

**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

Strategic Resource Plan 2020 – 2024

April, 2020

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

1.0 Executive Summary

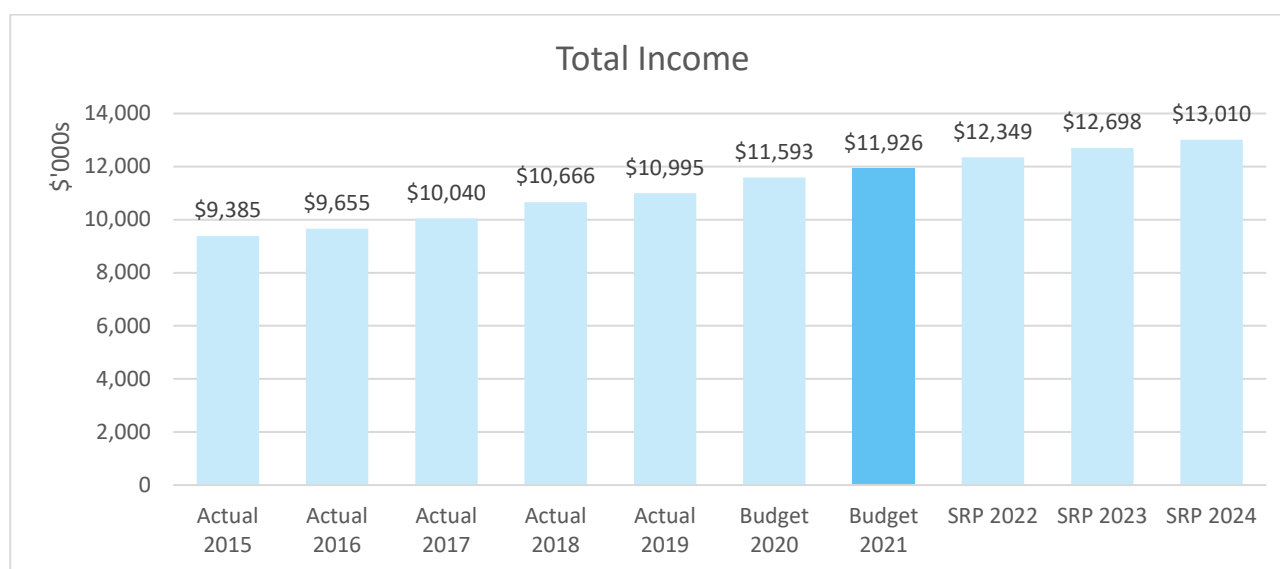
The Strategic Resource Plan supports the four-year Library Plan and has been developed in consultation with key staff, Board members, and the local community.

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.

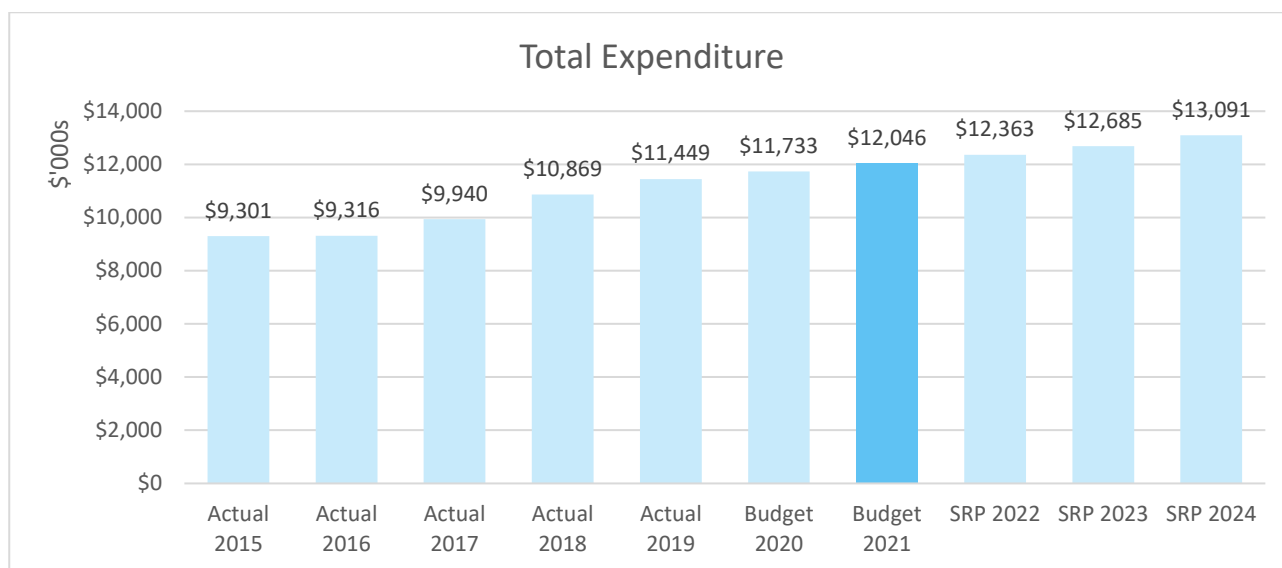
Casey Cardinia Libraries (CCL) is funded by the City of Casey, Cardinia Shire Council and the State Government.

