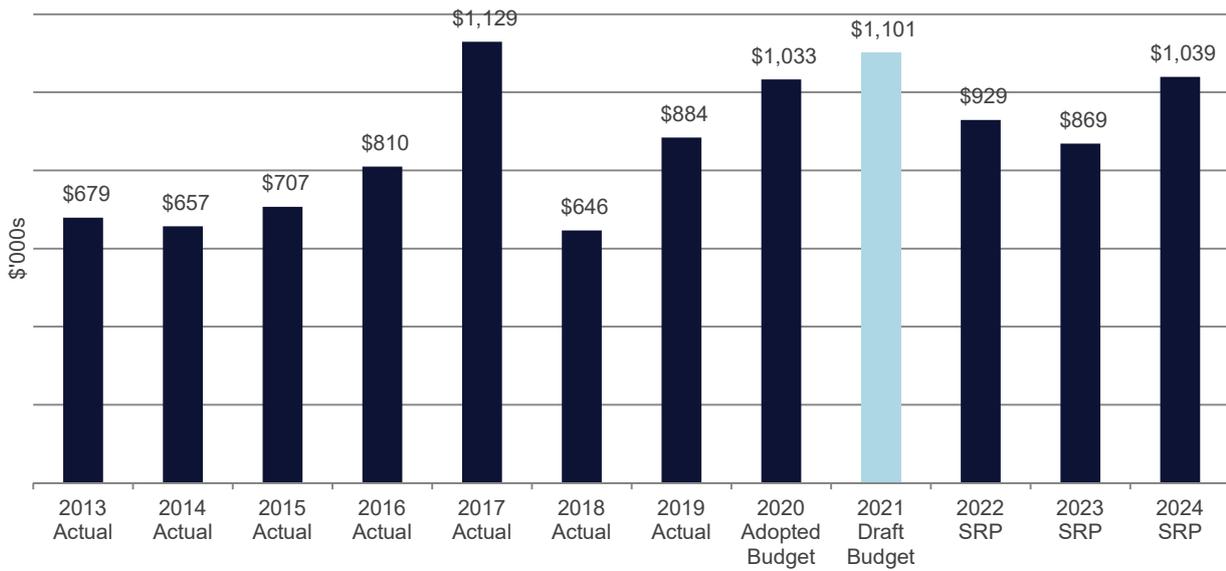
Cost of services



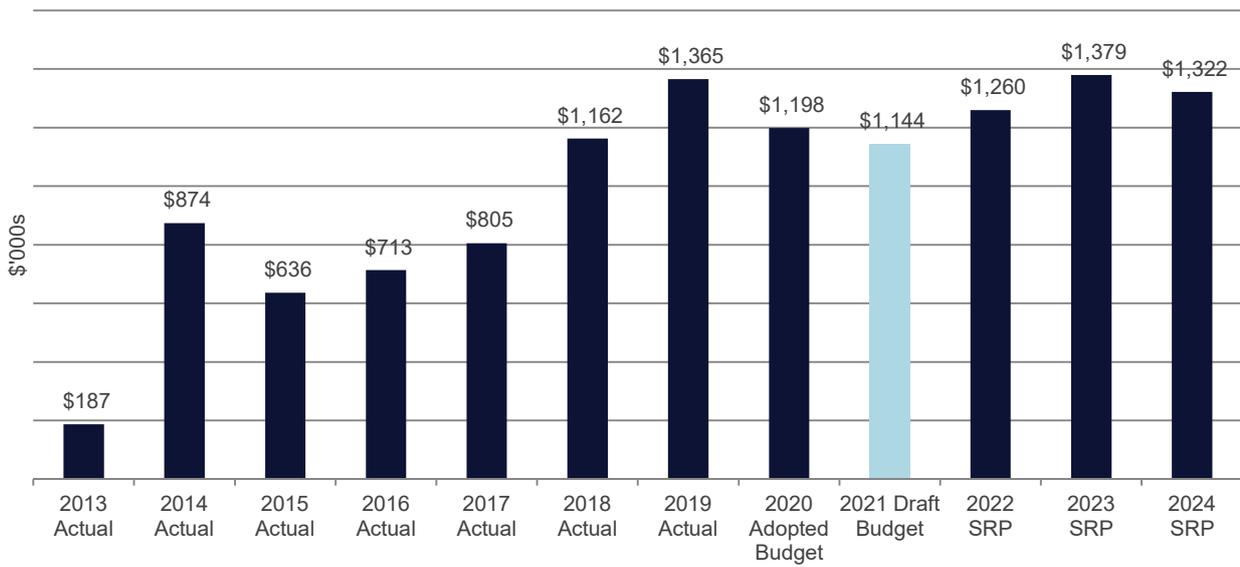
Cash and investments



What are we spending on assets?



Financial position (net current assets)



Library Plan

This section describes how the Annual Budget links to the achievement of the Library Plan within an overall planning and reporting framework. This framework guides West Gippsland Libraries in identifying community needs and aspirations over the long term (Long Term Financial Plan), medium term (Library Plan) and short term (Annual Budget). We demonstrate our accountability in the Annual Report.

Our 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.

Our 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.

Our Values

We will anticipate and **bravely** 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.

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

Our Role

West Gippsland Libraries build knowledge and skills that strengthen our communities. We uphold our values as we:

- Are universally accessible centres for information, reading, learning and enjoyment;
- Build knowledge and skills that strengthen our communities;
- Are equitable and trusted access to information and authoritative resources;
- Work in collaboration with our community, stakeholders and the library sector to foster innovation and ensure we remain relevant; and
- Are accountable for high standards of professionalism, customer service, integrity and respect.

Our Strategic Objectives

West Gippsland Libraries adopted its four year strategic plan in June 2017 in consultation with the community and staff. Eight key strategies were identified and actions were developed for each strategy. Many actions have already been delivered since 2017 as highlighted in the quarterly reports. To continue to strive as an excellent service there are a number of updated actions for the coming financial year. Our strategies and actions are outlined below. The Library Plan provides greater detail regarding why these actions have been chosen and how the community will know if we succeed.



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

- Pilot a roaming librarian service model.
- Update libraries to 24/7 hour access at Warragul and Inverloch (new action).
- Open the San Remo Community Library.

Strategy Two – Enable and facilitate new learning opportunities led by the community.

- Identify opportunities for simplifying our events process.
- Partner with community experts to deliver unique learning opportunities.

Strategy Three – Improve our engagement with early years and young people.

- Enhance our early years outreach programs.
- Better understand and address the drop off of young people who previously used the library.

Strategy Four – Experiment with new and renovated spaces that reflect modern learning approaches.

- Pilot creative design and library layout options that can accommodate the diverse needs of our patrons.
- Develop a renewal plan for dynamic library furniture.

Strategy Five – Test alternative engagement approaches to promote true inclusivity and accessibility.

- Go above and beyond to engage our missing demographics.
- Continue to enhance the user experience of the website.
- Enhance our social media reach.

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

- Integrate new technology into our programs.
- Lead by example to promote high standards of digital literacy in the community.

Strategy Seven – Promote a culture that encourages flexibility, experimentation and personal growth.

- Strengthen our commitment to each other and our community.
- Keep our people safe.
- Continue to develop our people with the skills to confidently engage with our diverse community.

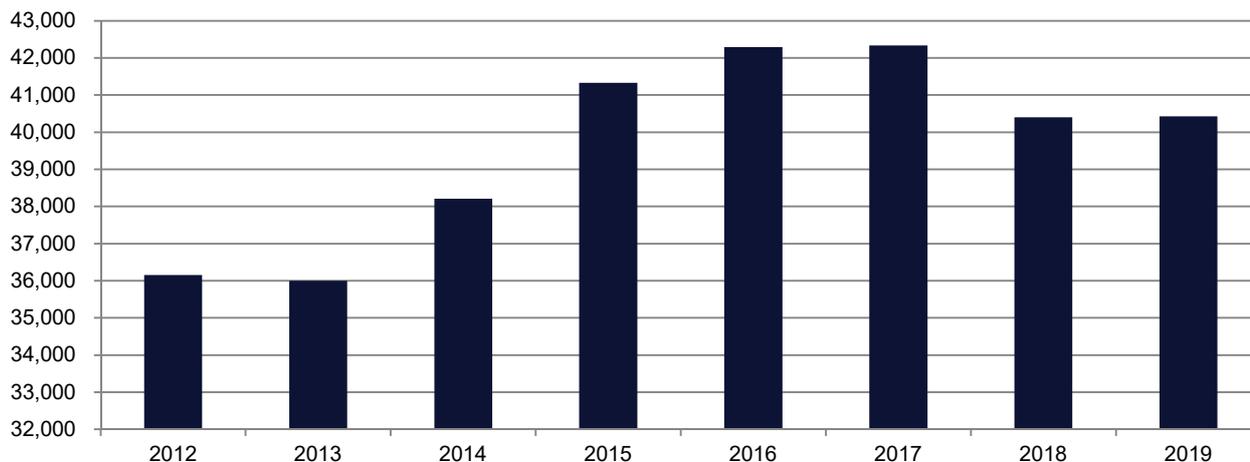
Strategy Eight – Explore diverse revenue opportunities to complement our service.

