EASTERN REGIONAL LIBRARIES CORPORATION

CORPORATE PLAN

2017 - 2021

'Libraries
at the heart of
local communities'

Background

Eastern Regional Libraries Corporation (ERLC) provides library services to Knox City Council, Maroondah City Council and Yarra Ranges Council. Together the three municipalities cover a large geographic area in the outer metropolitan area of Melbourne. There is a diverse range of communities with a combined population of 411,788, as follows:

Municipality	Population	Area
Knox	154,653	113.8 km²
Maroondah	108,104	61.4 km²
Yarra Ranges	149,031	2,500 km²

ERLC was established in 1996 by the Member Councils in accordance with the Local Government Act 1989, section 196. The Board governs the Corporation in accordance with the relevant provisions of the Local Government Act 1989, the Regional Library Agreement and other adopted policies and procedures.

The Board is made up of two nominated Councillors from each of the Member Councils. The day to day management of the Corporation is the responsibility of the Chief Executive, supported by his Corporate Management Team.

Council Plans & Strategies

The Corporate Plan takes into account Member Council's adopted plans and strategies, in addition to the following specific library plans strategies and outcomes:

Knox City Council	Review of Library Infrastructure & Service Delivery (2008)
	Library Services Plan 2015
Maroondah City Council	Realm (Ringwood Library, Learning & Cultural Centre Development)
	Croydon Civic Precinct Redevelopment
Yarra Ranges Council	Library Strategy and Action Plans (2011)
	Yarra Ranges Mobile Library Service Review (2011)
ERLC	Annual Budget and Strategic Resource Plan
	Collection Development Policy
	Literacy Strategy

Priorities Action Plan

In addition to the Plans and Strategies listed in the table above, an individual Priorities Action Plan will be agreed annually with each Member Council. These plans will provide individual Council focused outputs and outcomes during the life of the Corporate Plan.

Linkage to the Corporate Plan and other reviews

This section describes how the Corporate Plan links to the achievement of the Annual Budget, the Strategic Resource Plan and Member Councils' reviews in relation to library services and infrastructure within an overall planning framework.

Strategic Planning Framework

In accordance with the Local Government Act 1989 (the LGA), the Board must approve a Library (Corporate) Plan within the period of 6 months after each general election or by the next 30 June, whichever is later.

The Corporation has developed a four-year Corporate Plan and Strategic Resource Plan (SRP). The Plans play a vital role in shaping library services to the communities served by the Corporation.

The Board develops the Corporate Plan and SRP: by identifying community needs and aspirations through a biennial survey; through advice from its officers on broader library services and infrastructure trends; and taking into account the reviews undertaken by its Member Councils in relation to their individual library services and infrastructure.

Member Councils' Reviews of Library Services and Infrastructure

Knox City Council undertook an internal service plan review of its library services in 2015/16 and this will impact on future service delivery. There are 26 'actions' to be undertaken as an outcome of the service review. Major infrastructure projects that will impact on the library service include the relocation of Knox City Shopping Centre branch (including colocation with Council's Youth Services) and reviews of Boronia and Ferntree Gully Community Libraries.

Maroondah City Council relocated the Ringwood branch library in 2015 to form part of the fantastic Realm development. This significant development provided an opportunity to review the Corporation's staffing levels through utilising returns handling RFID infrastructure, and importantly the collocation with Council's customer services which now handles initial customer contact through its 'concierge' model. These changes have improved the types and levels of services offered to Maroondah residents. A major review of the Croydon Civic Precinct is underway and this may also impact on the type and level of services that are delivered on behalf of Council.

Yarra Ranges Council has undertaken a review of its library services, both static branches and mobile libraries, and this will have an impact on the type and level of services to be delivered to its residents. Major infrastructure projects that may impact on the library service include the relocation of Lilydale branch to the Box Hill Institute Campus, and the opening of the refurbished Montrose Town Centre where ERLC will be playing a greater management role.

Priorities Action Plan

Given the depth of these reviews, Priorities Action Plans will be developed in consultation with each of the Member Councils for the upcoming 12 months. This will ensure that the strategies developed as part of these reviews will be undertaken in conjunction with the broader Objectives and Strategies of the Corporate Plan.

Societal trends influencing public libraries

Significant changes in society and technology place demands on our libraries to support our communities at a time when local government in Victoria is undergoing a constrained fiscal environment. While the Corporation has internally changed the way it works and manages its resources in this new environment (e.g. increased efficiency through technology, increased emphasis on evaluation and advocacy), the major drivers of change in provision of library services over the next five to ten years will come from outside the library sector.

Some of the more significant external impacts on public libraries (ALIA 2016) may include:

- access to technology and digital literacy skills are now integral to effective participation in society, access to government services and information, and engagement with learning and community activities.

- managing the deluge of unfiltered information when many people, including the digital natives and millennials, do not have the information management and discovery skills to match their ability to access information online.

- the move from an industrial to a knowledge economy (STEM/STEAM) and the demand for people entering and moving through the workforce to have the necessary 21st century literacy skills (including digital literacy), at the same time as Australia's international rankings on early years, youth and adult literacy are falling.

- the desire of people who are constantly connected to find a place and space where they can take time to unplug from technology and reflect and recharge.

- demographic transformation which is seeing:

  - increasing cultural and ethnic diversity and a greater number of languages spoken across communities, accompanied by greater demand for libraries to offer English language programs.
  - an ageing national population, with a projected increase of people aged 65 years and over from 6.4% of the population in 2012 to 14.4% in 2060, leading to a need to ensure that older adults are given opportunities for involvement in the social, learning and creative life of their communities.
  - the quest for local identity and culture in a globalised world, and the need for communities to find places where they can come together, reflect, learn, share, create and grow.

The Corporation must endeavour to operate in the milieu of these societal changes, while dealing with the fiscal constraints placed on our Member Councils.

Future of Public Library Services

Acknowledging these societal trends, public libraries are transitioning from a passive, product based environment, to delivering active, service-based experiences. The changing nature of libraries is captured in the following table:

Information Age – Product Based	Knowledge Society – Service Based
• Bringing the world's information to the community	✔ Pushing the community's information to the world
• Expert in finding the right piece of information	✔ Expert in curating and putting content in context
• Platform for searching and finding	✔ Platform for creating and innovating
• Physical media and text dominate	✔ Digital media and multimedia dominate
• Circulating and distributing physical collections	✔ Facilitating access to digital content
• Collecting and preserving local content	✔ Creating and sharing local content for reuse
• Purchasing and owning collections	✔ Purchasing access to digital content
• Describing and organising information held in the library	✔ Working with users to enrich and link information beyond the library's walls
• Place of consumption of knowledge	✔ Place for creating new knowledge
• Stand-alone library	✔ Multi-purpose facility – library located with other functions
• A place primarily for housing collections	✔ A place for people engagement
• Libraries working mostly within their local authority boundaries, or collaborating regionally	✔ Public libraries work as one to maximise benefits for customers and rate payers
• Services developed with customer focus	✔ Services developed with customer involvement
• Librarians as keepers of knowledge and information	✔ Librarians as enablers and teachers of skills
• Physical spaces	✔ Physical, virtual, ubiquitous and mobile spaces

Our Library Services

Our library services can make a significant difference in our communities, if people can:

- ✔ visit their local branch and find it to be a welcoming, safe, convenient and comfortable community location.
- ✔ engage with other community members.
- ✔ access the internet and WiFi to bridge the digital divide.
- ✔ receive help from library staff and learn how to: use the latest technologies; 'surf' the internet; avoid the risks e.g. scammers; and search databases for authoritative information.
- ✔ obtain services from/or on behalf of other local providers.

