

# CONNECTED LIBRARIES

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**Ignite your imagination**

## **Strategic Resource Plan 2024-2028**

**Endorsed: 24 April 2024**

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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 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

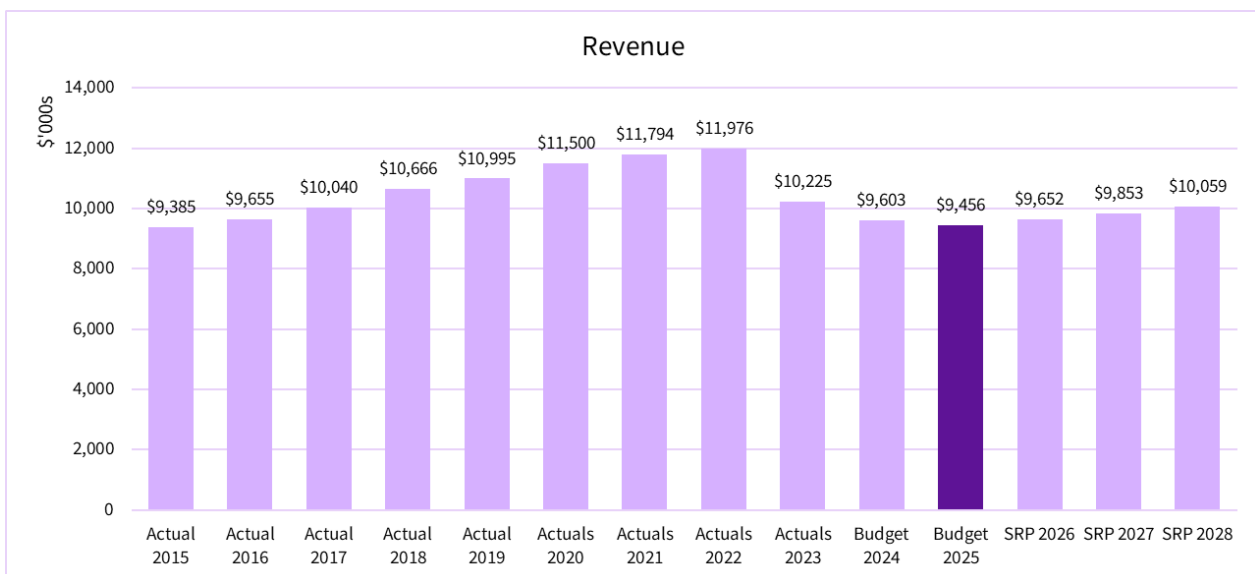
The Strategic Resource Plan supports the four-year Library Plan and has been developed in consultation with key staff, Board members, and the local community.

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.

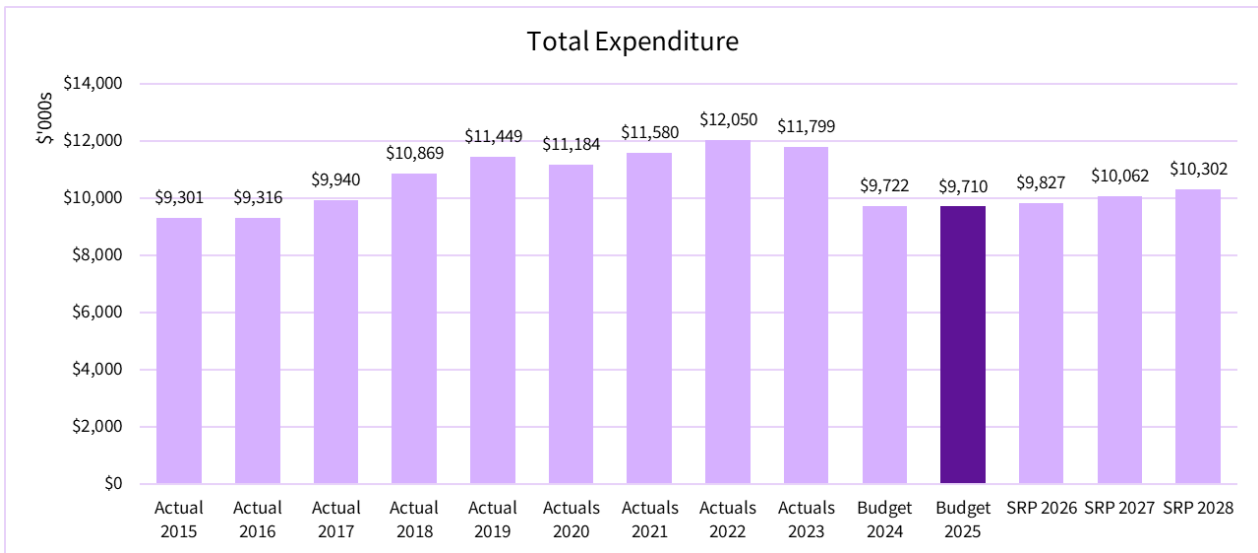
Connected Libraries (CL) is funded by the City of Casey and the State Government.

