

# CONNECTED LIBRARIES

---

**Ignite your imagination**

## **Strategic Resource Plan 2023-2027**

Endorsed: 26 April 2023

Updated: 29 June 2023

## Contents

<b>Our Vision.....</b>	<b>Error! Bookmark not defined.</b>
<b>Our Mission.....</b>	<b>Error! Bookmark not defined.</b>
<b>Our Values and Guiding Behaviours .....</b>	<b>Error! Bookmark not defined.</b>
<b>Our Approach.....</b>	<b>Error! Bookmark not defined.</b>
<b>1.0 Executive Summary .....</b>	<b>3</b>
<b>2.0 Financial Statements 2023–2027 .....</b>	<b>6</b>
<b>3.0 Notes to the Strategic Resource Plan Financial Report 2023-2027 .....</b>	<b>11</b>
1 Council Contributions .....	11
2 State Government Grants.....	11
3 Staff Resources .....	12
4 Information & Communications Technology (ICT).....	13
5 Library Resources and Materials.....	14
<b>4.0 Non-Financial Resources .....</b>	<b>15</b>

## 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 region.

## Our Values and Guiding Behaviours

### **Creativity**

- Thinking of new ways to do things is crucial to our success
- We challenge the status quo, if we believe a better way is possible
- We cultivate creativity in others

### **Fairness**

- We treat people fairly and recognise them as individuals
- We do not let our personal feelings bias our decisions about others
- We actively support social inclusion and connection
- We are accountable for our behaviour

### **Humour**

- Our humour enables us to express how we feel.
- We like to laugh, bringing smiles to other people
- We use humour to build connections and create a positive experience for everyone

### **Love of Learning**

- We love learning about new things.
- We believe there is always an opportunity to learn
- We learn from each other

### **Social Intelligence**

- We are mindful of people's feelings
- We know what to do to put others at ease
- We are kind, compassionate and look for the best in each other

### **Teamwork**

- When we all contribute, we excel
- We look out for each other
- We play to each other's strengths
- We work with our community

## Our Approach

- |   |   |
|---|---|
| • We put people first                         | • Momentum not perfection   |
| • Pay it forward                              | • Encourage each other to take calculated risks                     |
| • Follow up and reciprocate good deeds        | • Build confidence and resilience by working to our strengths       |
| • Help each other grow                        | • Encourage authentic and courageous conversations                  |
| • Share our stories and learn from each other | • Embrace the opportunity to learn when, things don't go as planned |
| • Share ideas freely                          | • Acknowledge our partners  |
| • Quick little steps                          | • Celebrate success   |
| • Give new things a go                        |   |

## 1.0 Executive Summary

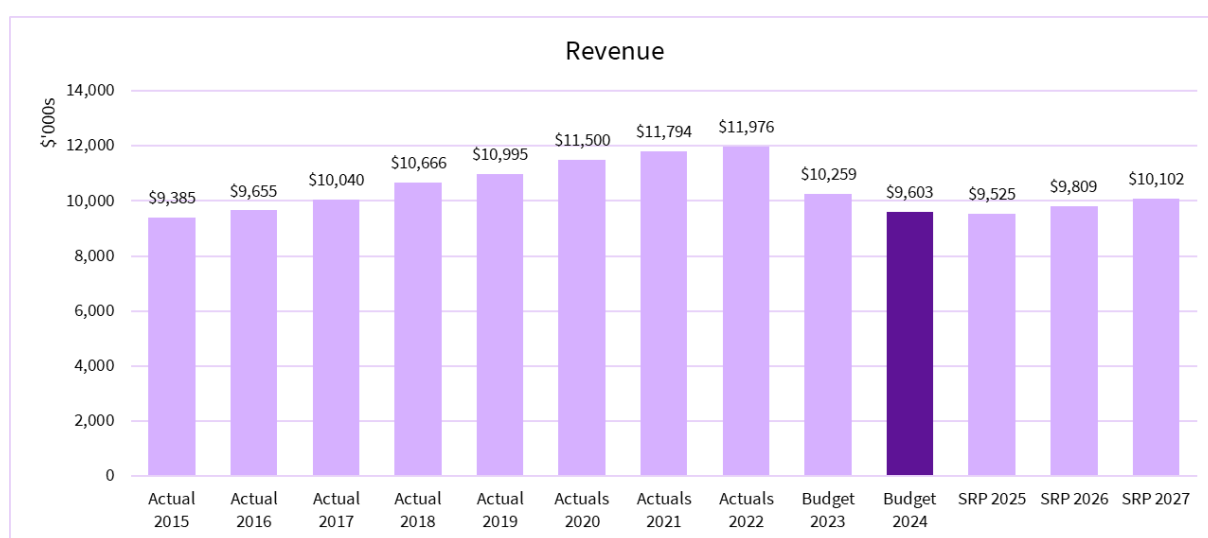
The Strategic Resource Plan supports the four-year Library Plan and has been developed in consultation with key staff, Board members, and the local community.