Next Four Years

In the next four years we will continue to provide:

- Improved welcoming community spaces.
- Integrated online catalogues and circulation systems.
- Books, Magazines, CDs, DVDs and other media as well as lifestyle items e.g. energy monitors.
- Access to electronic resources and e-books.
- Training, tools and equipment to bridge the digital divide, access the Internet, including free WiFi.
- Programs in support of literacy and lifelong learning, and in particular supporting STEM/STEAM initiatives.
- Materials and programming in in languages other than English (limited).
- Opening hours on five, six or seven days a week (subject to funding).
- Targeted community outreach and initiating new, and nurturing existing, partnerships with other agencies who support our local communities.
- Skilled staff to assist customers to find resources to meet their needs.

Transitioning Our Library Services

The extended role of our libraries for the foreseeable future is:

- ✔ Fostering the joy of reading and support the development of literacy in all its forms.
- ✔ Enabling independent lifelong learning, research and innovation.
- ✔ Supporting local businesses (e.g. training and access to resources in partnership with our Member Councils).
- ✔ Collecting, creating and making available local content and history, including archive spaces - a strong local history collection in print and digital formats.
- ✔ Creating formal and informal spaces that allow for:

    - Learning/training spaces, communal meetings and workshop facilities.
    - a community 'living room' feel that might include café area / catering - providing a relaxed draw card for locals to linger and interact.

and most importantly:

Providing community grounded services (virtual and physical) for all, in places that are at the **'heart of local communities'**.

How will we meet these challenges and opportunities?

Vision

We aspire to:

- Providing our communities with affordable and equitable access to knowledge, experience and ideas.
- Being the "third" place for our communities.

Mission

We undertake to:

- Provide universal and equitable access to library resources, services and places.
- Create opportunities and spaces that will enhance people's lives and community interaction.

Values

We value:

- Co-operation, partnerships and alliances.
- Social, cultural, environmental and economic sustainability.
- Innovation that enhances the opportunities and services for our communities.
- Service excellence.
- Teamwork and the contribution made by our staff.
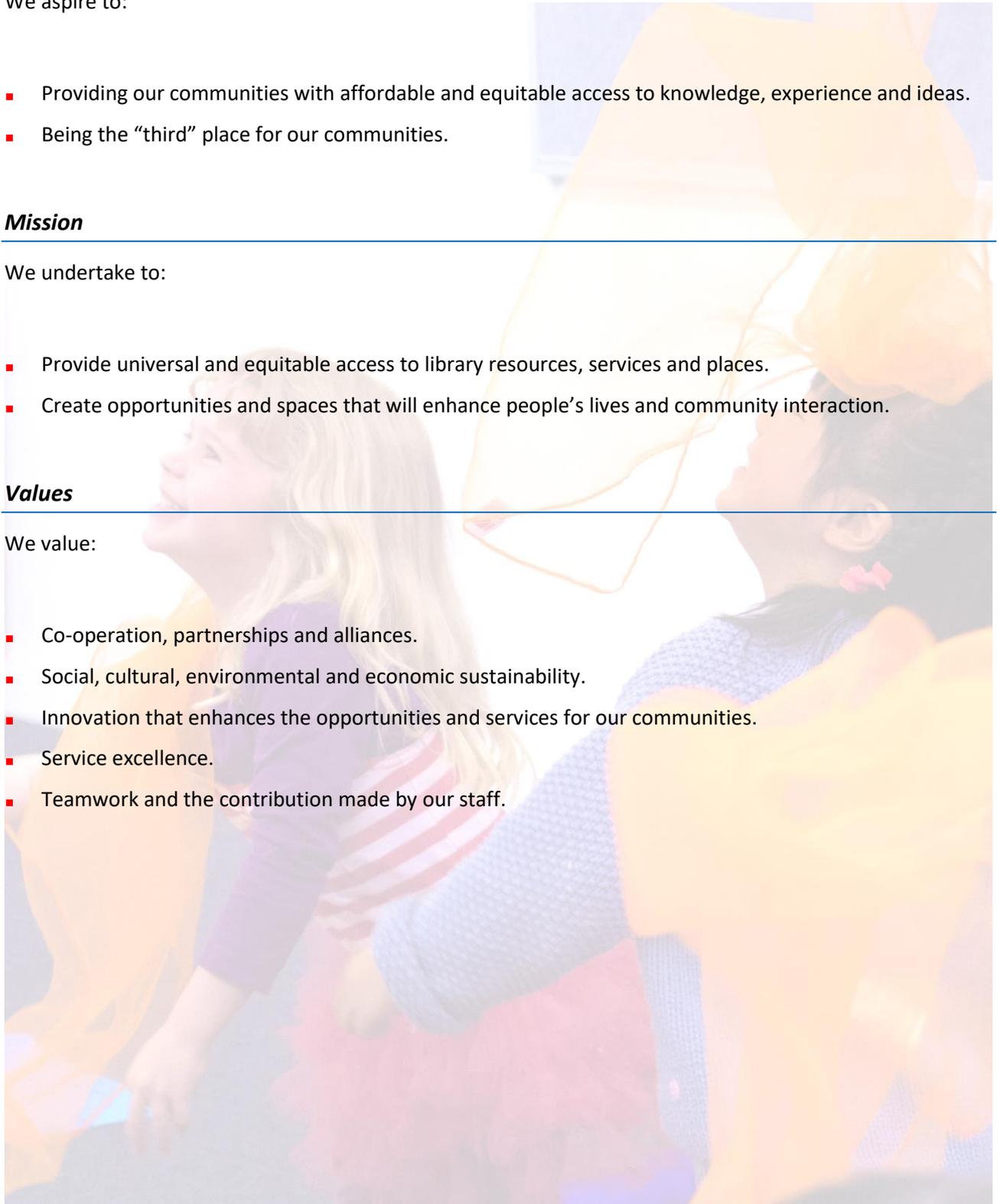
How do we approach what we do?

ERLC is committed to happy and satisfied customers. Through a relevant program of services, events and places, ERLC makes an important contribution to community strengthening and connecting people.

ERLC partners with Councils, community groups and other organizations to ensure that our communities and visitors to our region can participate in, and enjoy, local libraries. Partnerships with Councils reflect the aims and objectives of individual Council Plans.

Libraries play a vital role in lifelong learning through the provision of facilities, resources, training and programs. ERLC has a strong philosophical commitment to encourage and support lifelong learning in our communities.

We strive for continuous improvement and innovation that will enhance the experiences of, and services to, our communities.

What will we do over the next four years?

Implementation of Objectives and Strategies within the Corporate Plan and Priorities Action Plans agreed with Member Councils will be achieved within the context of annual adopted budgets and the Strategic Resources Plan.

The Objectives and Strategies will be pursued having regard to:

- our Councils' profiles, policies and strategies;
- the literacy and digital divides in our communities; and
- the transition of public libraries from 'Information – Product Based' to 'Knowledge Society – Service Based' outcomes.