- Explore opportunities for funding value added services.
- Seek alternative revenue opportunities to support our projects and programs.

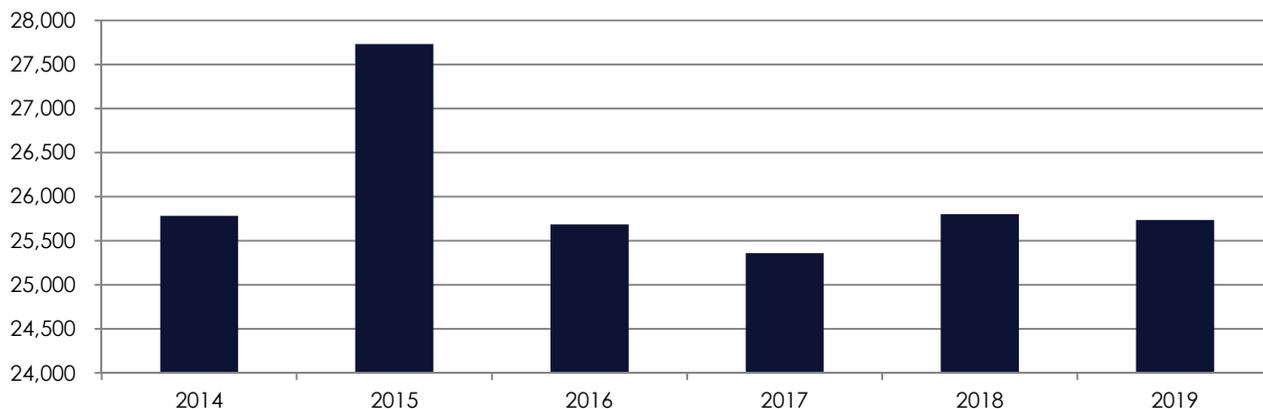


About Us

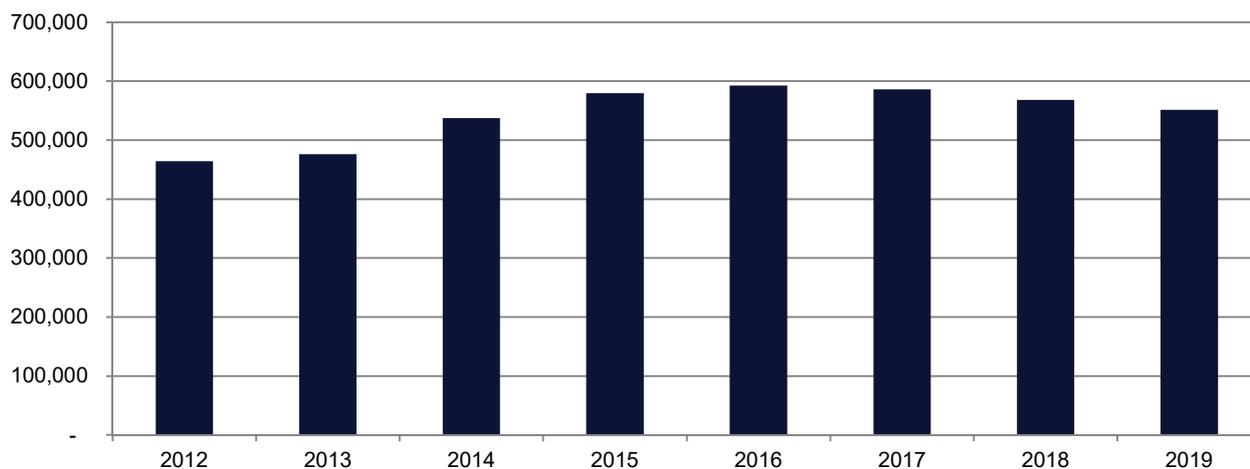
Our membership



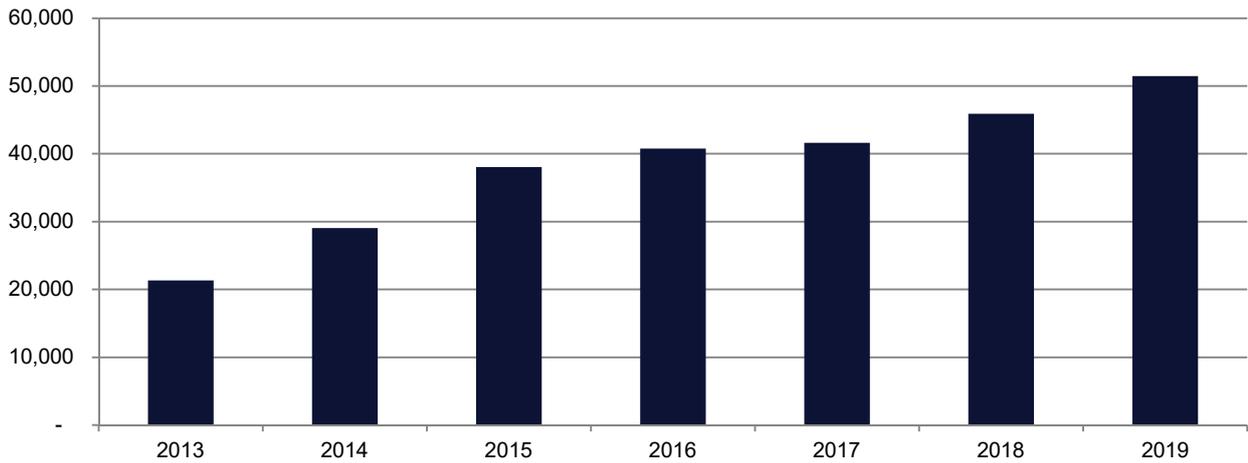
Active members



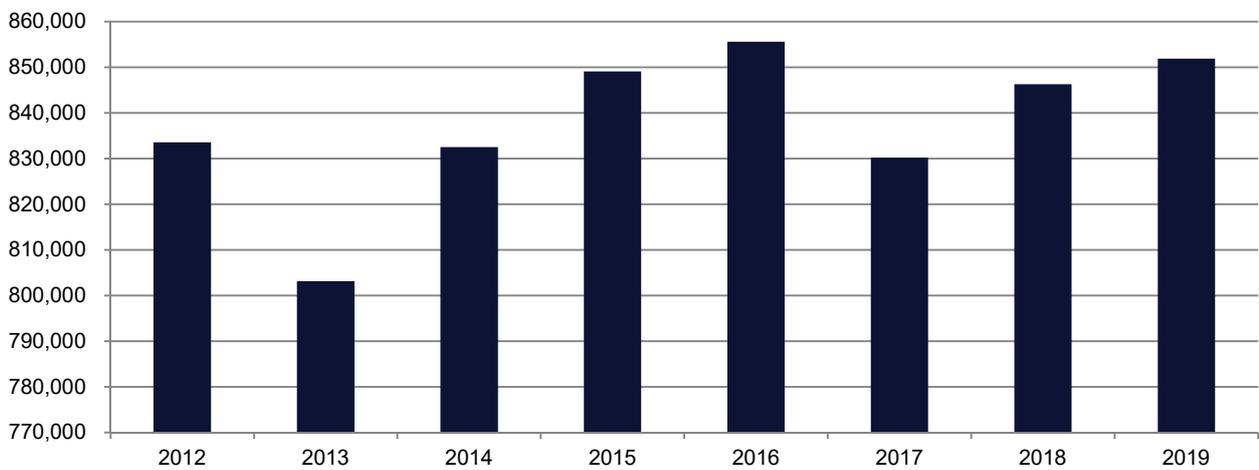
Visits to our library



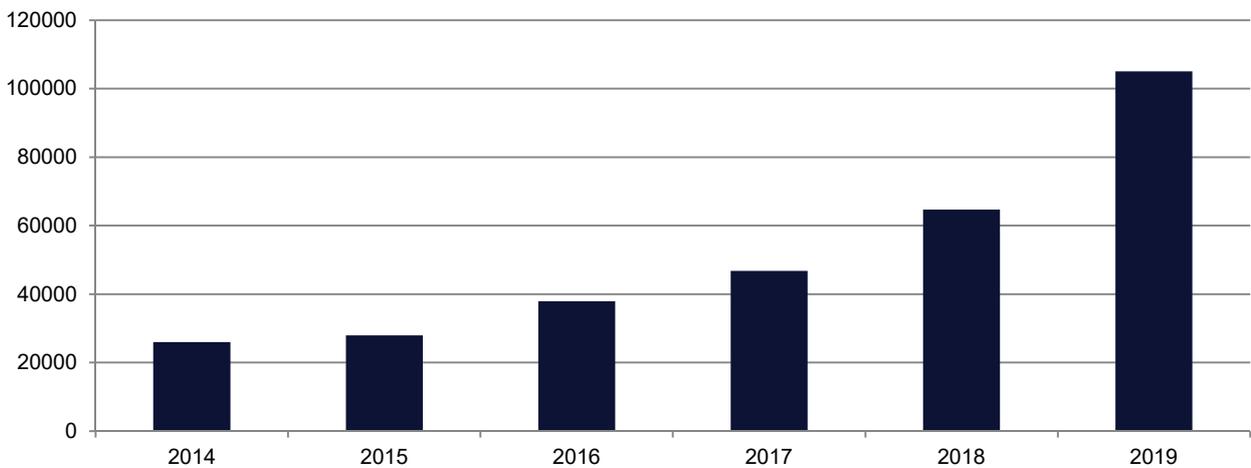
Number of people who attended our programs