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.

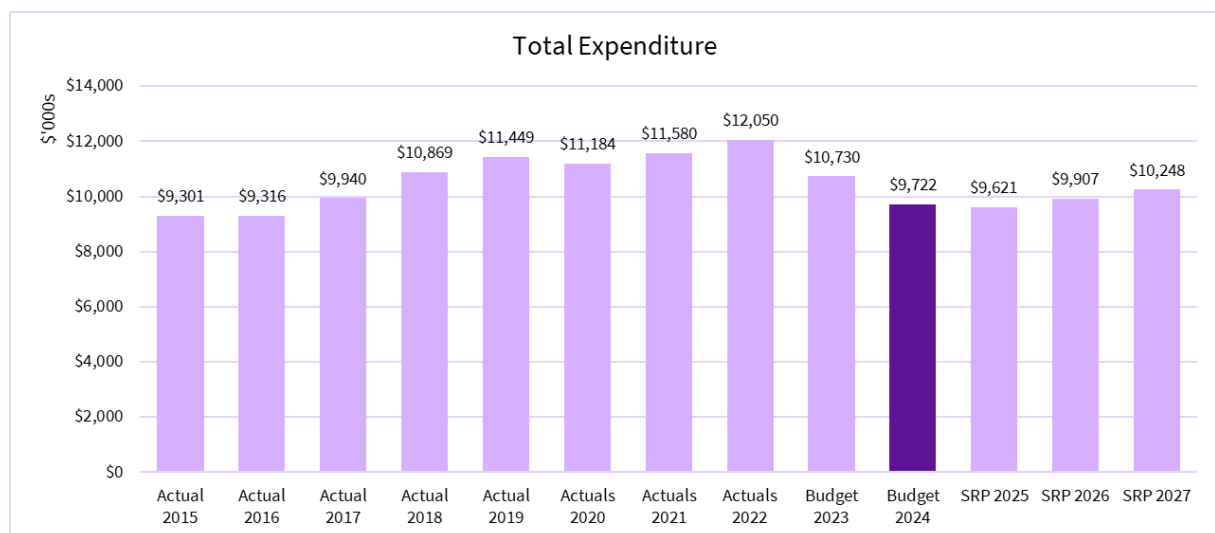
Connected Libraries (CL) is funded by the City of Casey and the State Government.

The 2023-2027 Strategic Resource Plan (SRP) takes into account key decisions made by the CL Board made throughout the course of the 2022-2023 financial year. This SRP is based on the restructure of the CL staffing model to allow for further provision of service to the community whilst maintaining Member Council contributions within rate cap. It is assumed that new outreach projects identified within the 2023 Service Review are all delivered within the first 6 months of the 2023-2024 financial year and all ongoing costs of these projects have been included.