The Objectives and Strategies will be undertaken having cognisance of the level of funding from both our Member Councils and the State Government.

How will these objectives and strategies be evaluated?

The Board will monitor its achievements and outcomes and hold itself accountable through quarterly reports (financial and performance), the Annual Report and Audited Statements.

The Board will review its Corporate Plan and SRP every financial year to consider whether the current Plan requires any adjustment in respect of the remaining period of the Plan and the Priorities Action Plans developed with the Member Councils.

Key Direction 1 ~ Library services

Objective

To ensure the scope, delivery and management of our library service responds to and meets local community needs and interests and contributes to achievement of meaningful outcomes for library users and the community.

Strategies

Affordable, trusted and accessible public and online services

- Provide affordable membership and access to our range of services and resources which are provided through our branches, community and outreach service points (including mobile libraries) and online.

- Offer services that will be inclusive to all members of the community, including customers with special needs and those from Indigenous, culturally and linguistically diverse backgrounds.

- Provide access to library services structured in a way that maximizes accessibility and convenience to potential users, both when they use library branches and access our services remotely.

Community needs and service provision gaps & improvements

- Gather formal and informal community-related information (particularly from our Member Councils) that allows programs and services to be identified and developed from the customer's perspective and to meet community needs.

Create partnerships to build community and individual resilience and capacity

- Work, and form partnerships (where appropriate) with: local community service, education and learning providers providing support to our communities; and the networks and committees that exist to coordinate service provision across these providers.
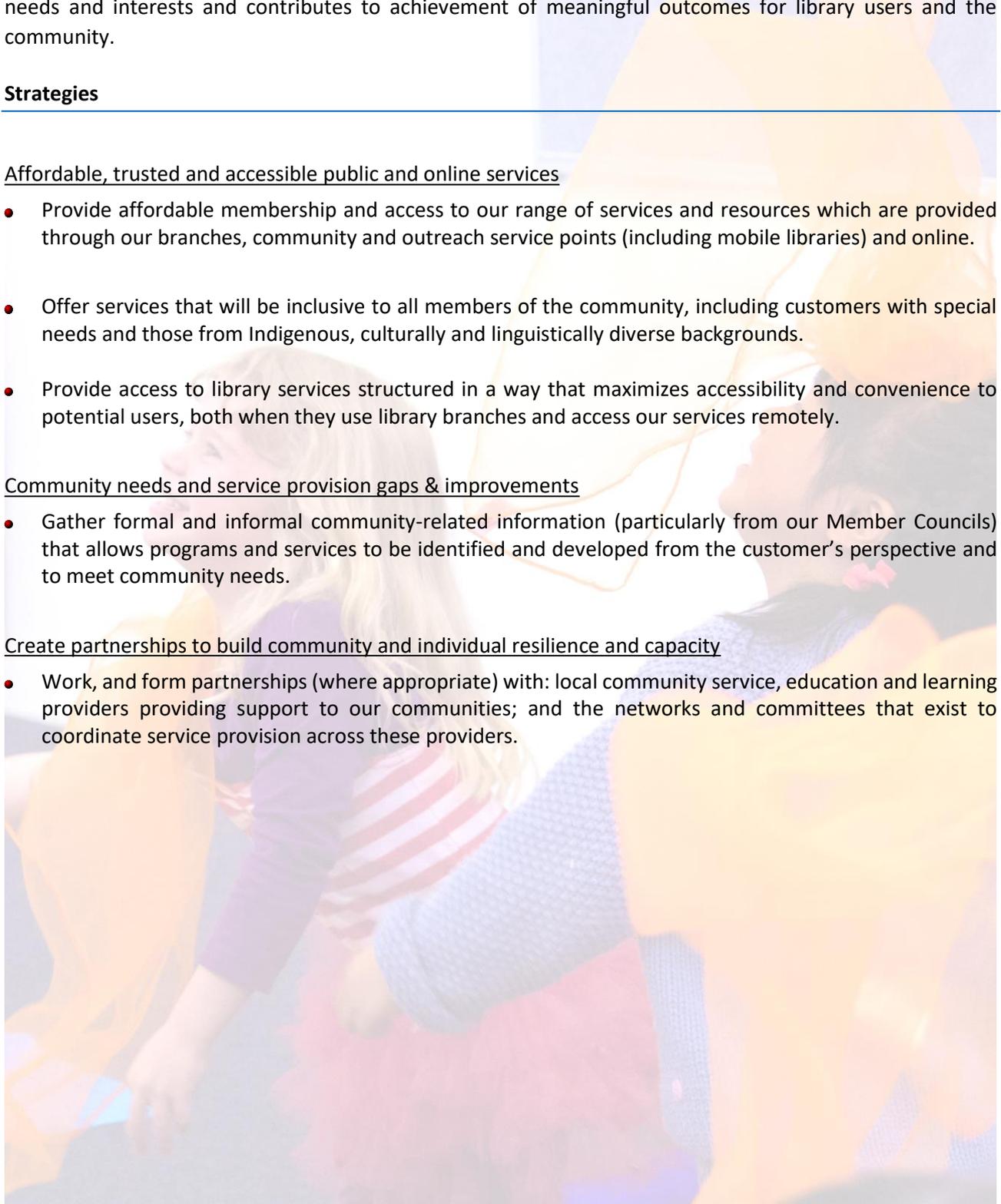
Key Direction 2 ~ Content and Collections

Objective

To ensure development and management of our library content and collections to: meet the information, education, recreation and cultural needs of the community; support the development of lifelong learning; and foster a love of reading.

Strategies

Delivering content and collections
- Plan, develop and deliver content and collections to meet the recreational, educational, social, information and employment-related needs of members of the community across all life stages, demographic groups and interests.

Accessible formats
- Provide access to resources in a variety of formats including print, audio and digital.

- Ensure appropriate and efficient access for all members of the community to the continuously developing library collection.

Championing cultural identity
- Where appropriate, and in partnership with other organisations:

- provide access to, and maintain, a collection that relates to the history and development of the local community.