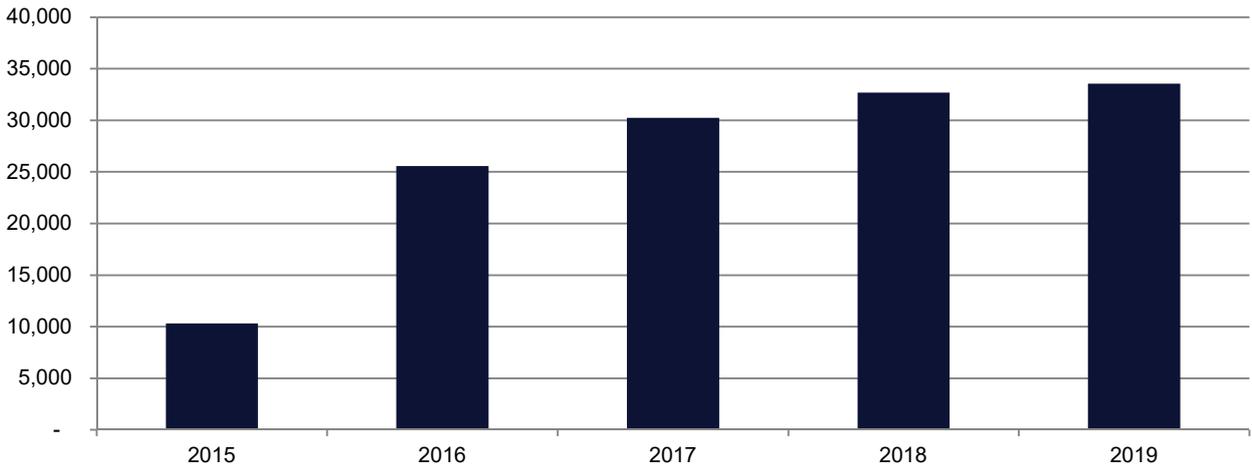
Number of items loaned



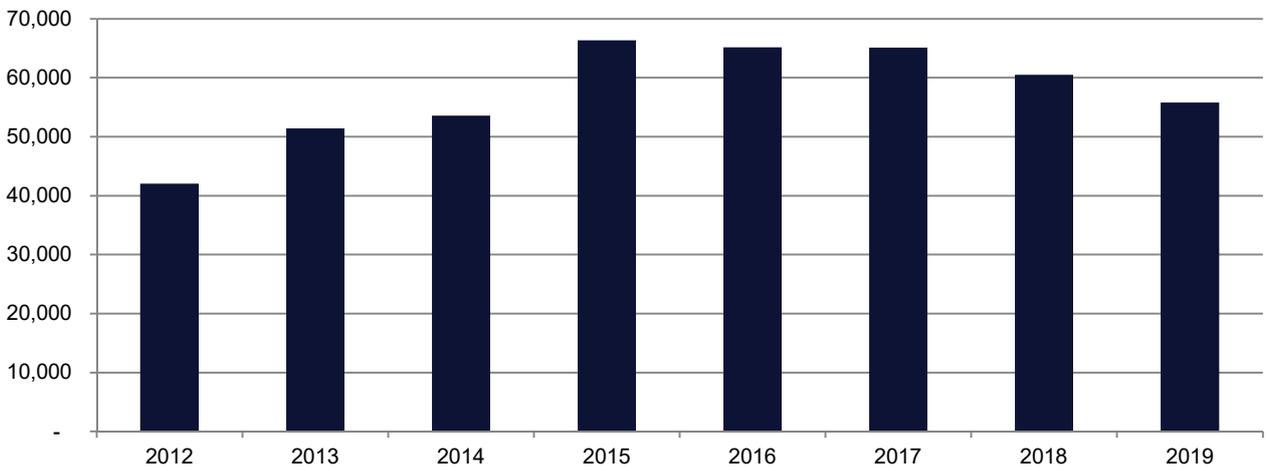
Number of e-resources loaned



Number of times our WiFi was used



Number of times our computers were used



Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Library Plan, is a rolling four year plan that outlines the financial and non-financial resources that West Gippsland Libraries requires to achieve the strategic objectives described in the Library Plan.

The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives that contribute to achieving the strategic objectives specified in the Library Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Library Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election of Councillors. The Strategic Resource Plan is reviewed each year in advance of the commencement of the Annual Budget process.

Financial Goals

It is important for West Gippsland Libraries to set financial goals 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.

Rate cap

For the 2019.20 financial year the Minister for Local Government has set the rate cap at 2.5%.

Budget development

The Budget has been developed from first principles and incorporates savings that continue to be derived. Key assumptions that have influenced the development of the budget are detailed below.

- The increase in base wage rate for employees under the Enterprise Agreement is directly linked to the rate cap set by the Minister for Local Government. The rate cap in 2020.21 is 2%. The increase applied to the base wage rate will be 1.74% in 2020.21 (2.18% in 2019.20).
- Materials and services costs have been reviewed based on changes to systems, new contract arrangements and past expenditure trends. Efficiency reductions have been incorporated as well as allowing for inflation of 5% based on historical trends.
- The budget provides for an increase in the collection of \$28,000 to ensure West Gippsland Libraries continues to provide a collection that is under five years old as identified in the Local Government Performance Reporting Indicators. New collection items will also be invested in e-resources to support their exponential utilisation by patrons.
- Renewal of furniture and equipment has been included in the financial statements to ensure our libraries are modern and vibrant places for our patrons to discover, connect and enjoy.



Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2020.21 to 2029.30 incorporates the Strategic Resource Plan and Long Term Financial Plan.

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

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



Comprehensive Income Statement

For the 10 year period ending 30 June 2030

| | Adopted Budget 2019.20 | Draft Budget 2020.21 | Strategic Resource Plan | | | Long Term Financial Plan | | | | | |
|---|---------------------------|-------------------------|-------------------------|------------------|------------------|--------------------------|------------------|------------------|------------------|------------------|------------------|
| | | | 2021.22 | 2022.23 | 2023.24 | 2024.25 | 2025.26 | 2026.27 | 2027.28 | 2028.29 | 2029.30 |
| Income | | | | | | | | | | | |
| User fees | 52,000 | 53,700 | 54,774 | 55,870 | 56,987 | 58,127 | 59,290 | 60,476 | 61,686 | 62,920 | 64,178 |
| Contributions - cash | 5,185,710 | 5,304,906 | 5,410,684 | 5,518,578 | 5,628,630 | 5,740,883 | 5,855,381 | 5,972,169 | 6,091,292 | 6,212,798 | 6,336,734 |
| Grants - Recurrent | 899,626 | 917,153 | 934,976 | 953,155 | 971,698 | 990,612 | 1,009,904 | 1,029,582 | 1,049,654 | 1,070,127 | 1,091,009 |
| Grants - Non-recurrent | - | - | - | - | - | - | - | - | - | - | - |
| Other income | 55,449 | 53,000 | 59,434 | 65,505 | 71,568 | 71,616 | 70,596 | 75,576 | 76,287 | 78,202 | 79,419 |
| Total income | 6,192,785 | 6,328,759 | 6,459,868 | 6,593,108 | 6,728,883 | 6,861,238 | 6,995,171 | 7,137,803 | 7,278,919 | 7,424,047 | 7,571,340 |
| Expenses | | | | | | | | | | | |
| Employee costs | 3,897,457 | 3,967,767 | 4,089,151 | 4,198,740 | 4,311,266 | 4,426,808 | 4,545,446 | 4,644,537 | 4,745,788 | 4,849,246 | 4,954,960 |
| Materials and services | 763,850 | 801,670 | 836,504 | 878,329 | 922,245 | 968,357 | 990,775 | 1,040,314 | 1,092,330 | 1,146,946 | 1,204,293 |
| Depreciation and amortisation | 777,302 | 924,580 | 932,989 | 933,253 | 911,628 | 958,033 | 989,638 | 950,489 | 921,749 | 915,885 | 909,111 |
| Finance costs | 89,040 | 81,696 | 74,045 | 67,730 | 61,535 | 53,681 | 45,828 | 37,420 | 28,239 | 18,128 | 7,285 |
| Other expenses | 375,140 | 356,000 | 366,681 | 377,682 | 389,013 | 400,682 | 412,702 | 425,083 | 437,836 | 450,970 | 464,499 |
| Total expenses | 5,902,789 | 6,131,713 | 6,299,370 | 6,455,734 | 6,595,687 | 6,807,561 | 6,984,389 | 7,097,843 | 7,225,942 | 7,381,175 | 7,540,148 |
| Surplus (deficit) for the year | 289,996 | 197,046 | 160,498 | 137,374 | 133,196 | 53,677 | 10,782 | 39,960 | 52,977 | 42,872 | 31,192 |
| 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 | 53,677 | 10,782 | 39,960 | 52,977 | 42,872 | 31,192 |

