



Casey
Cardinia
Libraries

'Inspiring spaces where everyone is free to discover possibilities'

Strategic Resource

Plan

2019 - 2023

DRAFT

April, 2019

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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.

	Budget 2018-19	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
City of Casey	5,818,100 <i>53.31%</i>	6,198,639 <i>53.43%</i>	6,508,571 <i>53.73%</i>	6,736,371 <i>53.71%</i>	6,938,463 <i>53.62%</i>
Cardinia Shire	1,968,060 <i>18.03%</i>	2,164,866 <i>18.66%</i>	2,273,109 <i>18.76%</i>	2,352,668 <i>18.76%</i>	2,423,248 <i>18.73%</i>
State Government	2,580,490 <i>23.64%</i>	2,682,570 <i>23.12%</i>	2,787,547 <i>23.01%</i>	2,896,723 <i>23.10%</i>	3,010,266 <i>23.26%</i>
CCL - Operations	547,200 <i>5.01%</i>	555,640 <i>4.79%</i>	545,033 <i>4.50%</i>	555,214 <i>4.43%</i>	568,538 <i>4.39%</i>
Total Income	10,913,850	11,601,716	12,114,261	12,540,977	12,940,515

	2018-19	2019-20	2020-21	2021-22	2022-23
Employee Costs	8,104,023	8,566,016	8,813,794	9,075,957	9,345,986
IT & Communications	575,800	736,700	737,330	737,973	738,628
Promotions & Marketing	100,000	91,500	95,160	98,966	102,925
Administration	655,500	618,100	642,824	668,537	695,278
Library Materials	1,407,000	1,500,640	1,543,568	1,587,786	1,633,334
Furniture & Equipment	335,000	220,000	188,700	188,700	188,700
Total Expenditure	11,177,323	11,732,956	12,021,376	12,357,919	12,704,852

2.0 Financial Statements 2019–2023

Comprehensive Income Statement					
For the Years ending June 2019–2023					
	Note	Budget 2019–20	Forecast Est 2020–21	Forecast Est 2021–22	Forecast Est 2022–23
Revenue					
Council Contributions	1	8,363,505	8,781,681	9,089,040	9,361,711
State Government Grants	2	2,682,570	2,787,547	2,896,723	3,010,266
CFC Grant Funding		165,240	168,545	171,916	175,354
Interest on Investments		88,000	86,000	89,000	95,000
Other income		293,280	290,489	294,298	298,184
Total Income		11,592,595	12,114,261	12,540,977	12,940,515
Expenditure					
Employee Costs	3	8,566,016	8,813,794	9,075,957	9,345,986
IT & Communications	4	736,700	737,330	737,973	738,628
Library Materials	5	360,800	375,232	390,241	405,851
Promotions & Marketing		91,500	95,160	98,966	102,925
Administration		618,100	642,824	668,537	695,278
Depreciation		1,511,084	1,509,615	1,589,249	1,558,717
Total Expenditure		11,884,200	12,173,955	12,560,924	12,847,385
Net Gain (loss) disposal of plant & Equipment		9121	0	0	0
Total comprehensive result		-282,484	-59,694	-19,948	93,130

Balance Sheet					
As at June 2019-2023					
	Note	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
ASSETS		\$	\$	\$	\$
Current Assets					
Cash Asset		70,000	70,000	70,000	70,000
Financial Assets		2,674,743	2,767,629	2,950,688	3,186,355
Receivables		50,000	60000	70000	80000
		2,794,743	2,897,629	3,090,688	3,336,355
Non-Current Assets					
Fixed Assets		4,311,544	4,158,964	3,955,959	3,813,426
TOTAL ASSETS		7,106,287	7,056,593	7,046,648	7,149,781
LIABILITIES					
Current Liabilities					
Payables		470,879	482,500	496,500	510,500
Employee Entitlements		1,490,600	1,533,750	1,579,400	1,626,400
		1,961,479	2,016,250	2,075,900	2,136,900
Non-Current Liabilities					
Employee Entitlements		25,800	26,550	27,350	28,200
TOTAL LIABILITIES		1,987,279	2,042,800	2,103,250	2,165,100
NET ASSETS		5,119,008	5,013,793	4,943,398	4,984,681
EQUITY					
Members Contribution on Formation		2,051,239	2,051,239	2,051,239	2,051,239
Accumulated Surplus		3,067,769	2,962,554	2,892,159	2,933,442
TOTAL EQUITY		5,119,008	5,013,793	4,943,398	4,984,681