The full impact of COVID-19 has yet to be realised. The 2020-21 budget has been based on the assumption that CCL will be able to operate business as usual from 1 July 2020.

	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
City of Casey	6,198,639 53.43%	6,415,592 53.79%	6,672,215 54.03%	6,872,382 54.12%	7,044,191 54.14%
Cardinia Shire	2,164,866 18.66%	2,227,264 18.68%	2,316,354 18.76%	2,385,845 18.79%	2,445,491 18.80%
State Government	2,847,810 24.55%	2,947,127 24.71%	3,019,025 24.45%	3,092,694 24.36%	3,168,178 24.35%
CCL - Operations	390,400 3.37%	336,043 2.82%	341,406 2.76%	346,918 2.73%	352,579 2.71%
Total Income	11,601,716	11,926,026	12,349,001	12,697,839	13,010,439



	2019-20	2020-21	2021-22	2022-23	2023-24
Employee Costs	8,557,266	8,842,315	9,119,881	9,362,144	9,646,159
IT & Communications	736,700	737,593	752,345	767,392	782,740
Promotions & Marketing	91,500	135,160	139,766	144,541	149,490
Administration	626,851	572,967	596,821	621,917	647,905
Library Materials	1,500,640	1,530,653	1,561,266	1,592,491	1,624,341
Furniture & Equipment	220,000	227,200	192,474	196,323	240,250
Total Expenditure	11,732,957	12,045,888	12,362,553	12,684,809	13,090,885



2.0 Financial Statements 2020–2024

Comprehensive Income Statement

For the Years ending June 30

	Note	Budget 2019–20	Budget 2020–21	Forecast Est 2021–22	Forecast Est 2022–23	Forecast Est 2023–24
Revenue						
Council Contributions	1	8,363,505	8,642,856	8,988,570	9,258,227	9,489,683
State Government Grants	2	2,682,570	2,771,127	2,839,505	2,909,584	2,981,405
CFC Grant Funding		165,240	176,000	179,520	183,110	186,773
Interest on Investments		88,000	37,500	38,250	39,015	39,795
Other income		293,279	298,543	303,156	307,903	312,783
Total Income		11,592,595	11,926,026	12,349,001	12,697,839	13,010,439
Expenditure						
Employee Costs	3	8,557,266	8,842,315	9,119,881	9,362,144	9,646,159
CFC Expenditure		25,320	18,800	0	0	0
IT & Communications	4	736,700	737,593	752,345	767,392	782,740
Library Materials	5	311,000	317,220	323,564	330,036	336,636
Promotions & Marketing		91,500	135,160	139,766	144,541	149,490
Administration		626,851	572,967	596,821	621,917	647,905
Depreciation		1,518,584	1,430,760	1,532,441	1,447,250	1,455,658
Total Expenditure		11,841,901	12,036,015	12,464,819	12,673,279	13,018,589
Net Gain(loss) disposal of plant & Equipment		9,121	0	0	0	0
Total comprehensive result		(240,185)	(109,989)	(115,818)	24,559	(8,150)