Balance Sheet

For the 10 year period ending 30 June 2030

| | Adopted Budget 2019.20 | Draft Budget 2020.21 | Strategic Resource Plan | | | Long Term Financial Plan | | | | | | |
|---|---------------------------|-------------------------|-------------------------|------------------|------------------|--------------------------|------------------|------------------|------------------|------------------|------------------|--|
| | | | 2021.22 | 2022.23 | 2023.24 | 2024.25 | 2025.26 | 2026.27 | 2027.28 | 2028.29 | 2029.30 | |
| Assets | | | | | | | | | | | | |
| Current assets | | | | | | | | | | | | |
| Cash and cash equivalents | 1,394,455 | 1,315,545 | 1,477,516 | 1,638,944 | 1,628,155 | 1,586,467 | 1,715,830 | 1,722,823 | 1,763,869 | 1,784,500 | 1,670,808 | |
| Other financial assets | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 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 | 34,306 | 34,976 | 35,689 | 36,395 | 37,120 | 37,857 | |
| Other assets | 12,386 | 19,658 | 12,920 | 13,186 | 13,458 | 13,722 | 13,990 | 14,276 | 14,558 | 14,848 | 15,143 | |
| Total current assets | 2,437,805 | 2,366,847 | 2,522,735 | 2,685,096 | 2,675,257 | 2,634,495 | 2,764,796 | 2,772,788 | 2,814,822 | 2,836,468 | 2,723,808 | |
| Non-current assets | | | | | | | | | | | | |
| Property, infrastructure, plant & equipment | 4,392,017 | 4,568,438 | 4,537,768 | 4,473,971 | 4,573,347 | 4,617,661 | 4,434,575 | 4,397,427 | 4,331,347 | 4,266,765 | 4,315,335 | |
| Total non-current assets | 4,392,017 | 4,568,438 | 4,537,768 | 4,473,971 | 4,573,347 | 4,617,661 | 4,434,575 | 4,397,427 | 4,331,347 | 4,266,765 | 4,315,335 | |
| Total assets | 6,829,822 | 6,935,285 | 7,060,503 | 7,159,067 | 7,248,604 | 7,252,156 | 7,199,371 | 7,170,215 | 7,146,169 | 7,103,233 | 7,039,143 | |
| Liabilities | | | | | | | | | | | | |
| Current liabilities | | | | | | | | | | | | |
| Trade and other payables | 261,968 | 313,175 | 325,488 | 339,778 | 354,724 | 370,355 | 379,671 | 396,422 | 413,943 | 432,271 | 451,444 | |
| Provisions | 857,441 | 833,231 | 858,722 | 881,735 | 905,366 | 929,630 | 954,544 | 975,353 | 996,615 | 1,018,342 | 1,040,542 | |
| Interest-bearing loans | 120,268 | 75,997 | 78,743 | 84,938 | 92,793 | 100,646 | 109,054 | 118,235 | 128,345 | 139,191 | - | |
| Total current liabilities | 1,239,677 | 1,222,403 | 1,262,953 | 1,306,451 | 1,352,883 | 1,400,631 | 1,443,269 | 1,490,010 | 1,538,903 | 1,589,804 | 1,491,986 | |
| Non-current liabilities | | | | | | | | | | | | |
| Provisions | 93,539 | 95,226 | 98,140 | 100,770 | 103,470 | 106,243 | 109,091 | 111,469 | 113,899 | 116,382 | 118,919 | |
| Interest-bearing loans | 927,942 | 851,945 | 773,202 | 688,264 | 595,471 | 494,825 | 385,771 | 267,536 | 139,191 | - | - | |
| Total non-current liabilities | 1,021,481 | 947,171 | 871,342 | 789,034 | 698,941 | 601,068 | 494,862 | 379,005 | 253,090 | 116,382 | 118,919 | |
| Total liabilities | 2,261,158 | 2,169,574 | 2,134,295 | 2,095,485 | 2,051,824 | 2,001,699 | 1,938,131 | 1,869,015 | 1,791,993 | 1,706,186 | 1,610,905 | |
| Net assets | 4,568,664 | 4,765,711 | 4,926,208 | 5,063,582 | 5,196,780 | 5,250,457 | 5,261,240 | 5,301,200 | 5,354,176 | 5,397,047 | 5,428,238 | |
| Equity | | | | | | | | | | | | |
| Accumulated surplus | 3,397,296 | 3,845,820 | 3,926,068 | 3,994,755 | 4,061,355 | 4,088,193 | 4,093,585 | 4,213,565 | 4,240,052 | 4,261,487 | 4,277,082 | |
| Reserves | 1,171,368 | 919,891 | 1,000,140 | 1,068,827 | 1,135,425 | 1,162,264 | 1,167,655 | 1,087,635 | 1,114,124 | 1,135,560 | 1,151,156 | |
| Total equity | 4,568,664 | 4,765,711 | 4,926,208 | 5,063,582 | 5,196,780 | 5,250,457 | 5,261,240 | 5,301,200 | 5,354,176 | 5,397,047 | 5,428,238 | |

Statement of Changes in Equity

For the 10 year period ending 30 June 2030

| | 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 | - | 0 |
| 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 |
| 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 |
| 2024.25 - LTFP | | | | |
| Balance at beginning of the financial year | 5,196,778 | 4,061,353 | 634,239 | 501,186 |
| Comprehensive result | 53,677 | 53,677 | - | - |
| Transfer to reserves | - | (26,839) | - | 26,839 |
| Transfer from reserves | - | - | - | - |
| Balance at end of the financial year | 5,250,455 | 4,088,191 | 634,239 | 528,025 |
| 2025.26 - LTFP | | | | |
| Balance at beginning of the financial year | 5,250,455 | 4,088,191 | 634,239 | 528,025 |
| Comprehensive result | 10,782 | 10,782 | - | - |
| Transfer to reserves | - | (5,391) | - | 5,391 |
| Transfer from reserves | - | - | - | - |
| Balance at end of the financial year | 5,261,237 | 4,093,582 | 634,239 | 533,416 |
| 2026.27 - LTFP | | | | |
| Balance at beginning of the financial year | 5,261,237 | 4,093,582 | 634,239 | 533,416 |
| Comprehensive result | 39,960 | 39,960 | - | - |
| Transfer to reserves | - | - | - | - |
| Transfer from reserves | - | 80,020 | - | (80,020) |
| Balance at end of the financial year | 5,301,197 | 4,213,562 | 634,239 | 453,396 |
| 2027.28 - LTFP | | | | |
| Balance at beginning of the financial year | 5,301,197 | 4,213,562 | 634,239 | 453,396 |
| Comprehensive result | 52,977 | 52,977 | - | - |
| Transfer to reserves | - | (26,489) | - | 26,489 |
| Transfer from reserves | - | - | - | - |
| Balance at end of the financial year | 5,354,174 | 4,240,050 | 634,239 | 479,885 |
| 2028.29 - LTFP | | | | |
| Balance at beginning of the financial year | 5,354,174 | 4,240,050 | 634,239 | 479,885 |
| Comprehensive result | 42,872 | 42,872 | - | - |
| Transfer to reserves | - | (21,436) | - | 21,436 |
| Transfer from reserves | - | - | - | - |
| Balance at end of the financial year | 5,397,046 | 4,261,486 | 634,239 | 501,321 |
| 2029.30 - LTFP | | | | |
| Balance at beginning of the financial year | 5,397,046 | 4,261,486 | 634,239 | 501,321 |
| Comprehensive result | 31,192 | 31,192 | - | - |
| Transfer to reserves | - | (15,596) | - | 15,596 |
| Transfer from reserves | - | - | - | - |
| Balance at end of the financial year | 5,428,238 | 4,277,082 | 634,239 | 516,917 |