- document, preserve and present the historical and contemporary development of the local community.
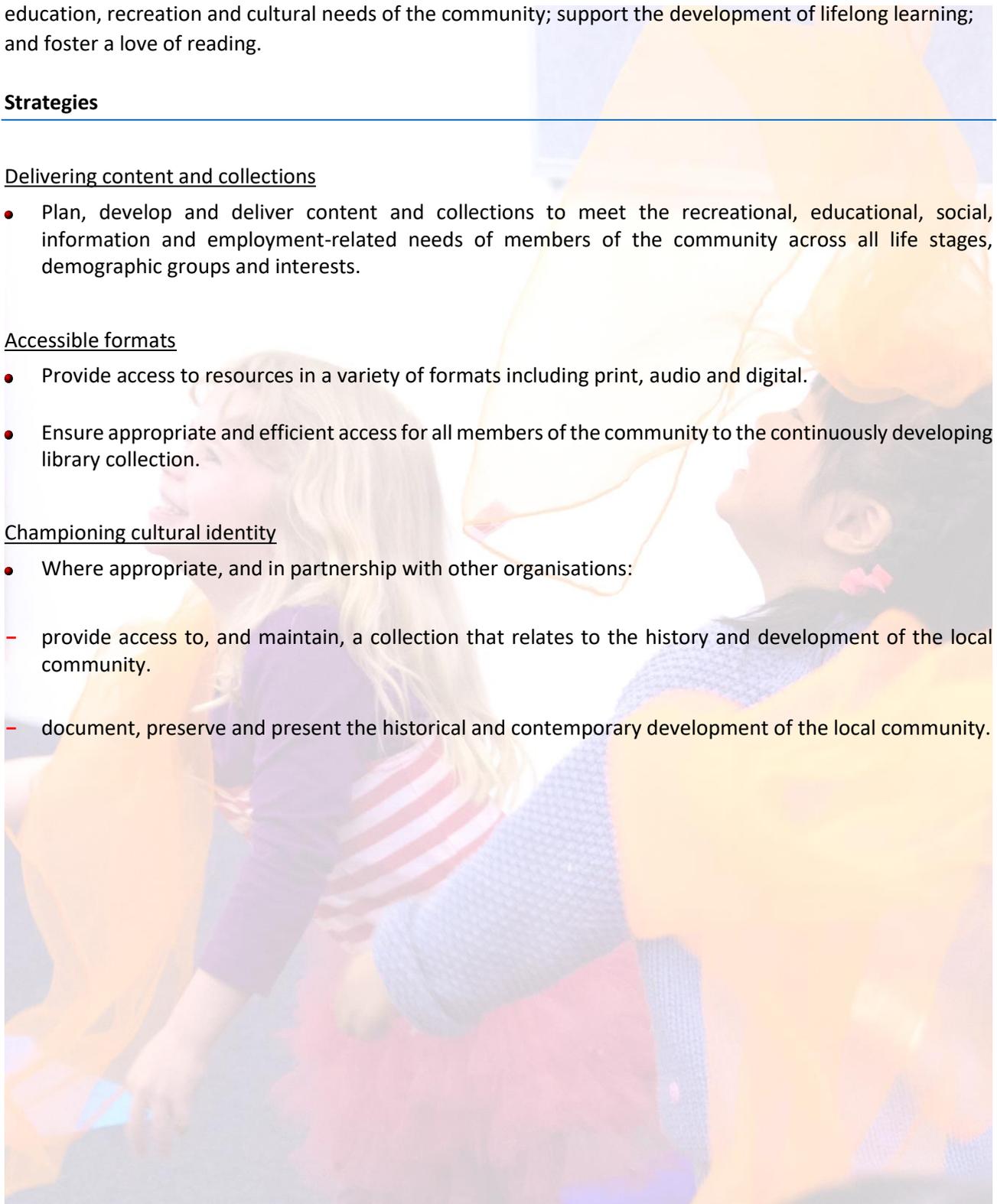
Key Direction 3 ~ Information and Reference Services

Objective

To offer comprehensive and authoritative information, reference and readers' advisory services to all library customers.

Strategies

Information and reference service provision

- Provide customers with the information and/or reading materials (including audio books, eBooks, CDs and DVDs) that suit their needs in an appropriate timeframe.

Access to information and reference services

- Provide information, reference and readers' advisory services to library customers on site, online and by phone.

Training in information and digital skills

- Support library users to develop their information and digital literacy skills and to facilitate their effective use of library resources and facilities.
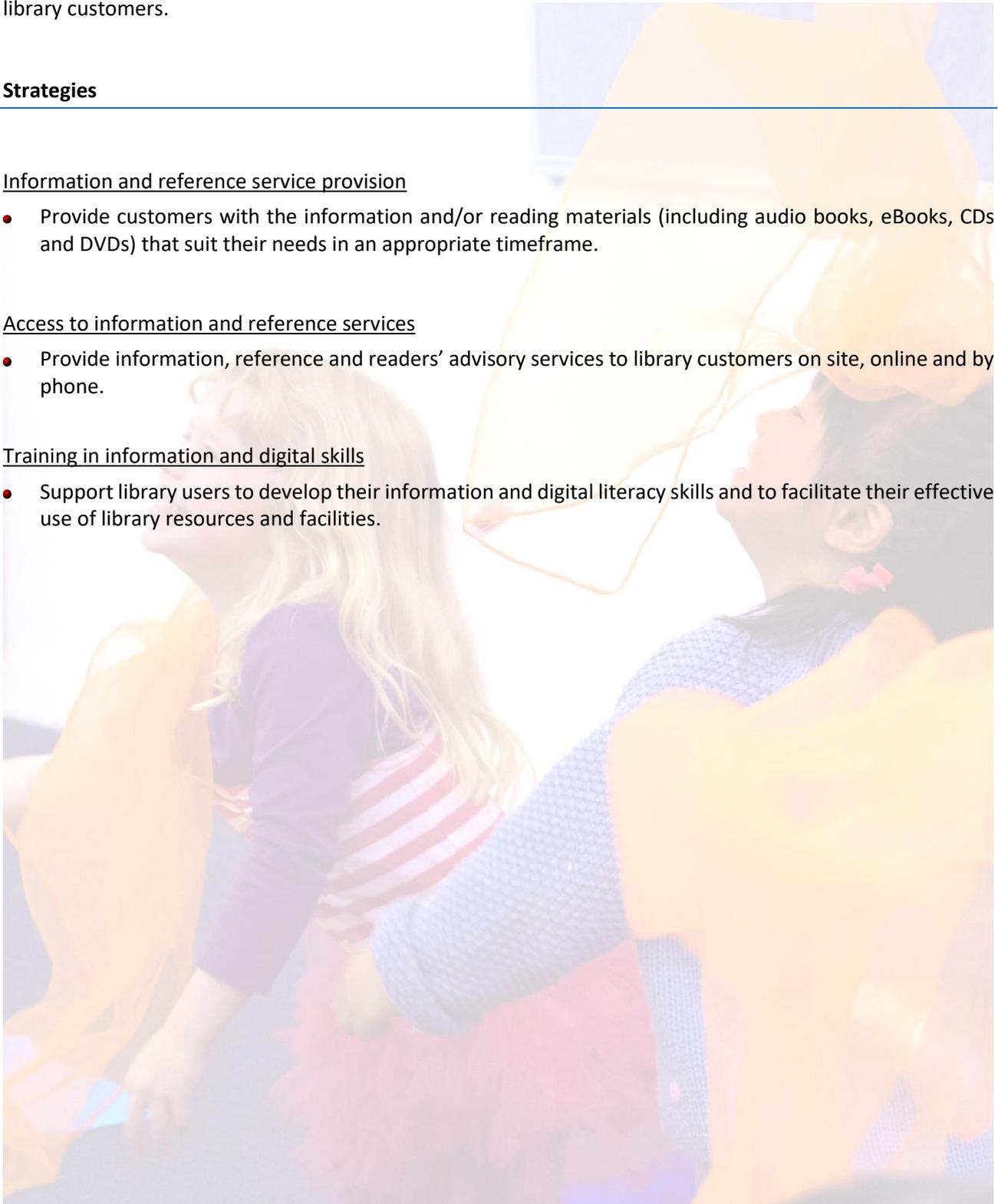
Key Direction 4 ~ Programs

Objective

To provide targeted activities and events that use library resources and collections to:

- enrich the lives of community members.
- build literacy, language and learning skills.
- engage, connect, inform and inspire.
- improve personal development and wellbeing.