Balance Sheet

As at June 30

	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
ASSETS					
Current Assets					
Cash Asset	70,000	70,000	70,000	70,000	70,000
Financial Assets	2,674,743	2,730,882	2,896,850	3,092,991	3,199,317
Receivables	50,000	50,000	60,000	70,000	80,000
	2,794,743	2,850,882	3,026,850	3,232,991	3,349,317
Non-Current Assets					
Fixed Assets	4,353,844	4,363,716	4,261,450	4,272,980	4,345,276
TOTAL ASSETS	7,148,587	7,214,598	7,288,300	7,505,970	7,694,593
LIABILITIES					
Current Liabilities					
Payables	470,879	583,500	641,850	659,000	705,500
Employee Entitlements	1,490,600	1,504,780	1,628,550	1,797,311	1,939,833
	1,961,479	2,088,280	2,270,400	2,456,311	2,645,333
Non-Current Liabilities					
Employee Entitlements	25,800	75,000	82,400	89,600	97,350
TOTAL LIABILITIES	1,987,279	2,163,280	2,352,800	2,545,911	2,742,683
NET ASSETS	5,161,308	5,051,318	4,935,500	4,960,059	4,951,910
EQUITY					
Members Contribution on Formation	2,051,239	2,051,239	2,051,239	2,051,239	2,051,239
Accumulated Surplus	3,110,069	3,000,079	2,884,261	2,908,820	2,900,671
TOTAL EQUITY	5,161,308	5,051,318	4,935,500	4,960,059	4,951,910

Statement of Change in Equity As at June 30			
	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
2020			
Bal at the beginning of the financial year	5,401,492		2,051,239
Comprehensive result	(240,185)	3,110,068	
Balance at end of financial year	5,161,307	3,110,068	2,051,239
2021			
Bal at the beginning of the financial year	5,161,307		2,051,239
Comprehensive result	(109,989)	3,000,079	
Balance at end of financial year	5,051,318	3,000,079	2,051,239
2022			
Bal at the beginning of the financial year	5,051,318		2,051,239
Comprehensive result	(115,818)	2,884,261	
Balance at end of financial year	4,935,500	2,884,261	2,051,239
2023			
Bal at the beginning of the financial year	4,935,500		2,051,239
Comprehensive result	24,559	2,908,820	
Balance at end of financial year	4,960,059	2,908,820	2,051,239
2024			
Bal at the beginning of the financial year	4,960,059		2,051,239
Comprehensive result	(8,150)	2,900,671	
Balance at end of financial year	4,951,910	2,900,671	2,051,239

Statement of Capital Works
For the Years ending June
30

	Note	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Capital Expenditure						
Library Materials	6	1,189,640	1,213,433	1,237,701	1,262,455	1,287,705
Motor Vehicles		35,000	38,500	0	0	40,000
Furniture & Equipment		185,000	188,700	192,474	196,323	200,250
		1,409,640	1,440,633	1,430,175	1,458,779	1,527,955

Statement of Human Resources
For the four years ending June 30

	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Staff Expenditure					
Employee costs - Operating	8,557,266	8,842,315	9,119,881	9,362,144	9,646,159
Total Staff Expenditure	8,557,266	8,842,315	9,119,881	9,362,144	9,646,159
	EFT	EFT	EFT	EFT	EFT
Staff Numbers	98	96	96	96	96
Permanent full time	29	34	34	34	34
Permanent part time	123	128	128	128	128