Statement of Cash Flows

For the 10 year period ending 30 June 2030

| | Adopted Budget | Draft Budget | Strategic Resource Plan | | | Long Term Financial Plan | | | | | |
|---|----------------------|----------------------|-------------------------|--------------------|----------------------|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 2019.20 | 2020.21 | 2021.22 | 2022.23 | 2023.24 | 2024.25 | 2025.26 | 2026.27 | 2027.28 | 2028.29 | 2029.30 |
| Cash flows from operating activities | | | | | | | | | | | |
| User fees | 51,813 | 46,428 | 61,512 | 55,604 | 56,715 | 57,863 | 59,022 | 60,190 | 61,404 | 62,630 | 63,883 |
| Contributions - cash | 5,185,710 | 5,304,906 | 5,410,684 | 5,518,578 | 5,628,630 | 5,740,883 | 5,855,381 | 5,972,169 | 6,091,292 | 6,212,798 | 6,336,734 |
| Grants - recurrent | 899,626 | 917,153 | 934,976 | 953,155 | 971,698 | 990,612 | 1,009,904 | 1,029,582 | 1,049,654 | 1,070,127 | 1,091,009 |
| Grants - non recurrent | - | - | - | - | - | - | - | - | - | - | - |
| Interest | 41,654 | 40,000 | 46,044 | 51,713 | 57,363 | 56,985 | 55,526 | 60,054 | 60,299 | 61,735 | 62,458 |
| Other receipts | 13,328 | 12,320 | 12,735 | 13,125 | 13,527 | 13,969 | 14,400 | 14,809 | 15,282 | 15,742 | 16,224 |
| Other payments | (3,500) | (1,500) | (1,545) | (1,591) | (1,639) | (1,688) | (1,739) | (1,791) | (1,845) | (1,900) | (1,957) |
| Employee costs | (3,830,940) | (3,990,290) | (4,060,746) | (4,173,097) | (4,284,935) | (4,399,771) | (4,517,684) | (4,621,350) | (4,722,096) | (4,825,036) | (4,930,223) |
| Materials and consumables | (1,141,452) | (1,104,963) | (1,189,327) | (1,240,130) | (1,294,673) | (1,351,720) | (1,392,422) | (1,446,855) | (1,510,800) | (1,577,688) | (1,647,662) |
| Net cash provided by operating activities | 1,216,239 | 1,224,054 | 1,214,333 | 1,177,357 | 1,146,686 | 1,107,133 | 1,082,388 | 1,066,808 | 1,043,190 | 1,018,408 | 990,466 |
| Cash flows from investing activities | | | | | | | | | | | |
| Payments for property, plant and equipment | (1,033,000) | (1,101,000) | (928,545) | (869,456) | (1,038,825) | (1,002,347) | (836,068) | (913,341) | (886,985) | (851,304) | (990,904) |
| Proceeds from sale of property, plant and equipment | 24,720 | - | 26,225 | - | 27,823 | - | 29,517 | - | 31,315 | - | 33,222 |
| Net cash used in investing activities | (1,008,280) | (1,101,000) | (902,320) | (869,456) | (1,011,002) | (1,002,347) | (806,551) | (913,341) | (855,670) | (851,304) | (957,682) |
| Cash flows from financing activities | | | | | | | | | | | |
| Finance costs | (89,040) | (81,696) | (74,045) | (67,730) | (61,535) | (53,681) | (45,828) | (37,420) | (28,239) | (18,128) | (7,285) |
| Proceeds from leases | - | - | - | - | - | - | - | - | - | - | - |
| Repayment of leases | (51,029) | (53,364) | (3,414) | - | - | - | - | - | - | - | - |
| Repayment of borrowings | (61,895) | (66,904) | (72,583) | (78,743) | (84,938) | (92,793) | (100,646) | (109,054) | (118,235) | (128,345) | (139,191) |
| Net cash provided by (used in) financing activities | (201,964) | (201,964) | (150,042) | (146,473) | (146,473) | (146,474) | (146,474) | (146,474) | (146,474) | (146,473) | (146,476) |
| Net (decrease) increase in cash & cash equivalents | 5,995 | (78,910) | 161,971 | 161,428 | (10,789) | (41,688) | 129,363 | 6,993 | 41,046 | 20,631 | (113,692) |
| 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 | 1,628,155 | 1,586,467 | 1,715,830 | 1,722,823 | 1,763,869 | 1,784,500 |
| 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 | 1,586,467 | 1,715,830 | 1,722,823 | 1,784,500 | 1,784,500 | 1,670,808 |

Statement of Capital Works

For the 10 year period ending 30 June 2030

| | Adopted Budget | Draft Budget | Strategic Resource Plan | | | Long Term Financial Plan | | | | | |
|--|------------------|------------------|-------------------------|----------------|------------------|--------------------------|----------------|----------------|----------------|----------------|----------------|
| | 2019.20 | 2020.21 | 2021.22 | 2022.23 | 2023.24 | 2024.25 | 2025.26 | 2026.27 | 2027.28 | 2028.29 | 2029.30 |
| Property | | | | | | | | | | | |
| Buildings | - | - | - | - | - | - | - | - | - | - | - |
| Leasehold improvements | 40,000 | 260,000 | - | - | - | - | - | 130,477 | - | - | - |
| Total property | 40,000 | 260,000 | - | - | - | - | - | 130,477 | - | - | - |
| Plant and equipment | | | | | | | | | | | |
| Furniture, equipment and computers | 263,000 | 133,000 | 70,907 | 20,867 | 105,077 | 163,573 | 22,802 | 23,486 | 51,069 | 45,680 | 89,823 |
| Motor vehicles | 50,000 | - | 45,020 | - | 47,762 | - | 50,671 | - | 53,757 | - | 57,030 |
| Library collections | 680,000 | 708,000 | 812,617 | 848,589 | 885,987 | 838,774 | 762,596 | 759,378 | 782,159 | 805,624 | 844,050 |
| Total plant and equipment | 993,000 | 841,000 | 928,545 | 869,456 | 1,038,825 | 1,002,347 | 836,068 | 782,864 | 886,985 | 851,304 | 990,904 |
| Total capital works expenditure | 1,033,000 | 1,101,000 | 928,545 | 869,456 | 1,038,825 | 1,002,347 | 836,068 | 913,341 | 886,985 | 851,304 | 990,904 |
| Represented by: | | | | | | | | | | | |
| New asset expenditure | 128,000 | 83,000 | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 |
| Asset renewal expenditure | 885,000 | 933,000 | 910,545 | 851,456 | 1,020,825 | 984,347 | 818,068 | 895,341 | 868,985 | 833,304 | 972,904 |
| 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 | 1,002,347 | 836,068 | 913,341 | 886,985 | 851,304 | 990,904 |

Statement of Human Resources

For the 10 year period ending 30 June 2030

| | Adopted Budget | Draft Budget | Strategic Resource Plan | | | Long Term Financial Plan | | | | | |
|--------------------------------|------------------|------------------|-------------------------|------------------|------------------|--------------------------|------------------|------------------|------------------|------------------|------------------|
| | 2019.20 | 2020.21 | 2021.22 | 2022.23 | 2023.24 | 2024.25 | 2025.26 | 2026.27 | 2027.28 | 2028.29 | 2029.30 |
| Staff expenditure | | | | | | | | | | | |
| Employee costs - operating | 3,897,457 | 3,967,767 | 4,089,151 | 4,198,740 | 4,311,266 | 4,426,808 | 4,545,446 | 4,644,537 | 4,745,788 | 4,849,246 | 4,954,960 |
| Employee costs - capital | - | - | - | - | - | - | - | - | - | - | - |
| Total staff expenditure | 3,897,457 | 3,967,767 | 4,089,151 | 4,198,740 | 4,311,266 | 4,426,808 | 4,545,446 | 4,644,537 | 4,745,788 | 4,849,246 | 4,954,960 |
| | EFT | EFT | EFT | EFT | EFT | EFT | EFT | EFT | EFT | EFT | EFT |
| Staff numbers | | | | | | | | | | | |
| Employees | 39.70 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 |
| Total staff numbers | 39.70 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 |

Statement of Human Resources (continued)

