



Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

Strategic Resource Plan 2018 - 2022

Amended

June, 2018

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Our Vision

Inspiring spaces where everyone is free to discover possibilities.

Our Mission

To encourage lifelong learning, increase literacy and build strong, resilient communities across the Casey Cardinia Region.

Our Values

Teamwork

We excel when we all contribute. We are loyal and dedicated to each other. We always do our fair share.

Love of Learning

We love new things. We believe there is an opportunity to learn anywhere and everywhere.

Fairness

We treat all people fairly. We do not let our personal feelings bias our decisions about others. We give everyone a chance.

Creativity

Thinking new ways to do things is crucial to our success. We are never content doing things the conventional way if we believe a better way is available.

Social Intelligence

We are aware of the motives and feelings of other people. We know what to do to fit into different situations and we know what to do to put others at ease.

Humour

We like to laugh, bringing smiles to other people. We try to see the light side of all situations.

Our Approach

- Embrace new thinking
- Quick little steps
- Momentum not perfection
- Encourage people to take calculated risks
- Fail early, fail often
- A culture of collaboration and innovation
- Pay it forward
- Look after the neighbours
- Build confidence and resilience
- Share our story

1.0 Executive Summary

The Strategic Resource Plan supports the four-year Library Plan and has been developed in consultation with key staff, Board members, and the local community.

The financial statements have been prepared in accordance with the Local Government Act, maintaining a reporting framework that is consistent with the principles of sound financial management.

Casey Cardinia Libraries (CCL) is funded by the City of Casey, Cardinia Shire Council and the State Government.

| | Forecast | | | | |
|---------------------|-------------------------|-------------------|-------------------|-------------------------|-------------------------|
| | Total Budget 2017-18 | Budget 2018-19 | Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
| City of Casey | 5,741,275 | 5,818,105 | 5,949,012 | 6,082,865 | 6,219,730 |
| | 53.99% | 53.31% | 53.23% | 53.33% | 53.30% |
| Cardinia Shire | 1,873,625 | 1,968,055 | 2,012,336 | 2,057,614 | 2,103,910 |
| | 17.62% | 18.03% | 18.01% | 18.04% | 18.03% |
| State Government | 2,487,785 | 2,580,490 | 2,683,710 | 2,791,058 | 2,902,700 |
| | 23.40% | 23.64% | 24.01% | 24.47% | 24.87% |
| CCL - Operations | 530,600 | 547,200 | 530,570 | 475,145 | 443,511 |
| | 4.99% | 5.01% | 4.75% | 4.17% | 3.80% |
| Total Income | 10,633,285 | 10,913,850 | 11,175,628 | 11,406,682 | 11,669,851 |

| | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|--------------------------|-------------------|-------------------|-------------------|-------------------|
| Employee Costs | 8,078,703 | 8,280,453 | 8,395,572 | 8,647,997 |
| IT & Communications | 575,800 | 590,230 | 605,030 | 620,200 |
| Promotions & Marketing | 100,000 | 80,000 | 81,200 | 82,420 |
| Administration | 680,820 | 625,975 | 623,583 | 640,497 |
| Library Material | 1,407,000 | 1,435,100 | 1,463,835 | 1,493,150 |
| Furniture & Equipment | 335,000 | 215,000 | 305,000 | 230,000 |
| Total Expenditure | 11,177,323 | 11,226,758 | 11,474,219 | 11,714,264 |