Statement of Cash Flows

Year ended June 30, 2020-2024

	Budget	Budget	Forecast	Forecast	Forecast
	2019-20	2020-21	2021-22	2022-23	2023-24
	\$	\$	\$	\$	\$
Cash Flow from Operating Activities					
Income from:					
Council Contributions	8,363,505	8,642,856	8,988,570	9,258,227	9,489,683
Government Grants	2,682,570	2,947,127	3,019,025	3,092,694	3,168,178
Interest Income	88,000	37,500	38,250	39,015	39,795
Overdue Fines	0	0	0	0	0
Other Income	458,520	474,543	482,676	491,013	499,556
	11,592,595	12,102,026	12,528,521	12,880,949	13,197,212
Payments for:					
Employee Costs	8,566,016	8,842,315	9,119,881	9,362,144	9,646,159
Library Materials	311,000	317,220	323,564	330,036	336,636
Computer Services	736,700	737,593	752,345	767,392	782,740
Other Costs	709,600	708,127	736,587	766,458	797,396
	10,323,316	10,605,255	10,932,377	11,226,030	11,562,931
Net Cash Inflow from Operating Activities	1,269,279	1,496,771	1,596,144	1,654,920	1,634,281
Cash Flow from Investing Activities					
Payments for:					
Proceeds for sale of Plant & Equipment	72,300	0	0	0	0
Payment for Books, Furniture, Plant & Equipment	(1,409,640)	(1,440,633)	(1,430,175)	(1,458,779)	(1,527,955)
Net Cash (Outflow) from Investing Activities	(1,337,340)	(1,440,633)	(1,430,175)	(1,458,779)	(1,527,955)
Net Increase/Decrease in Cash	(68,061)	56,139	165,968	196,141	106,327
Cash at the beginning of the year	2,812,804	2,744,743	2,800,882	2,966,850	3,162,991
Cash Held at End of Year	2,744,743	2,800,882	2,966,850	3,162,991	3,269,317

3.0 Notes to the Strategic Resource Plan Financial Report 2020-2024

1 Council Contributions

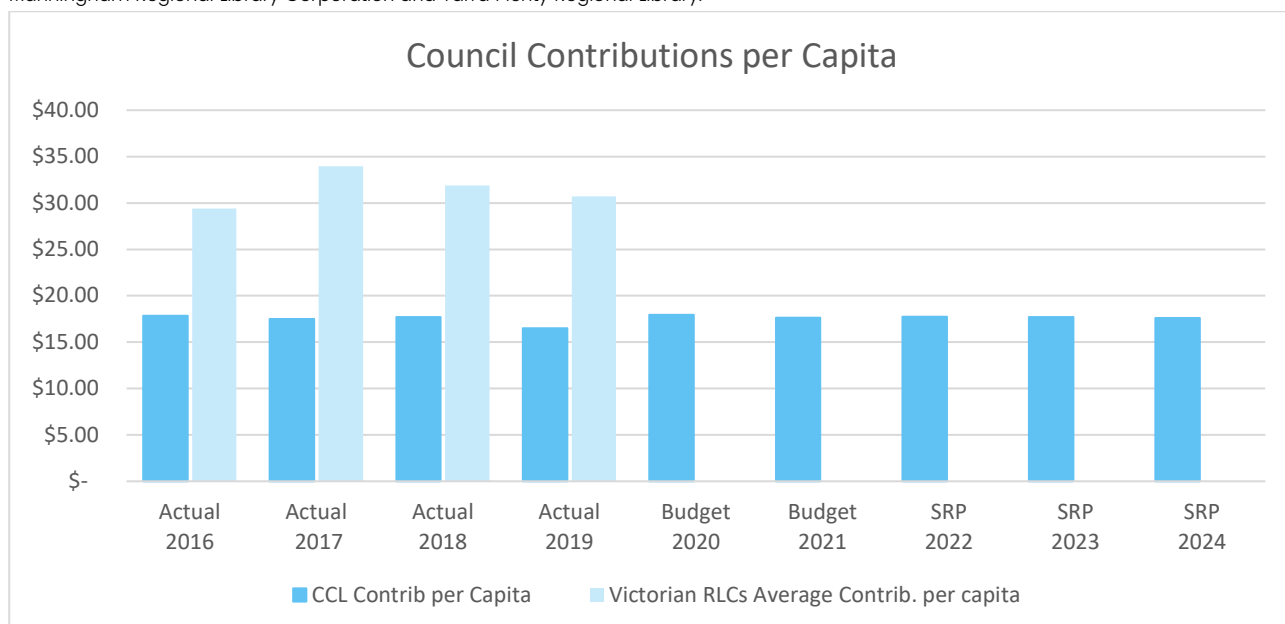
Contributions are calculated based on the funding formula in the 2017 Regional Library Agreement. The latest available ABS Population figures are estimates as at June 2019. (ABS figures released 25 March 2020).