For the 10 year period ending 30 June 2030

| | Adopted Budget | Draft Budget | Strategic Resource Plan | | | Long Term Financial Plan | | | | | |
|---|------------------|------------------|-------------------------|------------------|------------------|--------------------------|------------------|------------------|------------------|------------------|------------------|
| | 2019.20 | 2020.21 | 2021.22 | 2022.23 | 2023.24 | 2024.25 | 2025.26 | 2026.27 | 2027.28 | 2028.29 | 2029.30 |
| Executive | | | | | | | | | | | |
| Permanent full time | 447,666 | 455,455 | 463,380 | 471,443 | 479,646 | 487,992 | 496,483 | 505,122 | 513,911 | 522,853 | 531,951 |
| Permanent part time | 309,959 | 207,232 | 210,838 | 214,507 | 218,239 | 222,036 | 225,899 | 229,830 | 233,829 | 237,898 | 242,037 |
| Total executive | 757,625 | 662,687 | 674,218 | 685,950 | 697,885 | 710,028 | 722,382 | 734,952 | 747,740 | 760,751 | 773,988 |
| Northern Libraries | | | | | | | | | | | |
| Permanent full time | 383,466 | 585,207 | 595,390 | 605,750 | 616,290 | 627,013 | 637,923 | 649,023 | 660,316 | 671,805 | 683,494 |
| Permanent part time | 817,710 | 736,612 | 749,429 | 762,469 | 775,736 | 789,234 | 802,967 | 816,939 | 831,154 | 845,616 | 860,330 |
| Total northern libraries | 1,201,176 | 1,321,819 | 1,344,819 | 1,368,219 | 1,392,026 | 1,416,247 | 1,440,890 | 1,465,962 | 1,491,470 | 1,517,421 | 1,543,824 |
| Southern Libraries | | | | | | | | | | | |
| Permanent full time | 208,402 | 282,704 | 287,623 | 292,628 | 297,720 | 302,900 | 308,170 | 313,532 | 318,987 | 324,537 | 330,184 |
| Permanent part time | 828,879 | 821,789 | 836,088 | 850,636 | 865,437 | 880,496 | 895,817 | 911,404 | 927,262 | 943,396 | 959,811 |
| Total southern libraries | 1,037,281 | 1,104,493 | 1,123,711 | 1,143,264 | 1,163,157 | 1,183,396 | 1,203,987 | 1,224,936 | 1,246,249 | 1,267,933 | 1,289,995 |
| Technology and collections | | | | | | | | | | | |
| Permanent full time | 228,807 | 232,788 | 236,839 | 240,960 | 245,153 | 249,419 | 253,759 | 258,174 | 262,666 | 267,236 | 271,886 |
| Permanent part time | 449,515 | 440,706 | 448,374 | 456,176 | 464,113 | 472,189 | 480,405 | 488,764 | 497,268 | 505,920 | 514,723 |
| Total technology and collections | 678,322 | 673,494 | 685,213 | 697,136 | 709,266 | 721,608 | 734,164 | 746,938 | 759,934 | 773,156 | 786,609 |
| Total staff expenditure | 3,897,457 | 3,967,767 | 4,089,151 | 4,198,740 | 4,311,266 | 4,426,808 | 4,545,446 | 4,644,537 | 4,745,788 | 4,849,246 | 4,954,960 |
| | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE |
| Executive | | | | | | | | | | | |
| Permanent full time | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Permanent part time | 3.50 | 2.30 | 2.30 | 2.30 | 2.30 | 2.30 | 2.30 | 2.30 | 2.30 | 2.30 | 2.30 |
| Total executive | 6.50 | 5.30 | 5.30 | 5.30 | 5.30 | 5.30 | 5.30 | 5.30 | 5.30 | 5.30 | 5.30 |
| Northern Libraries | | | | | | | | | | | |
| Permanent full time | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Permanent part time | 9.60 | 8.50 | 8.50 | 8.50 | 8.50 | 8.50 | 8.50 | 8.50 | 8.50 | 8.50 | 8.50 |
| Total northern libraries | 11.60 | 11.50 | 11.50 | 11.50 | 11.50 | 11.50 | 11.50 | 11.50 | 11.50 | 11.50 | 11.50 |
| Southern Libraries | | | | | | | | | | | |
| Permanent full time | 3.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Permanent part time | 9.80 | 9.55 | 9.55 | 9.55 | 9.55 | 9.55 | 9.55 | 9.55 | 9.55 | 9.55 | 9.55 |
| Total southern libraries | 12.80 | 13.55 | 13.55 | 13.55 | 13.55 | 13.55 | 13.55 | 13.55 | 13.55 | 13.55 | 13.55 |
| Technology and collections | | | | | | | | | | | |
| Permanent full time | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Permanent part time | 5.50 | 5.30 | 5.30 | 5.30 | 5.30 | 5.30 | 5.30 | 5.30 | 5.30 | 5.30 | 5.30 |
| Total technology and collections | 7.50 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 |
| Casual | 1.3 | 2.45 | 2.45 | 2.45 | 2.45 | 2.45 | 2.45 | 2.45 | 2.45 | 2.45 | 2.45 |
| Total full time equivalent | 39.70 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 | 40.10 |

Budget Analysis

Grants

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of library services.

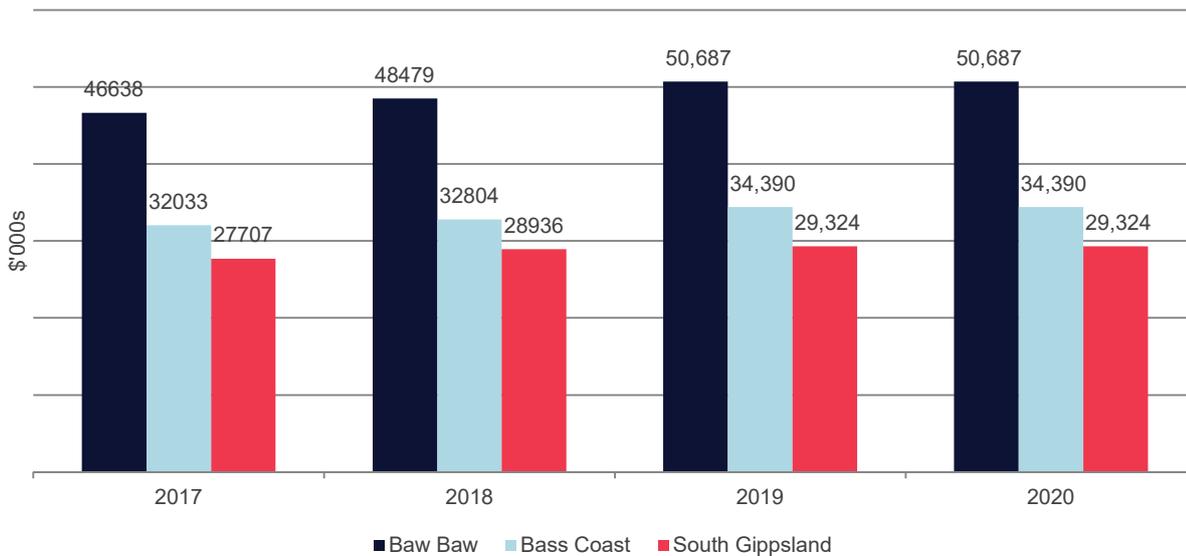
Overall, the level of operating grants is projected to remain consistent. This is based on a forecast increase in CPI and a decrease in other grants due to not including grant funding that has not been secured.

| Operating Grant Funding Type and Source | Adopted Budget | Draft Budget | Variance | Variance |
|---|----------------|----------------|---------------|-----------|
| | 2019.20 | 2020.21 | \$ | % |
| State Government | | | | |
| Public libraries | 873,673 | 891,147 | 17,474 | 2% |
| Premiers reading challenge | 25,953 | 26,006 | 53 | 0% |
| Other | - | - | - | 0% |
| Total recurrent grants | 899,626 | 917,153 | 17,527 | 2% |