	Revised Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2022-23	2023-24	2024-25	2025-26	2026-27
City of Casey	6,614,090 64.48%	7,198,580 74.96%	7,085,180 74.38%	7,333,160 74.76%	7,589,820 75.14%
Cardinia Shire	963,303 9.39%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
State Government	2,440,589 23.79%	2,207,392 22.99%	2,240,289 23.52%	2,273,670 23.18%	2,307,560 22.84%
CCL - Operations	239,166 2.33%	197,515 2.06%	199,686 2.10%	201,899 2.06%	204,178 2.02%
<b>Total Income</b>	<b>10,257,148</b>	<b>9,603,487</b>	<b>9,525,155</b>	<b>9,808,729</b>	<b>10,101,558</b>



	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Employee Costs	7,887,663	6,607,846	6,837,922	7,076,030	7,322,453
IT & Communications	645,294	645,000	641,100	652,350	663,770
Promotions & Marketing	99,097	102,960	104,760	106,600	108,460
Administration	519,200	433,303	418,530	425,490	432,928
Library Materials	1,412,074	1,505,013	1,459,530	1,484,740	1,510,390
Library Materials - Expense	351,299	358,640	361,377	367,700	374,130
Library Materials - Capital	1,060,775	1,146,373	1,098,153	1,117,040	1,136,260
Furniture & Equipment	166,213	428,362	159,098	161,880	209,710
<b>Total Expenditure</b>	<b>10,729,541</b>	<b>9,722,484</b>	<b>9,620,940</b>	<b>9,907,090</b>	<b>10,247,711</b>



## 2.0 Financial Statements 2023–2027

Comprehensive Income Statement For the Years ending June 30						
	Note	Revised Budget 2022–23	Budget 2023–24	Forecast Est 2024–25	Forecast Est 2025–26	Forecast Est 2026–27
<b>Revenue</b>						
Council Contributions	1	7,577,393	7,198,580	7,085,180	7,333,160	7,589,820
State Government Grants	2	2,440,589	2,207,392	2,240,289	2,273,670	2,307,560
Interest on Investments	3	78,767	87,500	87,500	87,500	87,500
Other income	4	162,250	110,015	112,186	114,399	116,678
Total Income		10,258,999	9,603,487	9,525,155	9,808,729	10,101,558
<b>Expenditure</b>						
Employee Costs	5	7,887,663	6,607,846	6,837,922	7,076,030	7,322,453
IT & Communications	6	645,294	645,000	641,100	652,350	663,770
Library Materials	7	351,299	358,640	361,377	367,700	374,130
Promotions & Marketing	8	99,097	102,960	104,760	106,600	108,460
Administration	9	519,200	433,303	418,530	425,490	432,928
Depreciation	10	1,204,712	1,085,721	1,123,700	1,163,030	1,203,700
Total Expenditure		10,707,265	9,233,471	9,487,389	9,791,200	10,105,441
Net Gain (loss) disposal of plant & Equipment		(1,851)	0	0	0	0
Total comprehensive result		(450,118)	370,017	37,766	17,529	(3,883)

Balance Sheet As at June 30					
	Revised Budget 2022-23 \$	Budget 2023-24 \$	Forecast Est 2024-25 \$	Forecast Est 2025-26 \$	Forecast Est 2026-27 \$
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash Asset	70,000	70,000	70,000	70,000	70,000
Financial Assets	2,593,991	2,447,844	2,324,909	2,199,398	2,026,095
Receivables	50,000	60,000	60,000	70,000	80,000
Inventories					
	2,713,991	2,577,844	2,454,909	2,339,398	2,176,095
<b>Non-Current Assets</b>					
Fixed Assets	3,238,449	3,727,462	3,861,013	3,976,903	4,119,173
Right-of-use assets	0	0	0	0	0
<b>TOTAL ASSETS</b>	<b>5,952,440</b>	<b>6,305,307</b>	<b>6,315,923</b>	<b>6,316,301</b>	<b>6,295,269</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Payables	610,044	462,712	355,079	282,224	207,419
Lease Liabilities	0	0	26,661	26,661	26,661
Employee Entitlements	1,485,752	1,537,754	1,591,575	1,647,280	1,704,935
	2,095,796	2,000,465	1,973,315	1,956,165	1,939,015
<b>Non-Current Liabilities</b>					
Employee Entitlements	100,728	178,909	178,909	178,909	178,909
Lease Liabilities	0	0	0	0	0
<b>TOTAL LIABILITIES</b>	<b>2,196,524</b>	<b>2,179,374</b>	<b>2,152,224</b>	<b>2,135,074</b>	<b>2,117,924</b>
<b>NET ASSETS</b>	<b>3,755,916</b>	<b>4,125,932</b>	<b>4,163,698</b>	<b>4,181,227</b>	<b>4,177,344</b>
<b>EQUITY</b>					
Members Contribution on Formation	1,528,173	1,528,173	1,528,173	1,528,173	1,528,173
Accumulated Surplus	2,227,743	2,597,759	2,635,525	2,653,054	2,649,171
<b>TOTAL EQUITY</b>	<b>3,755,916</b>	<b>4,125,932</b>	<b>4,163,698</b>	<b>4,181,227</b>	<b>4,177,344</b>