Strategies

Program offering

- Offer a wide range of programs, wherever practical and subject to funding, to encourage and enhance effective and productive use of the library, collections and services.

Targeting of programs

- Target and design programs to respond to identified needs and interests in the local community based on an understanding of the demographic composition of our community and the reading, literacy, social and learning needs and interests of specific groups within the community.

- Design, develop and deliver library programs that recognise the special needs, interests and capabilities of participants and different target groups (e.g. people with low literacy, people with disabilities, indigenous Australians, CALD communities).

- Ensure, where possible, programs, exhibitions and displays intersect with and encourage use of library collections and other library services or programs.

Inter-generational activities

- Design programs designed where practicable to generate and maximize inter-generational activities.

Involvement of stakeholders

- Ensure partner organisations, in particular our Member Councils, are involved, as relevant and appropriate, in the planning, design, development, promotion, delivery and evaluation of programs.

Key Direction 5 ~ Technology

Objective

To provide affordable use of computers, the internet and other technology and applications to allow users to access library and public information and resources.

Strategies

Equipment and services

- Plan for the provision, regular updating, and use of computers, the internet, peripherals (including printers, scanners and copiers) and other technology for library users to occur within the Corporation's: broader policy framework; planning; and budget for technology management.

New technology is available and accessible

- Subject to funding, be widely recognised as a place where mainstream and new technology is available and accessible to all members of the community.

Broadband speed

- Ensure bandwidth (where available) is sufficient for consistent good quality access to digital print, image and sound resources throughout the library service.

Access to specialist technologies

- Provide access to:

- Adaptive technologies for library users with vision or hearing disabilities.

- Multilingual electronic resources for customers wishing to access CALD materials.
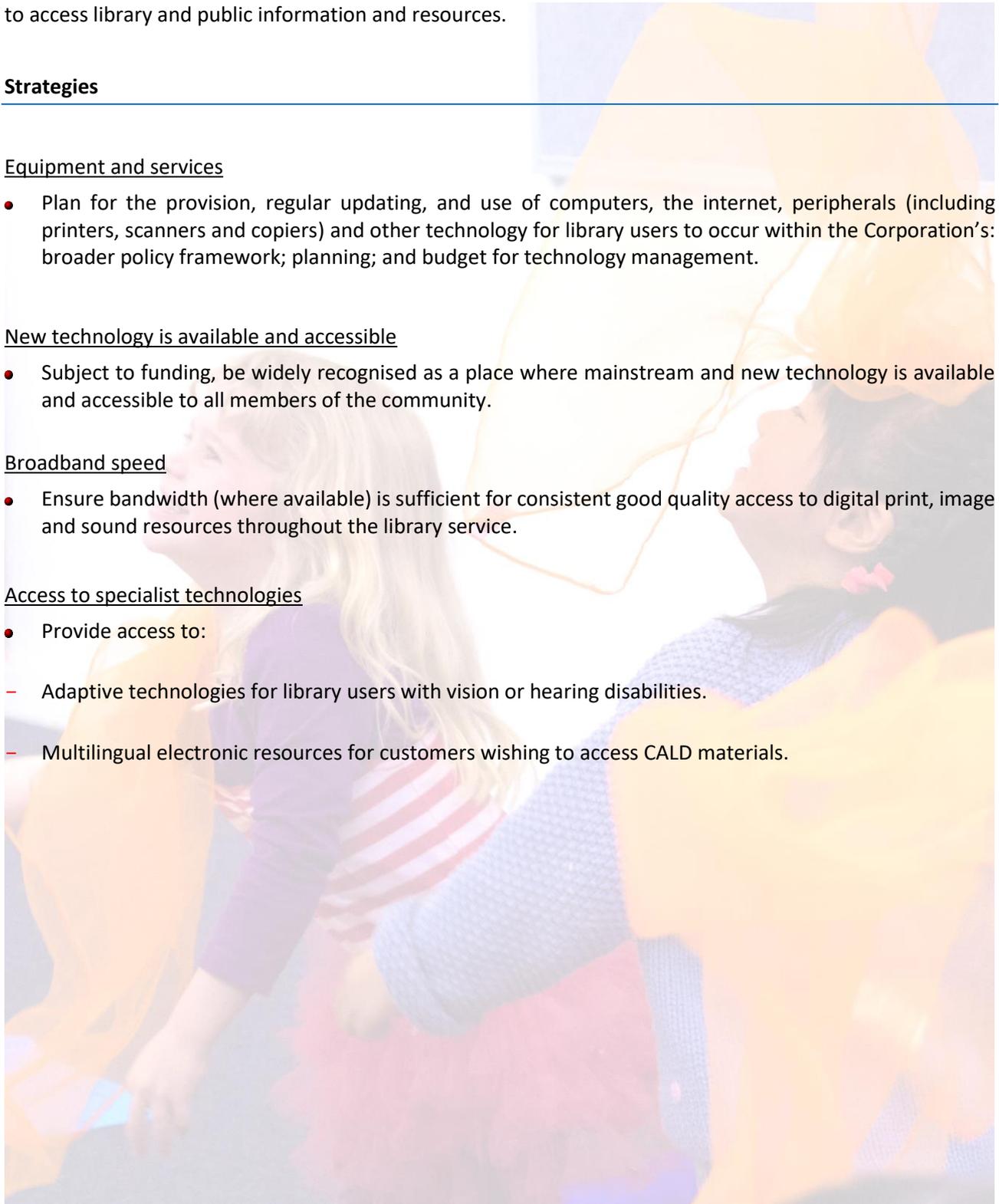
Key Direction 6 ~ Places (physical and digital)

Objective

To provide accessible physical and digital places and spaces that meet the recreational, educational, social, information and employment-related needs of library users.

Strategies

Building Design

- Work with our Member Councils to develop library building designs that recognise the multiple, complementary and sometimes competing interests of library users in their demands of library spaces, and provide a high degree of adaptability for new or varied purposes.

Dedicated spaces

- Provide, as far as possible and at appropriate times, dedicated spaces to complement library programs and services (e.g. children's spaces, youth spaces, event spaces, display areas, community meeting rooms).

Use of library spaces

- Encourage library users and community groups to use library places and spaces in ways that improve their personal or collective outcomes.

- Support and facilitate different and concurrent use of library places and spaces by different library users.

User training and support

- Support library users to build their confidence and skills in efficiently using digital technology and effectively using digital information and tools by:

  – providing support and training to assist people in becoming more confident in using computers.
  – developing people's skills in the use of computers and the internet.
  – building digital and information literacy among people who have access to digital information
  – Provide affordable basic training programs in accessing the information resources provided at the library, including regular internet and technology training sessions.

Library website

- Design, and regularly review, the library website to ensure:

  – Users can quickly navigate, find and access online library resources and services.
  – The website supports collaboration and creative development of new library content.

Key Direction 7 ~ Staffing

Objective

To ensure all library staff (including casual and relief staff) have sufficient knowledge and skills to undertake the requirements of their roles with a minimum of supervision.

Strategies

Staffing requirements

- Employ suitably qualified and/or experienced managers and staff, appropriately trained to discharge their particular job responsibilities.