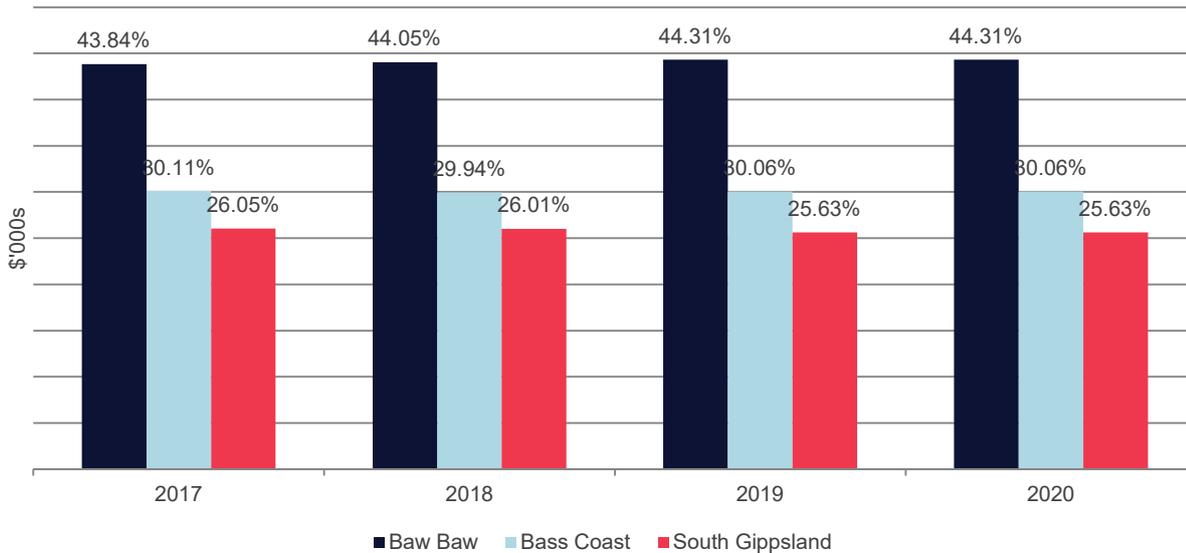
Contributions

The contribution from member Councils is in accordance with the agreed funding formula set out in the Regional Library Agreement. The formula allocates amounts on the basis of direct costs to staffing and library facilities within their respective Shires. Costs for library administration and collection expenditure are allocated on a per capita basis. The contributions are determined once all operating income such as user charges and grant revenue has been deducted.

Shire Population



Population Percentage Per Capita



The increase in contributions for the 2020.21 financial year is below the rate cap (2%) for all member Councils shown in the table below. This is due to efficiency savings realised in corporate overheads. West Gippsland Libraries also receives wonderful support from local Friends groups who fundraise and contribute to local programs and collection requirements.

| | Adopted Budget | Draft Budget | Variance | Variance |
|--------------------------------------|------------------|------------------|----------------|--------------|
| | 2019.20 | 2020.21 | \$ | % |
| Contributions | | | | |
| Member Contributions | | | | |
| Bass Coast Council | 1,847,769 | 1,884,540 | 36,771 | 1.99% |
| Baw Baw Council | 1,894,658 | 1,932,362 | 37,704 | 1.99% |
| South Gippsland Council | 1,443,283 | 1,472,004 | 28,721 | 1.99% |
| Total member contributions | 5,185,710 | 5,288,906 | 103,196 | 1.99% |
| Friends of the library contributions | - | 15,000 | 15,000 | 100.00% |
| Donations | - | 1,000 | 1,000 | 100.00% |
| Total contributions | 5,185,710 | 5,304,906 | 119,196 | 2.30% |

Employee Costs

Employee costs will increase by 1.8%% which is below the rate cap of 2%. The Enterprise Agreement will expire at 30 June 2020. The existing Enterprise Agreement applies a percentage increment to the base wage rate of 87% of the declared rate cap each year. The budget is developed based on the new Enterprise Agreement remaining consistent with the expiring agreement. In 2020.21 that base wage rate increment will be 1.74% (2.18% in 2019.20). The base wage rate increment being a percentage of the rate cap is pivotal to the financial sustainability of West Gippsland Libraries by ensuring expenditure is not exceeding revenue. Other elements incorporated into the employee costs budget include:

- Band increments of \$13,000 that apply to staff who have not yet reached the end of band have been separately identified.



- Travel allowance costs have been budgeted at \$50,000. This is consistent with the prior year.
- On costs are expected to remain consistent with the prior year including work cover, and sick leave.
- All staff (including casuals) have been provided with one day of training or professional development. This provision will help provide structure to how training and professional development is approved and monitored. It also ensures West Gippsland Libraries continues to commit to and develop all employees who are the biggest asset in delivering library services.
- The budget provides for all branch managers to meet together for half a day eight times per year. Again this cost is separately identified as it requires libraries to be backfilled in their absence. This is an important allocation to ensure the operation of libraries is consistent across the region and that branch managers are learning from each other and sharing their knowledge and skills.
- Quarterly meetings are a normal course of library operations as a way of delivering training and updates to staff such as manual handling or system changes. This gets staff together four times per year and is rostered on a rotation basis so that all libraries are adequately staffed at the time the meeting occurs. This cost is separately identified because it requires backfill of the libraries. This is equal to \$21,500 and is consistent with the prior year.
- The staff development day is an annual event and continues to be highly successful. The staff development day is separately identified as it is compulsory for all staff to attend, thus incurring additional costs on the day.

| Employee costs | Adopted Budget | Draft Budget | Variance | Variance |
|-----------------------------|------------------|------------------|---------------|--------------|
| | 2019.20 | 2020.21 | \$ | % |
| Salaries and wages | 3,555,354 | 3,617,213 | 61,859 | 1.74% |
| Workcover | 20,837 | 21,304 | 467 | 2.24% |
| Superannuation | 321,266 | 329,250 | 7,984 | 2.49% |
| Total employee costs | 3,897,457 | 3,967,767 | 70,310 | 1.80% |

Expenses

Materials and services are budgeted to increase in line with the budget assumptions of 5% per annum. Depreciation is expected to increase significantly due to under budgeting in 2019.20 and additions to assets over the past couple of years. Finance costs continue to decrease as the loan over the Regional Support Centre is paid down. Other expenses are budgeted to decrease due to savings made in the Information Technology area over the past two years.

| Expenses | Adopted Budget | Draft Budget | Variance | Variance |
|-------------------------------|------------------|------------------|----------------|--------------|
| | 2019.20 | 2020.21 | \$ | % |
| Materials and services | 763,850 | 801,670 | 37,820 | 4.95% |
| Depreciation and amortisation | 777,302 | 924,580 | 147,278 | 18.95% |
| Finance costs | 89,040 | 81,696 | (7,344) | -8.25% |
| Other expenses | 375,140 | 356,000 | (19,140) | -5.10% |
| Total expenses | 2,005,332 | 2,163,946 | 158,614 | 7.91% |

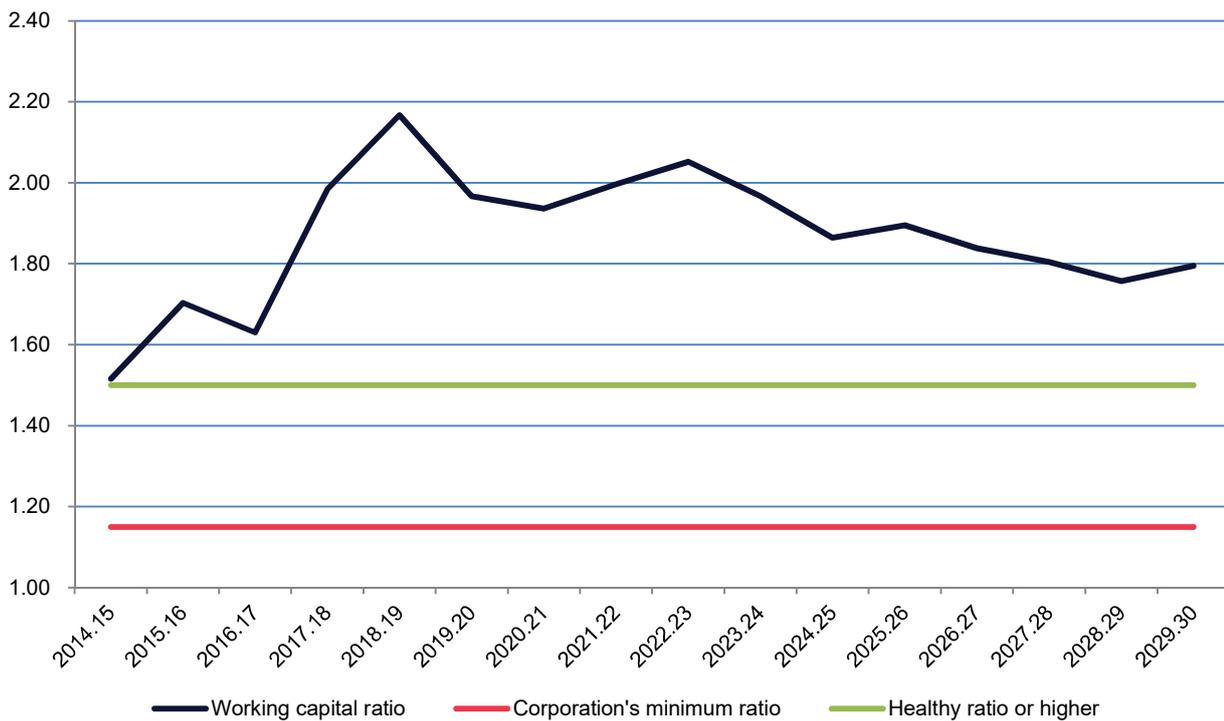


Financial Sustainability

West Gippsland Libraries continues to review its financial operations to ensure it is financially sustainable into the future. In developing the Long Term Financial Plan savings are reinvested back into increasing the quality of the collection, including both physical and electronic resources and renewal of furniture and equipment to ensure libraries remain fresh and modern.