As at June 2019 - 2023			
	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2019			
Bal at the beginning of the financial year	5,684,465		2,051,239
Comprehensive result	-282,973	3,350,253	
Balance at end of financial year	5,401,492	3,350,253	2,051,239
2020			
Bal at the beginning of the financial year	5,401,492		2,051,239
Comprehensive result	-282,484	3,067,769	
Balance at end of financial year	5,119,008	3,067,769	2,051,239
2021			
Bal at the beginning of the financial year	5,119,008		2,051,239
Comprehensive result	-59,694	3,008,074	
Balance at end of financial year	5,059,313	3,008,074	2,051,239
2022			
Bal at the beginning of the financial year	5,059,313		2,051,239
Comprehensive result	-19,948	2,988,126	
Balance at end of financial year	5,039,365	2,988,126	2,051,239
2023			
Bal at the beginning of the financial year	5,039,365		2,051,239
Comprehensive result	93,130	3,081,256	
Balance at end of financial year	5,132,495	3,081,256	2,051,239

Statement of Capital Works					
For the Years ending June 2019-2023					
	Note	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Capital Expenditure					
Library Materials	5	1,139,840	1,168,336	1,197,544	1,227,483
Motor Vehicles		35,000	0	0	0
Furniture & Equipment		185,000	188,700	188,700	188,700
		1,359,840	1,357,036	1,386,244	1,416,183

Statement of Human Resources				
For the four years ending June 2023				
	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Staff Expenditure				
Employee costs - Operating	8,566,016	8,813,794	9,075,957	9,345,986
Total Staff Expenditure	8,566,016	8,813,794	9,075,957	9,345,986
	EFT	EFT	EFT	EFT
Staff Numbers	98.22	98.22	98.22	98.22
Permanent full time	36	36	36	36
Permanent part time	127	127	127	127

Statement of Cash Flows				
Year ended June 30, 2019–2023				
	Budget 2019–20 \$	Forecast Est 2020–21 \$	Forecast Est 2021–22 \$	Forecast Est 2022–23 \$
Cash Flow from Operating Activities				
Income from:				
Council Contributions	8,363,505	8,781,681	9,089,040	9,361,711
Government Grants	2,682,570	2,787,547	2,896,723	3,010,266
Interest Income	88,000	86,000	89,000	95,000
Overdue Fines	0	1	2	3
Other Income	458,520	459,033	466,214	473,538
	11,592,595	12,114,262	12,540,979	12,940,518
Payments for:				
Employee Costs	8,566,016	8,813,794	9,075,957	9,345,986
Library Materials	360,800	375,232	390,241	405,851
Computer Services	736,700	737,330	737,973	738,628
Other Costs	709,600	737,984	767,503	798,203
	10,373,116	10,664,340	10,971,675	11,288,669
Net Cash Inflow from Operating Activities	1,219,479	1,449,922	1,569,304	1,651,850
Cash Flow from Investing Activities				
Payments for:				
Proceeds for sale of Plant & Equipment	72300	0	0	0
Payment for Books, Furniture, Plant & Equipment	-1,359,840	-1,357,036	-1,386,244	-1,416,183
Net Cash (Outflow) from Investing Activities	-1,287,540	-1,357,036	-1,386,244	-1,416,183
Net Increase/Decrease in Cash	-68,061	92,886	183,059	235,666
Cash at the beginning of the year	2,812,804	2,744,743	2,837,629	3,020,688
Cash Held at End of Year	2,744,743	2,837,629	3,020,688	3,256,355

3.0 Notes to the Strategic Resource Plan Financial report June 2019–2023

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 2017. (ABS figures released 2 May 2018).