Statement of Change in Equity			
As at June 30			
<b>2023</b>			
Bal at the beginning of the financial year	5,675,098	3,623,859	2,051,239
Comprehensive result	(450,118)	(450,118)	
Withdrawal of Cardinia Shire Council Equity	(1,469,065)	(945,999)	(523,066)
<b>Balance at end of financial year</b>	<b>3,755,916</b>	<b>2,227,743</b>	<b>1,528,173</b>
<b>2024</b>			
Bal at the beginning of the financial year	3,755,916	2,227,743	1,528,173
Comprehensive result	370,017	370,017	
<b>Balance at end of financial year</b>	<b>4,125,932</b>	<b>2,597,759</b>	<b>1,528,173</b>
<b>2025</b>			
Bal at the beginning of the financial year	4,125,932	2,597,759	1,528,173
Comprehensive result	37,766	37,766	
<b>Balance at end of financial year</b>	<b>4,163,698</b>	<b>2,635,525</b>	<b>1,528,173</b>
<b>2026</b>			
Bal at the beginning of the financial year	4,163,698	2,635,525	1,528,173
Comprehensive result	17,529	17,529	
<b>Balance at end of financial year</b>	<b>4,181,227</b>	<b>2,653,054</b>	<b>1,528,173</b>
<b>2027</b>			
Bal at the beginning of the financial year	4,181,227	2,653,054	1,528,173
Comprehensive result	(3,883)	(3,883)	
<b>Balance at end of financial year</b>	<b>4,177,344</b>	<b>2,649,171</b>	<b>1,528,173</b>



Statement of Capital Works For the Years ending June 30					
	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
<b>Capital Expenditure</b>					
Library Materials	1,060,775	1,146,373	1,098,153	1,117,040	1,136,260
Motor Vehicles	0	152,000	0	0	45,000
Furniture & Equipment	166,213	276,362	159,098	161,880	164,710
	<b>1,226,988</b>	<b>1,574,735</b>	<b>1,257,251</b>	<b>1,278,920</b>	<b>1,345,970</b>

Statement of Human Resources For the years ending June 30					
	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Staff Expenditure					
Employee costs - Operating	7,887,663	6,607,846	6,837,922	7,076,030	7,322,453
<b>Total Staff Expenditure</b>	<b>7,887,663</b>	<b>6,607,846</b>	<b>6,837,922</b>	<b>7,076,030</b>	<b>7,322,453</b>
	EFT	EFT	EFT	EFT	EFT
Staff Numbers	96	66	66	66	66
Permanent full time	34	27	27	27	27
Permanent part time	128	78	78	78	78