- Facilitate a planned induction and orientation program for all new staff and staff who have changed positions.

Staffing mix

- Employ, in addition, to appropriately qualified staff for core library services (such as reference services, collection development and technical services) specialist staff with non-library related qualifications to enrich and support library programs or functions (e.g. information technology, youth work, education, marketing and administration, community liaison).

- Provide, where practicable, eLearning/ Tech Officers in every branch.

Professional development

- Maintain a process of continuing professional education on a formal basis, which is is augmented by informal skills transfer, mentoring and information sessions for staff.

- Provide initial and 'refreshed' customer service training for all staff.

- Provide diversity and ability awareness training for communicating with their colleagues and with library customers, including persons with physical and mental disabilities, those from diverse cultural backgrounds, adult new readers and individuals speaking languages other than English.

- Encourage staff to expand their library and cross-sectoral networks, and further their professional development by reading, online exchange of ideas, and by attending courses, conferences, and meetings.

- Encourage job rotation and staff exchanges as a means of ensuring adequate training and development, especially for more isolated staff such as those in small branch libraries.

Key Direction 8 ~ Promoting, Measuring & Evaluating

Objective

To demonstrate the differences that our services, programs and places make in the lives of individuals and the wellbeing of the community and monitor and evaluate the impact on participants and the community, and the influence on library usage.

Strategies

Reports

- Provide quarterly Board Reports that demonstrate the outputs and outcomes from the services delivered, including:

  - number of programs delivered.
  - number of participants in programs, activities and events.
  - number of participants trained.
  - impact on loans, visits and membership.
  - participant satisfaction and anticipated (or actual) impact on knowledge, skills, learning and employment outcomes or personal development and wellbeing.

- Publish an Annual Report of the activities undertaken.

Feedback

- Provide opportunities to measure our performance and outcomes through:

  - Online feedback page on our website.
  - Hard copy feedback forms in every branch.

Evaluation

- Short targeted surveys to assess the impact of the service delivered e.g. after a program or activity.

- A biennial omnibus survey to capture feedback on all the services offered by the Corporation.

Create awareness of library services and activities

- Promote our many programs and services though using different hard and soft media (incl. virtual networks and social media).

- Participate in: various community events and gatherings; partnerships and networks.

Strategic Resource Plan

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

Plan Development

The SRP takes the Objectives and Strategies as specified in the Corporate Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, whilst still achieving the Corporation's Objectives and Strategies as specified in the Corporate Plan.

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

- Achieve a surplus for 2017/18 and following years.
- Maintain a capital expenditure program greater than Depreciation in 2017/18 and strive to improve, circumstances permitting, on the average annual investment in capital works of $1.85m for 2018/19 and following years.
- Achieve a balanced budget on a cash basis.

In preparing the SRP, the Corporation has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities.
- Consider the financial effects of Corporation's decisions on future generations.
- Provide full, accurate and timely disclosure of financial information.

The key points from the SRP are as follows:

Revenue Strategy

Member Councils' contributions for 2017/18 and following years are based on advice from the Member Councils. These contributions are subject to Member Councils' adopted budgets for 2017/18 and the level of rate capping imposed for 2017/18 and following years and the impact on our Member Councils' budgets.

Capital Works Strategy

Capital expenditure over the four-year period will total $7.4 m at an average of $1.85 m spent on library materials and technology. The amount invested of $1.9m for 2017/18 maintains the current level of the Corporation's assets for 2017/18. The average annual investment in capital works of $1.85m for 2017/18 and following years should maintain the current level of the Corporation's assets in the longer term.

Service Delivery Strategy

The key objectives included in the Corporation's SRP which directly impact the future service delivery strategy are to strive to maintain existing service levels and to achieve a reasonable operating result over the four years.

Services levels by way of opening hours will be maintained based the following: the discussions with Member Councils in relation to contributions 2017/18 and following years; self-service is maintained in all branches; and there is no increase in staffing numbers.

Financial Resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2017/18 to 2020/21. Appendix A includes a more detailed analysis of the financial resources to be used over the four-year period.

Indicator	Resource 2017/18 $'000	Plan 2018/19 $'000	Projections 2019/20 $'000	2020 /21 $'000	Indicator +/o/-
Operating result	0.839	0.478	7	19	o
Cash and investments	6,579	6,680	6,687	6,806	+
Cash flow from operations	1,900	1,900	1,907	1,919	+
Capital works	1,900	1,800	1,900	1,800	o

Key to Forecast Trend:

+ Forecasts improvement in the Corporation's financial position indicator
o Forecasts that the Corporation's financial position indicator will be steady
- Forecasts deterioration in the Corporation's financial financial position indicator

Non-Financial Resources

In addition to the financial resources to be consumed over the planning period, the Corporation will also strive to fund staffing levels sufficient to maintain its service levels. The following table summarizes the non-financial resources for the next four years.

Indicator	Resource 2017/18 $'000	Plan 2018/19 $'000	Projections 2019/20 $'000	2020 /21 $'000	Indicator +/o/-
Employee Costs	8,942	9,120	9,303	9,489	o
Employee numbers (EFT)	89	89	89	89	o

Key to Forecast Trend:

+ Forecasts improvement in the Corporation's non-financial performance indicator
o Forecasts that the Corporation's non-financial performance indicator will be steady
- Forecasts deterioration in the Corporation's non-financial performance indicator

Employee numbers have been capped at 89 for the period of the SRP.

Overall increases in Employees' Costs have been capped for 2017/18 at 2% and a maximum increase of 2% (including Oncosts) for the three years 2018/19 to 2020/21.

The percentage increase in Employee Costs for the four years will be influenced by the outcomes of our Member Councils': EBAs; Service Reviews; and development outcomes.

Funding Strategies

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

Revenue

The 2017/18 Budget has been developed using advice from Member Councils as to their contributions for this year and 2018/19 to 2020/21. These contributions are subject to Member Councils' adopted budgets for 2017/18 and the level of rate capping imposed for 2017/18 and following years and the impact on our Member Councils' budgets.

Given the issues in relation to the State government Grant for prior years, a conservative approach has been taken in relation to the expected increase for 2017/18 and following years (1.35% pa).

Interest on investments has been estimated to remain the same, based on: previous years' experiences; the likely outcome for 2016/17; and investments continuing to return at least 3.0% per annum for 2017/18 and following years.

User Charges, Fees and Fines will rise where appropriate for the service provided.

Capital Works

A key objective will be to try and maintain or preserve the Corporation's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then the Corporation's investment in those assets will reduce, along with the capacity to deliver services to the community.

The amount invested of $1.9m maintains the current level of the Corporation's assets for 2017/18.

The average annual investment in capital works of $1.85m for 2017/18 and following years will maintain the current level of the Corporation's assets.

	2017/18	2018/19	2019/20	2020 /21
	$	$	$	$
Total Capital Works	1,900,000	1,800,000	1,900,000	1,800,000
Depreciation	1,700,000	1,700,000	1,700,000	1,700,000
Net Movement in Property, Plant & Equipment	200,000	100,000	200,000	100,000

The following influences had a significant impact on Capital Works for the 2017/18 and following years:

- Projected Member Councils' contributions.
- Estimated State Government Grant for 2017/18 and later years.
- The level of cash and investment reserves to fund future capital expenditure programs.