Contribution Allocation	Casey	Cardinia
Population	76.14%	23.86%
Usage	72.09%	27.91%
Average	74.115%	25.885%

Population	Budget 2019–20	Forecast Est 2020–21	Forecast Est 2021–22	Forecast Est 2022–23
City of Casey	326,820	342,866	356,555	369,214
Cardinia Shire	102,425	109,043	115,401	121,570
	429,245	451,909	471,956	490,784

Councils Contribution	Budget 2019–20	Forecast Est 2020–21	Forecast Est 2021–22	Forecast Est 2022–23
Population	429,245	451,909	471,956	490,784
Councils Contribution	8,363,505	8,781,681	9,089,040	9,361,711
Average Contrib per Capita	\$19.48	\$19.43	\$19.26	\$19.08

2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2019. The state funding is primarily calculated on population.

State Funding	Budget 2019–20	Forecast Est 2020–21	Forecast Est 2021–22	Forecast Est 2022–23
Population	429,245	451,909	471,956	490,784
State Funding	\$2,682,570	\$2,787,547	\$2,896,723	\$3,010,266
Average Contrib per Capita	\$6.25	\$6.17	\$6.14	\$6.13

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 and is being negotiated.

Additional staffing has been budgeted to take into account the extension of opening hours across the branches and the increased need for staff at Bunjil Library.

Human Resources	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Employee Costs	8,566,016	8,813,794	9,075,957	9,345,986
Total Staffing EFT	98.22	98.22	98.22	98.22
% of total expenditure	73.01%	73.32%	73.44%	73.56%
Population	429,245	451,909	471,956	490,784
Expenditure per capita	\$19.96	\$19.50	\$19.23	\$19.04

4 Information & Communications Technology (ICT)

The ICT road map informs investment in new the products and platforms used by CCL over the life of the Library Plan. CCL has realigned the operational and expenditure budget to better reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

Information & Communications Technology (ICT)	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Telecommunications	31,500	32,130	32,773	33,428
Data Communications	260,000	260,000	260,000	260,000
ILMS	220,800	220,800	220,800	220,800
Computer Software & Support	224,400	224,400	224,400	224,400
Total ICT	736,700	737,330	737,973	738,628
% of total expenditure	7.10%	6.91%	6.73%	6.54%
Population	429,245	451,909	471,956	490,784
Expenditure per capita	\$1.72	\$1.63	\$1.56	\$1.50

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 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Non-Capital	360,800	375,232	390,241	405,851
Capital	1,139,840	1,168,336	1,197,544	1,227,483
Total Library Resources	1,500,640	1,543,568	1,587,786	1,633,334
% of total expenditure	14.47%	14.47%	14.47%	14.47%
Population	429,245	451,909	471,956	490,784
Expenditure per capita	\$3.50	\$3.42	\$3.36	\$3.33