2.0 Financial Statements 2018–2022

| Comprehensive Income Statement For the Years ending June 2018–2022 | | | | | |
|---|------|-------------------|-------------------------|-------------------------|-------------------------|
| | Note | Budget 2018–19 | Forecast Est 2019–20 | Forecast Est 2020–21 | Forecast Est 2021–22 |
| Revenue | | | | | |
| Council Contributions | 1 | 7,786,160 | 7,961,349 | 8,140,479 | 8,323,640 |
| State Government Grants | 2 | 2,580,490 | 2,683,710 | 2,791,058 | 2,902,700 |
| CFC Grant Funding | | 162,000 | 148,735 | 0 | 0 |
| Interest on Investments | | 105,000 | 106,050 | 107,960 | 109,905 |
| Other income | | 280,200 | 275,785 | 367,185 | 333,606 |
| Total Income | | 10,913,850 | 11,175,628 | 11,406,682 | 11,669,851 |
| Expenditure | | | | | |
| Employee Costs | 3 | 8,078,703 | 8,280,453 | 8,395,572 | 8,647,997 |
| CFC Expenditure | | 25,320 | 18,800 | 0 | 0 |
| IT & Communications | 4 | 575,800 | 590,230 | 605,030 | 620,200 |
| Library Materials | 5 | 311,000 | 317,180 | 323,530 | 330,015 |
| Promotions & Marketing | | 100,000 | 80,000 | 81,200 | 82,420 |
| Administration | | 655,500 | 607,175 | 623,583 | 640,497 |
| Depreciation | | 1,450,500 | 1,479,500 | 1,509,100 | 1,539,200 |
| Total Expenditure | | 11,196,823 | 11,373,338 | 11,538,014 | 11,860,329 |
| Net Gain (loss) disposal of plant & Equipment | | 0 | 0 | -9,500 | 0 |
| Total comprehensive result | | -282,973 | -197,710 | -140,832 | -190,478 |

| Balance Sheet | | | | | |
|-----------------------------------|------|-------------------------|-------------------------------|-------------------------------|-------------------------------|
| As at June 2018–2022 | | | | | |
| | Note | Budget 2018–19 \$ | Forecast Est 2019–20 \$ | Forecast Est 2020–21 \$ | Forecast Est 2021–22 \$ |
| ASSETS | | | | | |
| Current Assets | | | | | |
| Cash Asset | | 80,000 | 70,000 | 74,000 | 70,000 |
| Financial Assets | | 2,732,804 | 2,555,474 | 2,302,737 | 2,066,124 |
| Receivables | | 11,000 | 0 | 0 | 0 |
| | | 2,823,804 | 2,625,474 | 2,376,737 | 2,136,124 |
| Non-Current Assets | | | | | |
| Fixed Assets | | 4,462,788 | 4,507,416 | 4,552,490 | 4,598,015 |
| | | 7,286,592 | 7,132,890 | 6,929,227 | 6,734,139 |
| TOTAL ASSETS | | | | | |
| LIABILITIES | | | | | |
| Current Liabilities | | | | | |
| Payables | | 450,500 | 475,000 | 496,500 | 505,000 |
| Employee Entitlements | | 1,410,200 | 1,445,500 | 1,474,400 | 1,503,900 |
| | | 1,860,700 | 1,920,500 | 1,970,900 | 2,008,900 |
| Non-Current Liabilities | | | | | |
| Employee Entitlements | | 24,400 | 25,000 | 25,600 | 26,250 |
| | | 1,885,100 | 1,945,500 | 1,996,500 | 2,035,150 |
| TOTAL LIABILITIES | | | | | |
| NET ASSETS | | | | | |
| | | 5,401,492 | 5,187,390 | 4,932,727 | 4,698,989 |
| EQUITY | | | | | |
| Members Contribution on Formation | | 2,051,239 | 2,051,239 | 2,051,239 | 2,051,240 |
| Accumulated Surplus | | 3,350,253 | 3,136,151 | 2,881,488 | 2,647,749 |
| | | 5,401,492 | 5,187,390 | 4,932,727 | 4,698,989 |
| TOTAL EQUITY | | | | | |