West Gippsland Libraries tracks its working capital ratio (current assets less current liabilities) to ensure it remains financially sustainable. The working capital ratio benchmark is 1.15 which allows for current debts (equal to 1) to be paid and allow for additional cash flow. This is the minimum and the goal is to remain consistent with the trend of the existing ratio. A healthy working capital ratio is considered above 1.50 in line with the Victorian Auditor General's Office for the Local Government Sector.

The ratio remains strong over the next 10 years even with the financial plan based on West Gippsland Libraries self-funding asset purchases and not taking out leases or loans.



Borrowings

In the past, West Gippsland Libraries borrowed strongly to finance the purchase of the Regional Support Centre Building in Warragul, ICT upgrades and rounds van replacements. Currently the loan secured over the Support Centre Building in Warragul has a remaining life of 11 years. All other borrowings tend to be leases which are generally taken out over a two to five years.

This year the budget and long term financial plan have been developed to exclude financing to fund purchases due to healthy cash reserves.



Borrowings (continued)

| | Adopted Budget 2019.20 | Draft Budget 2020.21 | Variance \$ | Variance % |
|--|---------------------------|-------------------------|--------------------|---------------|
| Total amount borrowed as at 30 June of the prior year | 1,161,134 | 1,048,210 | (112,924) | -10% |
| Total amount to be borrowed | - | - | - | - |
| Total amount projected to be redeemed | (112,924) | (120,268) | (7,344) | 7% |
| Total amount of borrowings proposed as at 30 June | 1,048,210 | 927,942 | (120,268) | -11% |

Capital Works

West Gippsland Libraries will be focusing on renewing some library spaces over the coming year. This will also include enhancing the service to provide greater access by offering the 24/7 service that has been so successful in Foster at both Warragul and Inverloch libraries. The works carried forward from the prior year are for San Remo library and the IT Server replacement.

| | Adopted Budget 2019.20 | Draft Budget 2020.21 | Variance \$ | Variance % |
|--|---------------------------|-------------------------|--------------------|---------------|
| Property | | | | |
| Buildings | - | - | - | 0% |
| Leasehold improvements | 40,000 | 260,000 | 220,000 | 550% |
| Total property | 40,000 | 260,000 | 220,000 | 550% |
| Plant and equipment | | | | |
| Furniture, equipment and computers | 263,000 | 133,000 | (130,000) | -49% |
| Motor vehicles | 50,000 | - | (50,000) | -100% |
| Library collections | 680,000 | 708,000 | 28,000 | 4% |
| Total plant and equipment | 993,000 | 841,000 | (152,000) | -15% |
| Total capital works expenditure | 1,033,000 | 1,101,000 | 68,000 | 7% |
| Represented by: | | | | |
| New asset expenditure | 128,000 | 83,000 | (45,000) | -35% |
| Asset renewal expenditure | 885,000 | 933,000 | 48,000 | 5% |
| Asset upgrade expenditure | 20,000 | 85,000 | 65,000 | 325% |
| Asset expansion | - | - | - | 0% |
| Total capital works expenditure | 1,033,000 | 1,101,000 | 68,000 | 7% |
| Carried forward works | | | | |
| Leasehold improvements | - | 40,000 | 40,000 | 100% |
| Furniture, equipment and computers | - | 40,000 | 40,000 | 100% |
| Total carried forward works | - | 80,000 | 80,000 | 100% |



Capital Works (continued)

| | Project | Asset Expenditure Types | | | | Summary of Funding Sources | | | |
|--|------------------|-------------------------|----------------|---------------|-----------|----------------------------|--------------|------------------|------------|
| | Cost | New | Renewal | Upgrade | Expansion | Grants | Contribution | Cash | Borrowings |
| | 2020.21 | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Property | | | | | | | | | |
| Leasehold Improvements - San Remo Library ** | 60,000 | - | - | 60,000 | - | - | - | 60,000 | - |
| Leasehold Improvements - Mirboo North Circulation Desk | 25,000 | - | - | 25,000 | - | - | - | 25,000 | - |
| Leasehold Improvements - Warragul Library | 150,000 | - | 150,000 | - | - | - | - | 150,000 | - |
| Leasehold improvements - 24/7 Access - Inverloch | 25,000 | 25,000 | - | - | - | - | - | 25,000 | - |
| Total property | 260,000 | 25,000 | 150,000 | 85,000 | - | - | - | 260,000 | - |
| Plant and equipment | | | | | | | | | |
| RFID Tags | 15,000 | 15,000 | - | - | - | - | - | 15,000 | - |
| Minor Purchases | 3,000 | 3,000 | - | - | - | - | - | 3,000 | - |
| Furniture - San Remo Library | 40,000 | 40,000 | - | - | - | - | - | 40,000 | - |
| Furniture - Warragul Library | 50,000 | - | 50,000 | - | - | - | - | 50,000 | - |
| IT Server Replacement ** | 20,000 | - | 20,000 | - | - | - | - | 20,000 | - |
| Computer Purchases | 5,000 | - | 5,000 | - | - | - | - | 5,000 | - |
| Total plant and equipment | 133,000 | 58,000 | 75,000 | - | - | - | - | 133,000 | - |
| Library collection | | | | | | | | | |
| Library Materials | 465,000 | - | 465,000 | - | - | - | - | 465,000 | - |
| E-resources | 215,000 | - | 215,000 | - | - | - | - | 215,000 | - |
| Premiers Reading Challenge | 26,000 | - | 26,000 | - | - | - | - | 26,000 | - |
| Local and Cultural History | 2,000 | - | 2,000 | - | - | - | - | 2,000 | - |
| Total library collection | 708,000 | - | 708,000 | - | - | - | - | 708,000 | - |
| Total capital works expenditure | 1,101,000 | 83,000 | 933,000 | 85,000 | - | - | - | 1,101,000 | - |

** Project carried forward from prior year

Fees and Charges

| Fee name | Details | GST? | 2019.20 Charge | 2020.21 Charge | Change | Unit of measure |
|---|--|------|----------------|----------------|---------|------------------------------|
| Overdue fine | Adults | No | free | free | - | Removed under new initiative |
| Overdue fine | Junior | No | free | free | - | Per day |
| Overdue fine | Other items borrowed by juniors | No | free | free | - | Removed under new initiative |
| Inter library loans | Core copies electronic delivery | Yes | \$16.50 | \$18.50 | \$2.50 | Per item |
| Inter library loans | Core loans including normal delivery | Yes | \$16.50 | \$28.50 | \$12.50 | Per item |
| Replacement Library Cards | Replacement Library Cards | Yes | \$3.20 | \$3.20 | - | |
| Lost or damaged items | Lost /damaged items | Yes | cost of item | cost of item | - | |
| Lost or damaged items | Audio materials/Talking Books/CD's | Yes | \$16.25 | \$16.25 | - | Per tape/CD |
| Merchandise | USB's | Yes | \$8.00 | \$8.00 | - | Per item |
| Merchandise | Ear Buds | Yes | \$3.00 | \$3.00 | - | Per item |
| Photocopying and printing | Black and white A4 | Yes | \$0.20 | \$0.20 | - | Per page (single sided) |
| Photocopying and printing | Colour A4 | Yes | \$0.25 | \$0.25 | - | Per page (single sided) |
| Photocopying and printing | Black and white A3 | Yes | \$0.40 | \$0.40 | - | Per page (single sided) |
| Photocopying and printing | Colour A3 | Yes | \$0.50 | \$0.50 | - | Per page (single sided) |
| Library Bags | Adults | Yes | \$2.50 | \$2.50 | - | Per bag |
| Library Bags | Library Bags - Children | Yes | \$5.00 | \$5.00 | - | Per bag |
| Unpaid fees before borrowing and privileges are suspended | Adults | | \$10.00 | \$10.00 | - | |
| Maximum unpaid fines before borrowing and privileges are suspended | Junior | | \$5.00 | \$5.00 | - | |
| * Note: loss of library privileges includes borrowing, use of internet/public PC's and hold placements. | | | | | | |
| Meeting room hire | Community groups or not-for-profits | | free | free | - | |
| Meeting room hire | For profit organisations | Yes | \$90.00 | \$90.00 | - | Full day |
| Meeting room hire | For profit organisations | Yes | \$50.00 | \$50.00 | - | Half day |
| Refundable deposit for RFID Card | For applications to provide open access to unstaffed libraries at supported locations. | Yes | \$30.00 | \$30.00 | - | |