Service Delivery

The key objectives included in the Corporation's SRP are to strive to maintain existing service levels while achieving a reasonable operating result over the four years.

Overall, service delivery will be dependent on: Member Councils' contributions, grants from the State Government; and the income generated by the Corporation from charges, fees fines and investment income.

The service delivery outcomes measured in financial terms are shown in the following table.

	Resource	Plan	Projections	
Indicator	2017/18	2018/19	2019/20	2020 /21
	$'000	$'000	$'000	$'000
Operating result	0.839	0.478	7	19
Cash and investments	6,579	6,680	6,687	6,806
Cash flow from operations	1,900	1,900	1,907	1,919
Capital works	1,900	1,800	1,900	1,800
Employee Costs	8,942	9,120	9,303	9,489
Employee numbers (EFT)	89	89	89	89

Matters that affect the Funding Strategies

Financial sustainability will be maintained if:

- Member Councils' contributions and State Government grants are as projected.
- Wages growth is 2% (including Oncosts) for 2017/18 and following years.
- Cost increases can be capped at 2% (or no increase) for all expenses other than those determined by agreements, contracts or leases.
- Cash and investments remain constant as forecasted over the four-year period.

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

	Resource	Plan	Projections	
Indicator	2017/18	2018/19	2019/20	2020 /21
	%	%	%	%
Council contribution increases	Various	2	2	2
Government funding	1.35	1.35	1.35	1.35
Wages growth	2	2	2	2
Cost Escalation Factor*	2	2	2	2
Investment Return	3	3	3	3

*Increases restricted to 2% unless otherwise determined by agreement, lease or contract.

Appendices

The following appendices include voluntary and statutory disclosures of information that provide support for the analysis contained in the Strategic Resource Plan (the Plan).

This information has not been included in the main body of the Plan in the interests of clarity and conciseness.

The Corporation has decided that whilst the Plan needs to focus on the important elements and provide appropriate analysis, the detail upon which the Plan is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix	Nature of information
A	Budgeted Statements
B	Statutory Disclosures
C	Capital Works Program
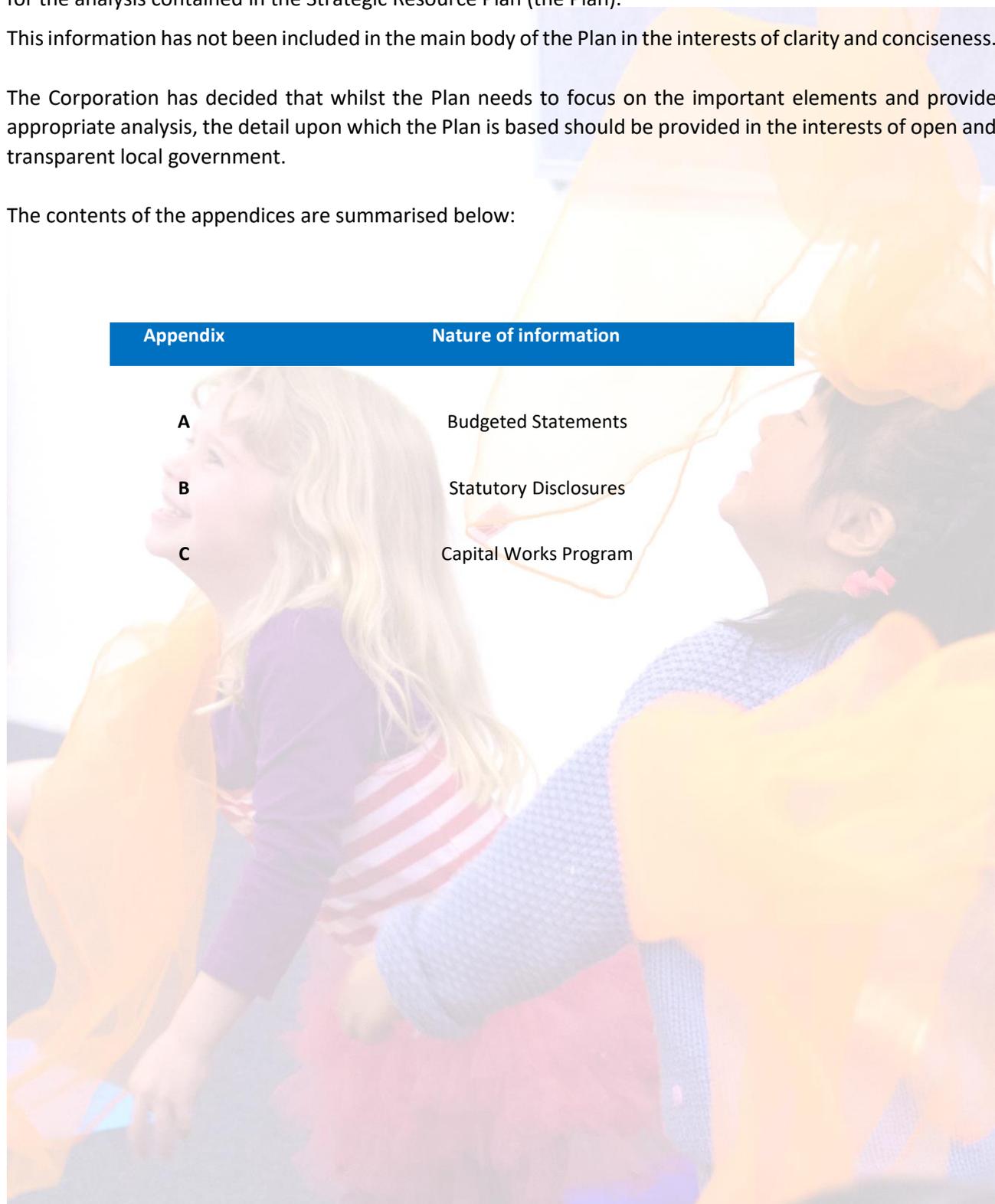
Budgeted Standard Statements

This appendix presents information in regard to the Budgeted Standard Statements. The budget information for the years 2017/18 to 2020/21 has been extracted from the Strategic Resource Plan.

The appendix includes the following budgeted information:

- Budgeted Comprehensive Income Statement

- Budgeted Balance Sheet

- Budgeted Statement of Cash Flows

- Budgeted Statement of Capital Works

Budgeted Comprehensive Income Statement

For the four years ending 30 June 2021.

	2017/18 $	2018/19 $	2019/20 $	2020 /21 $
Income				
Grants (Operating): State Government	2,632,848	2,668,391	2,704,415	2,740,924
Contributions (Monetary): Member Councils	10,068,934	10,270,312	10,475,719	10,685,233
User Charges, Fees & Fines	419,328	423,078	423,078	423,078
Proceeds on disposal of Fixed assets	15,500	500	500	500
Other Income (Interest)	225,000	215,000	205,000	200,000
Total Income	**13,361,609**	**13,577,281**	**13,808,711**	**14,049,735**
Expenses				
Employee Benefits	8,942,022	9,120,862	9,303,280	9,489,345
Contract Payments, Materials and Services	2,518,748	2,555,941	2,598,103	2,641,327
Depreciation and Amortisation	1,700,000	1,700,000	1,700,000	1,700,000
Written Down Value of Assets Disposed	200,000	200,000	200,000	200,000
Total Expenses	**13,360,770**	**13,576,803**	**13,801,382**	**14,030,672**
Surplus/(Deficit) for the year	**839**	**478**	**7,328**	**19,062**

Budgeted Balance Sheet

For the four years ending 30 June 2021.