Statement of Change in Equity

As at June 2018- 2022

| | Total | Accumulated Surplus (deficit) | Member Contribution on Formation |
|--|------------------|-------------------------------------|--|
| 2018 | | | |
| Bal at the beginning of the financial year | 5,989,366 | | 2,051,239 |
| Comprehensive result | -190,730 | 3,747,397 | |
| Balance at end of financial year | 5,798,636 | 3,747,397 | 2,051,239 |
| 2019 | | | |
| Bal at the beginning of the financial year | 5,798,636 | | 2,051,239 |
| Comprehensive result | -282,973 | 3,464,424 | |
| Balance at end of financial year | 5,515,663 | 3,464,424 | 2,051,239 |
| 2020 | | | |
| Bal at the beginning of the financial year | 5,515,663 | | 2,051,239 |
| Comprehensive result | -197,710 | 3,266,714 | |
| Balance at end of financial year | 5,317,953 | 3,266,714 | 2,051,239 |
| 2021 | | | |
| Bal at the beginning of the financial year | 5,317,953 | | 2,051,239 |
| Comprehensive result | -140,832 | 3,125,882 | |
| Balance at end of financial year | 5,177,121 | 3,125,882 | 2,051,239 |
| 2022 | | | |
| Bal at the beginning of the financial year | 5,177,121 | | 2,051,239 |
| Comprehensive result | -190,478 | 2,935,404 | |
| Balance at end of financial year | 4,986,643 | 2,935,404 | 2,051,239 |

Statement of Capital Works
For the Years ending June 2018-
2022

| | Note | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|----------------------------|------|-------------------|-------------------------|-------------------------|-------------------------|
| Capital Expenditure | | | | | |
| Library Material | 5 | 1,096,000 | 1,117,920 | 1,140,305 | 1,163,135 |
| Motor Vehicles | | 0 | 0 | 75,000 | 0 |
| Furniture & Equipment | | 335,000 | 215,000 | 230,000 | 230,000 |
| | | 1,431,000 | 1,332,920 | 1,445,305 | 1,393,135 |

Statement of Human Resources
For the four years ending June 2022

| | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|--------------------------------|-------------------|----------------------------|----------------------------|----------------------------|
| Staff Expenditure | | | | |
| Employee costs - Operating | 8,078,703 | 8,280,453 | 8,395,572 | 8,647,998 |
| Total Staff Expenditure | 8,078,703 | 8,280,453 | 8,395,572 | 8,647,998 |
| | EFT | EFT | EFT | EFT |
| Staff Numbers | 90.00 | 89.98 | 89.98 | 89.98 |
| Permanent full time | 29 | 30 | 30 | 30 |
| Permanent part time | 123 | 123 | 123 | 123 |

| Statement of Cash Flows | | | | |
|---|-------------------------|-------------------------------|-------------------------------|-------------------------------|
| Year ended June 30, 2018-2022 | | | | |
| | Budget 2018-19 \$ | Forecast Est 2019-20 \$ | Forecast Est 2020-21 \$ | Forecast Est 2021-22 \$ |
| Cash Flow from Operating Activities | | | | |
| Income from: | | | | |
| Council Contributions | 7,786,160 | 7,961,349 | 8,140,479 | 8,323,640 |
| Government Grants | 2,580,490 | 2,683,710 | 2,791,058 | 2,902,700 |
| Interest Income | 105,000 | 106,050 | 107,960 | 109,905 |
| Overdue Fines | 50,000 | 0 | 0 | 0 |
| Other Income | 335,200 | 293,320 | 145,985 | 147,406 |
| | 10,856,850 | 11,044,428 | 11,185,482 | 11,483,651 |
| Payments for: | | | | |
| Employee Costs | 8,078,703 | 8,280,453 | 8,395,572 | 8,647,997 |
| Library Materials | 311,000 | 317,180 | 323,530 | 330,015 |
| Computer Services | 575,800 | 590,230 | 605,030 | 620,200 |
| Other Costs | 780,820 | 705,975 | 704,783 | 722,917 |
| | 9,746,323 | 9,893,838 | 10,028,914 | 10,321,129 |
| Net Cash Inflow from Operating Activities | 1,110,527 | 1,150,590 | 1,156,568 | 1,162,522 |
| Cash Flow from Investing Activities | | | | |
| Payments for: | | | | |
| Proceeds for sale of Plant & Equipment | 0 | 0 | 40,000 | 0 |
| Payment for Books, Furniture, Plant & Equipment | -1,431,000 | -1,337,920 | -1,445,305 | -1,403,135 |
| Net Cash (Outflow) from Investing Activities | -1,431,000 | -1,337,920 | -1,405,305 | -1,403,135 |
| Net Increase/Decrease in Cash | -320,473 | -187,330 | -248,737 | -240,613 |
| Cash at the beginning of the year | 3,133,277 | 2,812,804 | 2,625,474 | 2,376,737 |
| Cash Held at End of Year | 2,812,804 | 2,625,474 | 2,376,737 | 2,136,124 |