Statement of Cash Flows					
Year ended June 30					
	Revised Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2022-23	2023-24	2024-25	2025-26	2026-27
	\$	\$	\$	\$	\$
<b>Cash Flow from Operating Activities</b>					
<b>Income from:</b>					
Council Contributions	7,577,393	7,198,580	7,085,180	7,333,160	7,589,820
Government Grants	2,440,589	2,207,392	2,240,289	2,273,670	2,307,560
Interest Income	78,767	87,500	87,500	87,500	87,500
Overdue Fines	0	0	0	0	0
Other Income	162,250	110,015	112,186	114,399	116,678
	10,258,999	9,603,487	9,525,155	9,808,729	10,101,558
<b>Payments for:</b>					
Employee Costs	8,656,433	6,607,846	6,837,922	7,076,030	7,322,453
Library Materials	351,299	358,640	361,377	367,700	374,130
Computer Services	645,294	645,000	641,100	652,350	663,770
Other Costs	645,447	563,413	550,440	559,240	568,538
	10,298,473	8,174,899	8,390,839	8,655,320	8,928,891
Net Cash Inflow from Operating Activities	(39,475)	1,428,588	1,134,316	1,153,409	1,172,667
<b>Cash Flow from Investing Activities</b>					
Payments for:					
Proceeds for sale of Plant & Equipment	0	0	0	0	0
Payment for Books, Furniture, Plant & Equipmer	(1,226,988)	(1,574,735)	(1,257,251)	(1,278,920)	(1,345,970)
Net Cash (Outflow) from Investing Activities	(1,226,988)	(1,574,735)	(1,257,251)	(1,278,920)	(1,345,970)
<b>Cash Flow from Financing Activities</b>					
Payments for:					
Withdrawal of Cardinia Shire Council from RLC	(207,658)	0	0	0	0
Net Cash (Outflow) from Financing Activities	0	0	0	0	0
Net Increase/Decrease in Cash	(1,266,463)	(146,147)	(122,935)	(125,511)	(173,303)
Cash at the beginning of the year	3,930,454	2,663,991	2,517,844	2,394,909	2,269,398
<b>Cash Held at End of Year</b>	<b>2,663,991</b>	<b>2,517,844</b>	<b>2,394,909</b>	<b>2,269,398</b>	<b>2,096,095</b>

## 3.0 Notes to the Strategic Resource Plan Financial Report 2023-2027

### 1 Council Contributions

During the 2022-2023 financial year, the Cardinia Shire Council withdrew from the CCL Regional Library Agreement. This withdrawal was effective 1 December 2022 and has been reflected in the below figures.

Councils Contribution	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Population*	446,359	403,869	415,621	427,390	438,658
Councils Contribution	7,577,393	7,198,580	7,085,180	7,333,160	7,589,820
Average Contrib per Capita	\$16.98	\$17.82	\$17.05	\$17.16	\$17.30
2020 Victorian RLCs Average Contribution per capita**	\$ 32.23		\$ 32.23		

\*Forecast population estimate source <https://forecast.id.com.au> for the 2022-2023 Revised Budget – 42% of Cardinia Shire Council's Estimated Population was applied, representing the 5 months of service provision within CL.

\*\*Regional Library Corporations include - West Gippsland Regional Library, Eastern Regional Libraries, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

### 2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2023. The state funding is primarily calculated on population and in FY2023 there was a 1.5% increase in the amount received. For the purposes of this SRP, it is assumed that 1.5% increase on Government Grants will be received each year.

State Funding	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Population	446,359	403,869	415,621	427,390	438,658
State Funding	2,440,589	2,207,392	2,240,289	2,273,670	2,307,560
Average Contrib per Capita	\$5.47	\$5.47	\$5.39	\$5.32	\$5.26

### 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 is in effect until 24 November 2023 and all employment costs have been calculated to take into account agreed salary increases, Included in the budgeted employments costs are the scheduled increases to the Super Guarantee Percentage, as published by the ATO.

Employee costs in the 2024 budget have been based on the new staffing structure being implemented in the 2022-2023 financial year.

Not included in the 2024 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 103.2% as at 28 February 2023 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Employee Costs	7,887,663	6,607,846	6,837,922	7,076,030	7,322,453
Total Staffing EFT	96	66	66	66	66
% of total expenditure	73.51%	67.96%	71.07%	71.42%	71.45%
Population	446,359	403,869	415,621	427,390	438,658
Expenditure per capita	\$17.67	\$16.36	\$16.45	\$16.56	\$16.69
2020 State Average Expenditure per capita					\$25.09