Contribution Allocation	Casey	Cardinia
Population	75.933%	24.067%
Usage	72.527%	27.473%
Average	74.230%	25.770%

Population	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
City of Casey	353,872	369,214	380,531	390,793	401,012
Cardinia Shire	112,159	120,559	126,184	131,834	137,700
	466,031	489,773	506,715	522,627	538,712

Councils Contribution	Budget 2019-20	Budget 2020-21	Forecast 2021-22	Forecast 2022-23	Forecast 2023-24
Population	466,031	489,773	506,715	522,627	538,712
Councils Contribution	8,363,505	8,642,856	8,988,570	9,258,227	9,489,683
Average Contrib. per Capita	\$17.95	\$17.65	\$17.74	\$17.71	\$17.62
2019 Victorian RLCs Average Contrib. per capita*					\$30.72

*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, 2020. The state funding is primarily calculated on population.

State Funding	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Population	466,031	489,773	506,715	522,627	538,712
State Funding	2,847,810	2,947,127	3,019,025	3,092,694	3,168,178
Average Contrib. per Capita	\$6.11	\$6.02	\$5.96	\$5.92	\$5.88

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 previous Enterprise Agreement expired in November 2019, a new 4-year agreement is awaiting approval by Fair Work before being adopted. Employment costs have been based on the assumption that this will proceed as planned.

Employee costs in the 2021 budget have been based on CCL being able to operate business as usual from July 2020.

Not included in the 2021 budget is an additional funding call from Vision Super for Defined Benefits. The next scheduled actuarial investigation carried out by the Fund Actuary is as at 30 June 2020, due to be completed by 31 December 2020.

Human Resources	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Employee Costs	8,557,266	8,917,315	9,197,881	9,442,484	9,728,507
Total Staffing EFT	98	96	96	96	96
% of total expenditure	72.93%	73.57%	73.93%	73.97%	73.85%
Population	466,031	489,773	506,715	522,627	538,712
Expenditure per capita	\$18.36	\$18.21	\$18.15	\$18.07	\$18.06
2019 State Average Expenditure per capita	\$26.94				