3.0 Notes to the Strategic Resource Plan Financial report June 2018–2022

1 Council Contributions

Contributions are calculated based on the funding formula in the 2017 Regional Library Agreement. The latest available ABS Population figures are estimates as at June 2016. (ABS figures released 30 March 2017).

| Contribution Allocation | Casey | Cardinia |
|-------------------------|-------|----------|
| Population | 76.0% | 24.0% |
| Usage | 70.9% | 29.1% |
| Average | 73.5% | 26.5% |

| Population | Budget 2018–19 | Forecast Est 2019–20 | Forecast Est 2020–21 | Forecast Est 2021–22 |
|----------------|-------------------|-------------------------|-------------------------|-------------------------|
| City of Casey | 316,233 | 328,882 | 342,038 | 355,719 |
| Cardinia Shire | 99,831 | 103,824 | 107,977 | 112,296 |
| | 416,064 | 432,707 | 450,015 | 468,015 |

| Councils Contribution | Budget 2018–19 | Forecast Est 2019–20 | Forecast Est 2020–21 | Forecast Est 2021–22 |
|-------------------------------|-------------------|-------------------------|-------------------------|-------------------------|
| Population | 416,064 | 432,707 | 450,015 | 468,015 |
| Councils Contribution | 7,786,160 | 7,961,349 | 8,140,479 | 8,323,640 |
| Average Contrib per Capita | \$18.71 | \$18.40 | \$18.09 | \$17.78 |

2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires July 31, 2018. The state funding is primarily calculated on population.

| State Funding | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|----------------------------|-------------------|-------------------------|-------------------------|-------------------------|
| Population | 416,064 | 432,707 | 450,015 | 468,015 |
| State Funding | 2,580,490 | 2,683,710 | 2,791,058 | 2,902,700 |
| Average Contrib per Capita | \$6.20 | \$6.20 | \$6.20 | \$6.20 |

3 Staff Resources

Employee costs includes salaries and wages, overtime, travel cost, staff training and development, and on-costs. Increases allow for banding adjustments and scheduled increases. The current Enterprise Agreement expires in November 2019.

Additional staffing has been budgeted for the opening of Bunjil Library in 2017. In 2018 the staffing EFT has been reduced taking into account planned improvements in equipment and work practices.

| Human Resources | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|------------------------|-------------------|-------------------------|-------------------------|-------------------------|
| Employee Costs | 8,078,703 | 8,280,453 | 8,395,572 | 8,647,998 |
| Total Staffing EFT | 90 | 89.98 | 89.98 | 89.98 |
| % of total expenditure | 82.86% | 83.69% | 83.71% | 83.79% |
| Population | 416,064 | 432,707 | 450,015 | 468,015 |
| Expenditure per capita | \$19.42 | \$19.14 | \$18.66 | \$18.48 |

4 Information & Communications Technology (ICT)

The Integrated Library Management System (ILMS) used by CCL is through its membership with the Swift Library Consortium is up for tender mid-2018.