#### 4 Information & Communications Technology (ICT)

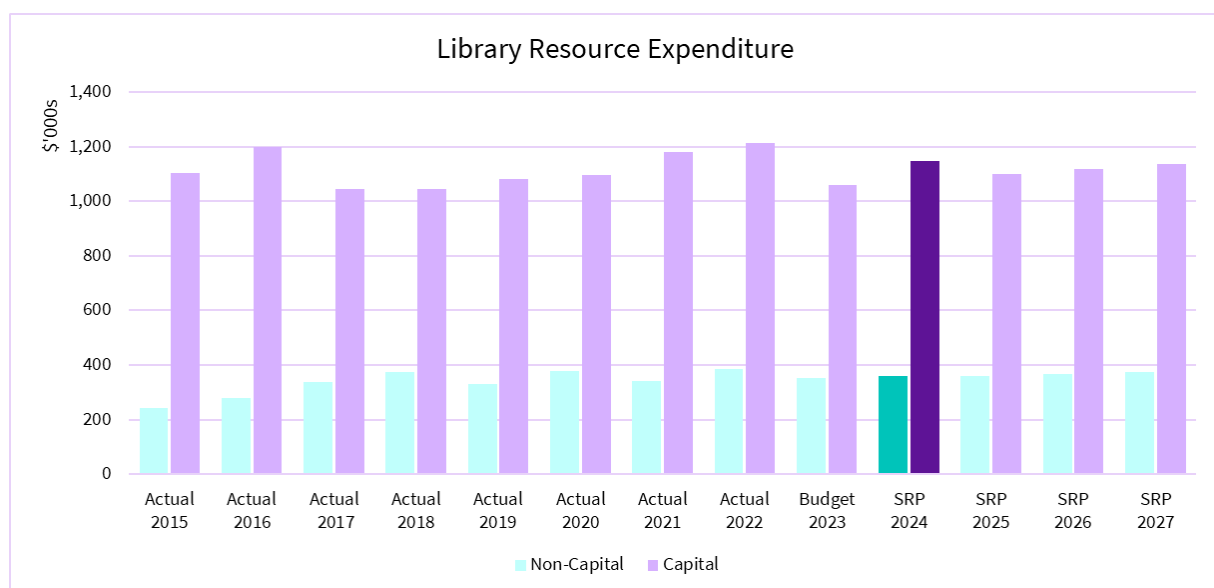
The ICT road map informs investment in new products and platforms used by CL over the life of the Library Plan. CL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

Information & Communications Technology (ICT)	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Telecommunications	42,091	55,000	56,000	57,000	58,000
Data Communications	89,191	125,000	127,200	129,430	131,700
ILMS	48,204	50,000	50,900	51,890	52,800
Computer Software & Support	465,808	415,000	406,900	414,030	421,270
<b>Total ICT</b>	<b>645,294</b>	<b>645,000</b>	<b>641,000</b>	<b>652,350</b>	<b>663,770</b>
% of total expenditure	6.27%	7.89%	7.64%	7.54%	7.43%
Population	446,359	403,869	415,621	427,390	438,658
Expenditure per capita	\$1.45	\$1.60	\$1.54	\$1.53	\$1.51

## 5 Library Resources and Materials

CL is aligning its collection to balance ongoing demand for traditional library materials, increasing use of electronic resources, data bases and downloadable services in line with community expectations.

Library Resources	Revised Budget 2022-23	Budget 2023-24	Forecast Est 2024-25	Forecast Est 2025-26	Forecast Est 2026-27
Non-Capital	351,299	358,640	361,377	367,700	374,130
Capital	1,060,775	1,146,373	1,098,153	1,117,040	1,136,260
<b>Total Library Resources</b>	<b>1,412,074</b>	<b>1,505,013</b>	<b>1,459,530</b>	<b>1,484,740</b>	<b>1,510,390</b>
% of total expenditure	13.71%	18.41%	17.39%	17.15%	16.92%
Population	446,359	403,869	415,621	427,390	438,658
Expenditure per capita	\$3.16	\$3.73	\$3.51	\$3.47	\$3.44
2020 State Average Expenditure per Capita		\$5.78			



## 4.0 Non-Financial Resources

The library buildings within the City of Casey are owned and maintained by the Council.

There are five service points in the City of Casey:

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

Connected Libraries  
Locked Bag 2400, Cranbourne, 3977  
Telephone: 03 5990 0100  
[connectedlibraries.org.au](http://connectedlibraries.org.au)