4 Information & Communications Technology (ICT)

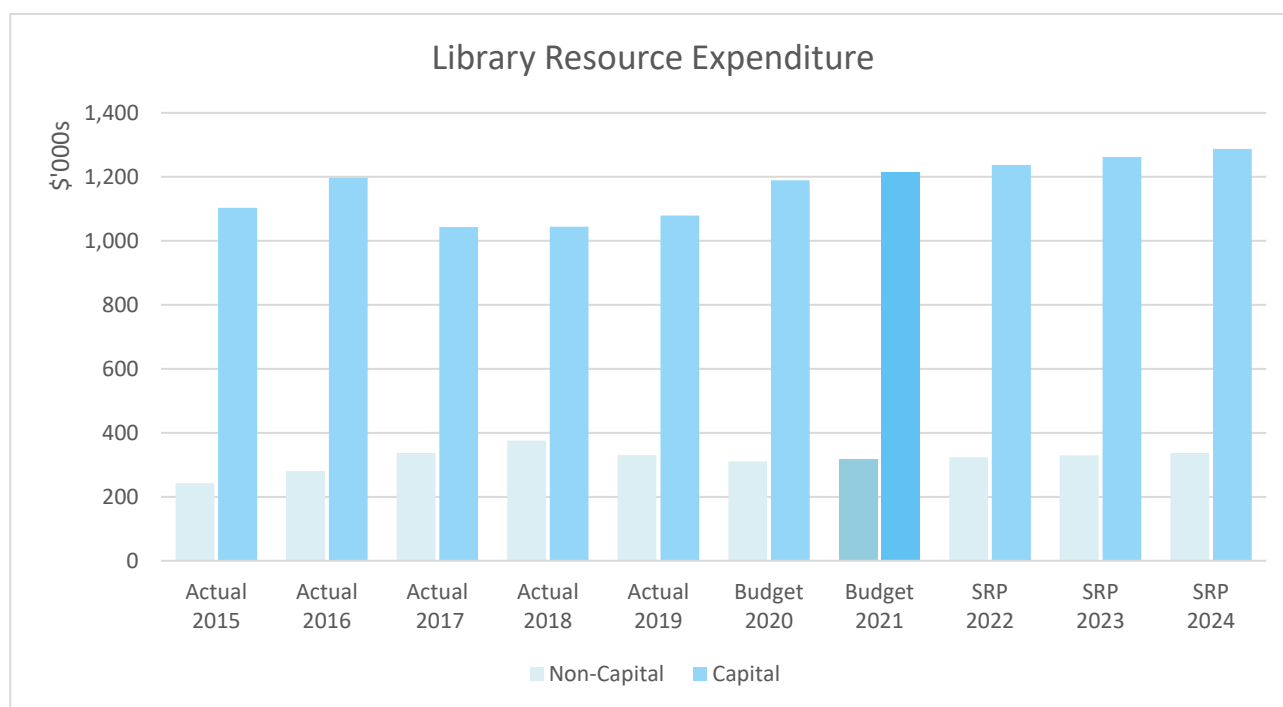
The ICT road map informs investment in new the products and platforms used by CCL over the life of the Library Plan. CCL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

Information & Communications Technology (ICT)	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Telecommunications	31,500	36,225	36,950	37,688	38,442
Data Communications	260,000	265,200	270,504	275,914	281,432
ILMS	220,800	187,680	191,434	195,262	199,168
Computer Software & Support	224,400	248,488	253,458	258,527	263,697
Total ICT	736,700	737,593	752,345	767,392	782,740
% of total expenditure	7.14%	6.91%	6.83%	6.79%	6.72%
Population	466,031	489,773	506,715	522,627	538,712
Expenditure per capita	\$1.58	\$1.51	\$1.48	\$1.47	\$1.45

5 Library Resources and Materials

CCL 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	Budget 2019-20	Budget 2020-21	Forecast Est 2021-22	Forecast Est 2022-23	Forecast Est 2023-24
Non-Capital	311,000	317,220	323,564	330,036	336,636
Capital	1,189,640	1,213,433	1,237,701	1,262,455	1,287,705
Total Library Resources	1,500,640	1,530,653	1,561,266	1,592,491	1,624,341
% of total expenditure	14.54%	14.33%	14.18%	14.08%	13.95%
Population	466,031	489,773	506,715	522,627	538,712
Expenditure per capita	\$3.22	\$3.13	\$3.08	\$3.05	\$3.02
2019 State Average Expenditure per Capita	\$5.86				