The development of the ICT road map will inform investment in new the products and platforms used by CCL over the life of the Library Plan.

| Information & Communications Technology (ICT) | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|---|----------------|----------------------|----------------------|----------------------|
| Telecommunications | 32,300 | 33,140 | 34,005 | 34,890 |
| Data Communications | 240,000 | 246,000 | 252,150 | 258,455 |
| ILMS | 220,000 | 225,500 | 231,140 | 236,920 |
| Computer Software & Support | 83,500 | 85,590 | 87,735 | 89,935 |
| Total ICT | 575,800 | 590,230 | 605,030 | 620,200 |
| % of total expenditure | 5.91% | 5.97% | 6.03% | 6.01% |
| Population | 416,064 | 432,707 | 450,015 | 468,015 |
| Expenditure per capita | \$1.38 | \$1.36 | \$1.34 | \$1.33 |

5 Library Resources and Materials

CCL is re-aligning its collection as it balances ongoing demand for traditional library materials, increasing use of electronic resources, data bases and downloadable services in line with community expectations.

| Library Resources | Budget 2018-19 | Forecast Est 2019-20 | Forecast Est 2020-21 | Forecast Est 2021-22 |
|--------------------------------|------------------|----------------------|----------------------|----------------------|
| Non-Capital | 311,000 | 317,180 | 323,530 | 330,015 |
| Capital | 1,096,000 | 1,117,920 | 1,140,305 | 1,163,135 |
| Total Library Resources | 1,407,000 | 1,435,100 | 1,463,835 | 1,493,150 |
| % of total expenditure | 14.43% | 14.50% | 14.60% | 14.47% |
| Population | 416,064 | 432,707 | 450,015 | 468,015 |
| Expenditure per capita | \$3.38 | \$3.32 | \$3.25 | \$3.19 |