4.0 Member Council Contributions 2019-23

Contribution Allocation	2018-19			2019-20			2020-21			2021-22			2022-23		
	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia
Contribution Split		74.724%	25.276%		74.115%	25.885%		74.115%	25.885%		74.115%	25.885%		74.115%	25.885%
Income															
Capital Replacement Reserves	285,000	212,962	72,038	290,000	214,934	75,066	70,000	51,881	18,119	30,000	22,235	7,765	0	0	0
Operations Income	280,200	209,376	70,824	302,400	224,125	78,275	290,489	215,297	75,192	294,298	218,120	76,178	298,184	221,000	77,184
Interest on Investments	105,000	78,460	26,540	88,000	65,221	22,779	86,000	63,739	22,261	89,000	65,963	23,037	95,000	70,410	24,590
CFC funding	162,000	121,052	40,948	165,240	122,468	42,772	168,545	124,918	43,627	171,916	127,416	44,500	175,354	129,964	45,390
Sub Total	832,200	621,850	210,350	845,640	626,749	218,891	615,033	455,834	159,199	585,214	433,733	151,481	568,538	421,374	147,164
State Government Funding															
Premiers Reading Challenge	57,000	42,592	14,408	58,140	43,091	15,049	58,140	43,091	15,049	58,140	43,091	15,049	58,140	43,091	15,049
State Subsidy	2,396,474	1,790,732	605,742	2,492,333	1,847,201	645,132	2,592,026	1,921,089	670,938	2,695,707	1,997,932	697,775	2,803,536	2,077,850	725,686
Local Priorities	127,016	94,911	32,105	132,097	97,904	34,193	137,381	101,820	35,560	142,876	105,893	36,983	148,591	110,129	38,462
Total State Funding	2,580,490	1,928,235	652,255	2,682,570	1,988,195	694,374	2,787,547	2,065,999	721,547	2,896,723	2,146,916	749,807	3,010,266	2,231,069	779,198
Expenditure															
Employee Costs	8,104,023	6,055,619	2,048,404	8,566,016	6,348,731	2,217,285	8,813,794	6,532,372	2,281,422	9,075,957	6,726,676	2,349,282	9,345,986	6,926,808	2,419,178
IT & Communications	575,800	430,259	145,541	736,700	546,008	190,692	737,330	546,475	190,855	737,973	546,951	191,022	738,628	547,437	191,191
Library Materials	311,000	232,390	78,610	360,800	267,408	93,392	375,232	278,104	97,128	390,241	289,229	101,013	405,851	300,798	105,053
Programs & Marketing	100,000	74,724	25,276	91,500	67,816	23,684	95,160	70,528	24,632	98,966	73,349	25,617	102,925	76,283	26,642
Administration	655,500	489,813	165,687	618,100	458,107	159,993	642,824	476,431	166,393	668,537	495,488	173,049	695,278	515,308	179,971
	9,746,323	7,282,805	2,463,518	10,373,116	7,688,069	2,685,047	10,664,340	7,903,910	2,760,429	10,971,675	8,131,693	2,839,982	11,288,669	8,366,634	2,922,035
Capital Expenditure															
Asset Replacement															
Library Material	1,096,000	818,971	277,029	1,139,840	844,796	295,044	1,168,336	865,916	302,420	1,197,544	887,564	309,980	1,227,483	909,753	317,730
Motor Vehicles	0	0	0	35,000	25,940	9,060	0	0	0	0	0	0	0	0	0
Furniture & Equipment	335,000	250,324	84,676	185,000	137,113	47,887	188,700	139,856	48,844	188,700	139,856	48,844	188,700	139,856	48,844
	1,431,000	1,069,295	361,705	1,359,840	1,007,850	351,990	1,357,036	1,005,772	351,264	1,386,244	1,027,420	358,825	1,416,183	1,049,609	366,574
Total Expenses Core Library Service	11,177,323	8,352,100	2,825,224	11,732,956	8,695,919	3,037,037	12,021,376	8,909,682	3,111,694	12,357,919	9,159,112	3,198,807	12,704,852	9,416,243	3,288,609
Population (ABS 24 Apr 2018)	416,064	316,233	99,831	429,245	326,820	102,425	451,909	342,866	109,043	471,956	356,555	115,401	490,784	369,214	121,570
Council Cont Prev Yr	7,614,900	5,741,275	1,873,625	7,786,160	5,818,100	1,968,060	8,363,505	6,198,639	2,164,866	8,781,681	6,508,571	2,273,109	9,089,040	6,736,371	2,352,668
Council Cont	7,786,160	5,818,100	1,968,060	8,363,505	6,198,639	2,164,866	8,781,681	6,508,571	2,273,109	9,089,040	6,736,371	2,352,668	9,361,711	6,938,463	2,423,248
Council Contribution increase on prior year	2.25%	1.34%	5.04%	7.42%	6.54%	10.00%	5.00%	5.00%	5.00%	3.50%	3.50%	3.50%	3.00%	3.00%	3.00%

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 Place Library

There are three service points operating in Cardinia Shire:

- Pakenham Library
- Emerald Library
- Cardinia Mobile Library

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