	2017/18 $	2018/19 $	2019/20 $	2020 /21 $
CURRENT ASSETS				
Cash and Cash Equivalents	6,579,839	6,680,316	6,687,645	6,806,707
Prepayments	70,000	70,000	70,000	70,000
Receivables	40,000	40,000	40,000	40,000
TOTAL CURRENT ASSETS	**6,689,839**	**6,790,316**	**6,797,645**	**6,916,707**
NON-CURRENT ASSETS				
Trade and other receivables				
Property, Plant and Equipment	6,897,000	6,797,000	6,797,000	6,697,000
Intangible assets	17,000	17,000	17,000	17,000
TOTAL NON-CURRENT ASSETS	6,914,000	6,814,000	6,814,000	6,714,000
TOTAL ASSETS	**13,603,839**	**13,604,316**	**13,611,645**	**13,630,707**
CURRENT LIABILITIES				
Payables	270,965	232,061	192,477	152,201
Employee Benefits	2,206,958	2,245,580	2,284,878	2,324,863
Superannuation				
TOTAL CURRENT LIABILITIES	**2,477,923**	**2,477,641**	**2,477,355**	**2,477,064**
NON-CURRENT LIABILITIES				
Employee Benefits	16,078	16,360	16,646	16,937
Superannuation				
TOTAL NON CURRENT LIABILITIES	**16,078**	**16,360**	**16,646**	**16,937**
TOTAL LIABILITIES	**2,494,000**	**2,494,001**	**2,494,001**	**2,494,001**
NET ASSETS	**11,109,837**	**11,110,315**	**11,117,644**	**11,136,706**
REPRESENTED BY:				
Members' Equity based on Initial Contributions	3,689,000	3,689,000	3,689,000	3,689,000
Accumulated Surplus	7,420,839	7,421,315	7,428,644	7,447,706
EQUITY	**11,109,839**	**11,110,315**	**11,117,644**	**11,136,706**

Budgeted Statement of Cash Flows

For the four years ending 30 June 2021.

	2017/18	2018/19	2019/20	2020 /21
	$	$	$	$
Receipts				
Grants	2,632,848	2,668,391	2,704,415	2,740,924
Contributions	10,068,934	10,270,312	10,475,719	10,685,233
User Charges, fees and fines	419,328	423,078	423,078	423,078
Proceeds from Fixed Assets	15,500	500	500	500
Interest	225,000	215,000	205,000	200,000
	13,361,609	**13,577,281**	**13,808,711**	**14,049,735**
Payments				
Payments to Employees	8,942,022	9,120,862	9,303,280	9,489,345
Payments to Suppliers	2,518,748	2,555,941	2,598,103	2,641,327
	11,460,770	**11,676,803**	**11,901,382**	**12,130,672**
Net Cash provided by Operating Activities	**1,900,839**	**1,900,478**	**1,907,328**	**1,919,062**
Cash flows from investing activities				
Payments for Plant & Equipment	(1,900,000)	(1,800,000)	(1,900,000)	(1,800,000)
Net Cash used in Investing Activities	**(1,900,000)**	**(1,800,000)**	**(1,900,000)**	**(1,800,000)**
Net Increase/(Decrease) in Cash and Cash Equivalents	839	100,478	7,328	119,062
Cash and Cash Equivalents at beginning of the Financial Year	6,579,000	6,579,838	6,680,316	6,687,645
Cash and Cash Equivalents at end of the Financial Year	**6,579,839**	**6,680,316**	**6,687,645**	**6,806,707**

Budgeted Statement of Capital Works

For the four years ending 30 June 2021.

	2017/18 $	2018/19 $	2019/20 $	2020 /21 $
Capital Works Areas				
Library Materials				
Books	850,000	850,000	850,000	850,000
Audio-visual Materials	600,000	600,000	600,000	600,000
e books	200,000	200,000	200,000	200,000
Plant & Equipment				
Motor Vehicles	100,000		100,000	
Capital Projects	150,000	150,000	150,000	150,000
Total Capital Works	**1,900,000**	**1,800,000**	**1,900,000**	**1,800,000**

Reconciliation of Net Movement in Property, Plant and Equipment

For the four years ending 30 June 2021.

	2017/18 $	2018/19 $	2019/20 $	2020 /21 $
Total Capital Works	**1,900,000**	**1,800,000**	**1,900,000**	**1,800,000**
Depreciation	1,700,000	1,700,000	1,700,000	1,700,000
Written Down Value of Assets Sold	200,000	200,000	200,000	200,000
Net Movement in Property, Plant & Equipment	**0**	**-100,000**	**0**	**-100,000**

Statutory disclosures

This appendix presents information required pursuant to the Act and the Regulations to be disclosed in the Council's annual budget. The appendix includes the following budgeted information:

- Borrowings
- Fees and Charges

1. Borrowings

	2016/17	2017/18
	$	$
New borrowings (other than refinancing)	0	0
Debt redemption	0	0

2. Charges, Fees and Fines

2.1 The Charges, Fees and Fines to be levied:

Fees & Charges	2017/ 18
Overdue Material Per Item Per Day	
Adult Materials (Up to a maximum of $12 per item)	$0.30
Child Materials (Up to a maximum of $5 per item)	$0.30
Debt Collection Agency Fee	As per agency agreement
Lost items	System Cost & Processing Fee
Replacement cards	$3.00
Printing / Photocopying - Colour (A4) and (A3)	$0.90 and $1.75
- B&W (A4) and (A3)	$0.20 and $0.40
Library reservations (per item)	$2.00
Inter Library Loan (per item)	
- other public library services	$2.00
- non public library	$15.00
Book sale - adult fiction (Minimum)	$1.00
- junior material (Minimum)	$1.00
- paperbacks (Minimum)	$0.50
Book clubs per annum	$350.00
Library bags	
- large	$1.00
- small	$2.00
Faxing	
Victoria - per fax (includes multiple pages)	$2.30
Australia - per minute	$3.40
Overseas - per minute	$5.60
Receiving - per page printing	$0.20
Training e.g. Internet & Genealogy	Variable
Activities - adult	Variable
- junior	Variable
Meeting Room - Boronia	As per Councils' Fees and Charges
- Rowville	
- Belgrave	
- Mt Evelyn	
- Yarra Junction	

Notes: Fees and Charges inclusive of GST, as it applies.

Capital Works Program

For the four years ending 30 June 2021.

	2017/18 $	2018/19 $	2019/20 $	2020 /21 $
Capital Works Areas				
Library Materials				
Books	850,000	850,000	850,000	850,000
Audio-visual Materials	600,000	600,000	600,000	600,000
e books	200,000	200,000	200,000	200,000
Plant & Equipment				
Motor Vehicles	100,000		100,000	
Capital Projects	150,000	150,000	150,000	150,000
Total Capital Works	**1,900,000**	**1,800,000**	**1,900,000**	**1,800,000**