4.0 Member Council Contributions 2018-22

| Contribution Allocation | 2018-19 | | 2019-20 | | 2020-21 | | 2021-22 | | |
|-------------------------------------|------------|-----------|-----------|------------|-----------|-----------|------------|-----------|-----------|
| | Total | Casey | Cardinia | Total | Casey | Cardinia | Total | Casey | Cardinia |
| Income | | | | | | | | | |
| Capital Replacement Reserves | 285,000 | 209,350 | 75,650 | 235,000 | 172,650 | 62,350 | 240,000 | 171,450 | 68,550 |
| Operations Income | 385,200 | 282,950 | 102,250 | 219,585 | 161,300 | 58,285 | 290,985 | 214,550 | 76,435 |
| Interest on Investments | 105,000 | 77,125 | 27,875 | 106,050 | 77,895 | 28,155 | 107,000 | 78,595 | 28,405 |
| CFC funding | 148,735 | 74,785 | 73,950 | - | - | - | - | - | - |
| Sub Total | 923,935 | 644,210 | 279,725 | 560,635 | 411,845 | 148,790 | 637,985 | 464,595 | 173,390 |
| State Government Funding | | | | | | | | | |
| Premiers Reading Challenge | 57,000 | 41,870 | 15,130 | 58,140 | 42,705 | 15,435 | 59,300 | 43,560 | 15,740 |
| State Subsidy | 2,453,475 | 1,920,820 | 532,655 | 2,551,614 | 1,874,165 | 677,449 | 2,653,679 | 1,949,130 | 704,549 |
| Local Priorities | 127,015 | 93,295 | 33,720 | 132,096 | 97,025 | 35,071 | 137,379 | 100,910 | 36,469 |
| Total State Funding | 2,637,490 | 2,055,985 | 581,505 | 2,741,850 | 2,013,895 | 727,955 | 2,850,358 | 2,093,600 | 756,758 |
| Expenditure | | | | | | | | | |
| Employee Costs | 7,517,058 | 5,579,845 | 1,937,213 | 8,343,703 | 6,138,015 | 2,205,688 | 8,552,394 | 6,291,300 | 2,261,094 |
| IT & Communications | 575,800 | 422,930 | 152,870 | 716,590 | 526,340 | 190,250 | 734,550 | 539,530 | 195,020 |
| Library Materials | 311,000 | 236,380 | 74,620 | 317,180 | 241,080 | 76,100 | 343,530 | 261,105 | 82,425 |
| Promotions & Marketing | 100,000 | 76,010 | 23,990 | 80,000 | 60,805 | 19,195 | 81,200 | 61,720 | 19,480 |
| Benwick Mechanics Institute | 2,000 | 2,000 | 0 | 2,000 | 2,000 | 0 | 2,000 | 2,000 | 0 |
| Administration | 524,222 | 366,620 | 157,602 | 615,225 | 451,885 | 163,340 | 604,760 | 444,200 | 160,560 |
| Total Expenditure | 9,562,415 | 7,066,750 | 2,495,665 | 10,074,698 | 7,420,125 | 2,654,573 | 10,318,434 | 7,599,855 | 2,718,579 |
| Capital Expenditure | | | | | | | | | |
| Library Material | 1,096,000 | 805,015 | 290,985 | 1,117,920 | 821,115 | 296,805 | 1,140,305 | 837,560 | 302,745 |
| Motor Vehicles | 0 | 0 | 0 | 0 | 0 | 0 | 75,000 | 55,090 | 19,910 |
| Furniture & Equipment | 335,000 | 246,060 | 88,940 | 220,000 | 161,595 | 58,405 | 230,000 | 168,940 | 61,060 |
| Total Expenditure | 1,431,000 | 1,051,075 | 379,925 | 1,337,920 | 982,710 | 355,210 | 1,445,305 | 1,061,590 | 383,715 |
| Total Expenses Core Library Service | 10,993,415 | 8,117,825 | 2,875,590 | 11,412,618 | 8,402,835 | 3,009,783 | 11,763,739 | 8,661,445 | 3,102,294 |
| Annual CCL Operating Budget | | | | | | | | | |
| Population (ABS June 2016) | 416,064 | 316,233 | 99,831 | 432,707 | 328,882 | 103,824 | 450,015 | 342,038 | 107,977 |
| Core Council Contribution | 7,431,990 | 5,417,630 | 2,014,360 | 8,110,133 | 5,977,095 | 2,133,038 | 8,275,396 | 6,103,250 | 2,172,146 |
| Bunjil Library | 494,515 | 397,920 | 96,595 | 8,110,133 | 5,977,095 | 2,133,038 | 8,275,396 | 6,103,250 | 2,172,146 |
| Total | 7,926,505 | 5,815,550 | 2,110,955 | 8,110,133 | 5,977,095 | 2,133,038 | 8,275,396 | 6,103,250 | 2,172,146 |
| Council Cont Prev Yr | 7,614,900 | 5,741,275 | 1,873,625 | 7,926,505 | 5,815,550 | 2,110,955 | 8,110,133 | 5,977,095 | 2,133,038 |
| Council Cont | 7,926,505 | 5,815,550 | 2,110,955 | 8,110,133 | 5,977,095 | 2,133,038 | 8,275,396 | 6,103,250 | 2,172,146 |
| Council Contribution | 4.09% | 1.29% | 12.67% | 2.32% | 2.78% | 1.05% | 2.04% | 2.11% | 1.83% |
| | | | | | | | 2.04% | 2.00% | 2.15% |

5.0 Non-Financial Resources

Library buildings and the mobile library are owned and maintained by individual Councils.

There are five service points in the City of Casey:

- Cranbourne Library
- Doveton Library
- Endeavour Hills Library
- Hampton Park Library
- Bunjil Library

There are three service points operating in Cardinia Shire:

- Pakenham Library
- Emerald Library
- Cardinia Mobile Library

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Adopted June 2018