Member Council Contributions 2020-2024

	2019-20			2020-21			2021-22			2022-23			2023-24		
Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia
Contribution Split		74.724%	25.276%		74.230%	25.770%		74.230%	25.770%		74.230%	25.770%		74.230%	25.770%
Income															
Operations Income	302,400	225,965	76,436	298,543	221,609	76,935	303,156	225,033	78,123	307,903	228,556	79,346	312,783	232,179	80,604
Interest on Investments	88,000	65,757	22,243	37,500	27,836	9,664	38,250	28,393	9,857	39,015	28,961	10,054	39,795	29,540	10,255
CFC funding	165,240	123,473	41,767	176,000	130,645	45,355	179,520	133,258	46,262	183,110	135,923	47,188	186,773	138,641	48,131
Sub Total	555,640	415,195	140,446	512,043	380,090	131,954	520,926	386,683	134,243	530,028	393,440	136,588	539,351	400,360	138,991
State Government Funding															
Premiers Reading Challenge	58,140	43,444	14,696	60,000	44,538	15,462	60,600	44,983	15,617	61,206	45,433	15,773	61,818	45,888	15,931
State Subsidy	2,492,333	1,862,361	629,972	2,575,571	1,911,846	663,725	2,639,960	1,959,642	680,318	2,705,959	2,008,633	697,326	2,773,608	2,058,849	714,759
Local Priorities	132,097	98,707	33,389	135,556	100,623	34,933	138,945	103,139	35,806	142,419	105,717	36,701	145,979	108,360	37,619
Total State Funding	2,682,570	2,004,513	678,057	2,771,127	2,057,008	714,119	2,839,505	2,107,765	731,740	2,909,584	2,159,784	749,800	2,981,405	2,213,097	768,308
Expenditure															
Employee Costs	8,557,266	6,394,298	2,162,968	8,842,315	6,563,650	2,278,665	9,119,881	6,769,688	2,350,193	9,362,144	6,949,520	2,412,625	9,646,159	7,160,344	2,485,815
IT & Communications	736,700	550,489	186,211	737,593	547,515	190,078	752,345	558,466	193,879	767,392	569,635	197,757	782,740	581,028	201,712
Library Materials	311,000	232,390	78,610	317,220	235,472	81,748	323,564	240,182	83,383	330,036	244,986	85,050	336,636	249,885	86,751
Programs & Marketing	91,500	68,372	23,128	135,160	100,329	34,831	139,766	103,749	36,018	144,541	107,293	37,248	149,490	110,967	38,524
Administration	626,851	468,406	158,445	572,967	425,313	147,654	596,821	443,020	153,801	621,917	461,649	160,268	647,905	480,940	166,965
	10,323,317	7,713,955	2,609,362	10,605,255	7,872,281	2,732,974	10,932,377	8,115,104	2,817,274	11,226,030	8,333,082	2,892,948	11,562,931	8,583,163	2,979,767
Capital Expenditure															
Library Material	1,189,640	888,942	300,698	1,213,433	900,731	312,702	1,237,701	918,746	318,956	1,262,455	937,121	325,335	1,287,705	955,863	331,841
Motor Vehicles	35,000	26,153	8,847	38,500	28,579	9,921	0	0	0	0	0	0	40,000	29,692	10,308
Furniture & Equipment	185,000	138,239	46,761	188,700	140,072	48,628	192,474	142,873	49,601	196,323	145,731	50,593	200,250	148,646	51,604
	1,409,640	1,053,334	356,306	1,440,633	1,069,382	371,251	1,430,175	1,061,619	368,556	1,458,779	1,082,852	375,927	1,527,955	1,134,201	393,754
Total Expenses Core Library Service	11,732,957	8,767,289	2,965,668	12,045,888	8,941,662	3,104,225	12,362,553	9,176,723	3,185,830	12,684,809	9,415,933	3,268,875	13,090,885	9,717,364	3,373,521
Population (ABS 24 Apr 2018)	416,064	316,233	99,831	489,773	369,214	120,559	506,715	380,531	126,184	522,627	390,793	131,834	538,712	401,012	137,700
Council Cont Prev Yr	7,786,160	5,818,105	1,968,055	8,363,505	6,198,639	2,164,866	8,642,856	6,415,592	2,227,264	8,988,570	6,672,215	2,316,354	9,258,227	6,872,382	2,385,845
Council Cont	8,363,505	6,198,639	2,164,866	8,642,856	6,415,592	2,227,264	8,988,570	6,672,215	2,316,354	9,258,227	6,872,382	2,385,845	9,489,683	7,044,191	2,445,491
Council Contrib. increase on prior year	7.42%	6.54%	10.00%	3.34%	3.50%	2.88%	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%

4.0 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:

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

There are three service points operating in Cardinia Shire:

- Pakenham Library
- Emerald Library
- Cardinia Mobile Library

Casey Cardinia Libraries
Locked Bag 2400, Cranbourne, 3977
Telephone: 5990 0100
ccl.vic.gov.au
 @CaseyCardiniaLibraries
 @CasCarLibraries