The 2024-2028 Strategic Resource Plan (SRP) takes into account key decisions made by the CL Board made throughout the course of the 2023–2024 financial year. This SRP is based on the current staffing model, allowing for continued provision of service to the community whilst maintaining Member Council contributions within rate cap.

	Budget 2023-24	Budget 2024-25	Forecast Est 2025-26	Forecast Est 2026-27	Forecast Est 2027-28
<b>City of Casey</b>	7,198,580	7,053,833	7,247,813	7,447,128	7,651,924
	74.96%	74.59%	75.09%	75.59%	76.07%
<b>State Government</b>	2,207,392	2,175,404	2,175,404	2,175,404	2,175,404
	22.99%	23.00%	22.54%	22.08%	21.63%
<b>CL - Operations</b>	197,515	226,995	228,493	230,010	231,547
	2.06%	2.40%	2.37%	2.33%	2.30%
<b>Total Income</b>	<b>9,603,487</b>	<b>9,456,232</b>	<b>9,651,710</b>	<b>9,852,542</b>	<b>10,058,875</b>



	<b>Budget 2023-24</b>	<b>Budget 2024-25</b>	<b>Forecast Est 2025-26</b>	<b>Forecast Est 2026-27</b>	<b>Forecast Est 2027-28</b>
Employee Costs	6,607,846	6,895,239	7,085,021	7,280,110	7,480,694
IT & Communications	645,000	570,000	577,838	585,783	593,838
Promotions & Marketing	102,960	112,900	115,365	117,878	120,443
Administration	433,303	457,309	413,696	420,602	427,599
Other Expenses	417,303	441,309	397,476	404,159	410,930
Auditor Remuneration	16,000	16,000	16,220	16,443	16,669
Library Materials	1,505,013	1,453,280	1,472,674	1,492,325	1,512,256
Library Materials - Expense	358,640	363,600	368,600	373,660	378,800
Library Materials - Capital	1,146,373	1,089,680	1,104,074	1,118,665	1,133,456
Furniture & Equipment	428,362	221,462	162,871	165,110	167,380
<b>Total Expenditure</b>	<b>9,722,484</b>	<b>9,710,190</b>	<b>9,827,465</b>	<b>10,061,808</b>	<b>10,302,210</b>



## 2.0 Financial Statements 2024–2028

<b>Comprehensive Income Statement</b>					
<b>For the Years ending June 30</b>					
	<b>Budget</b>	<b>Budget</b>	<b>Forecast Est</b>	<b>Forecast Est</b>	<b>Forecast Est</b>
	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
<b>Revenue</b>					
Council Contributions	7,198,580	7,053,833	7,247,813	7,447,128	7,651,924
<i>Recurrent Funding</i>	<i>6,845,580</i>	<i>7,033,833</i>	<i>7,227,813</i>	<i>7,427,128</i>	<i>7,631,924</i>
<i>One-off Project Funding</i>	<i>353,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Independent Board Member Funding</i>	<i>0</i>	<i>20,000</i>	<i>20,000</i>	<i>20,000</i>	<i>20,000</i>
State Government Grants	2,207,392	2,175,404	2,175,404	2,175,404	2,175,404
Interest on Investments	87,500	118,000	118,000	118,000	118,000
Other Income	110,015	108,995	110,493	112,010	113,547
<b>Total Income</b>	<b>9,603,487</b>	<b>9,456,232</b>	<b>9,651,710</b>	<b>9,852,542</b>	<b>10,058,875</b>
<b>Expenditure</b>					
Employee Costs	6,607,846	6,895,239	7,085,021	7,280,110	7,480,694
IT & Communications	645,000	570,000	577,838	585,783	593,838
Library Materials	358,640	363,600	368,600	373,660	378,800
Promotions & Marketing	102,960	112,900	115,365	117,878	120,443
Administration	433,303	457,309	413,696	420,602	427,599
Depreciation	1,085,721	1,070,521	1,085,200	1,100,100	1,115,200
<b>Total Expenditure</b>	<b>9,233,471</b>	<b>9,469,569</b>	<b>9,645,720</b>	<b>9,878,133</b>	<b>10,116,574</b>
Net Gain(loss) disposal of plant & Equipment	0	0	0	0	0
<b>Total comprehensive result</b>	<b>370,017</b>	<b>(13,337)</b>	<b>5,990</b>	<b>(25,591)</b>	<b>(57,699)</b>

<b>Balance Sheet</b>					
<b>As at June 30</b>					
	<b>Budget</b>	<b>Budget</b>	<b>Forecast Est</b>	<b>Forecast Est</b>	<b>Forecast Est</b>
	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
	\$	\$	\$	\$	\$
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash Asset	70,000	70,000	70,000	70,000	70,000
Financial Assets	2,447,844	2,149,602	1,973,847	1,784,581	1,571,246
Receivables	60,000	60,000	60,000	60,000	60,000
Inventories					
	2,577,844	2,279,602	2,103,847	1,914,581	1,701,246
<b>Non-Current Assets</b>					
Fixed Assets	3,727,462	3,968,083	4,149,828	4,333,503	4,519,139
Right-of-use assets	0	0	0	0	0
<b>TOTAL ASSETS</b>	<b>6,305,307</b>	<b>6,247,686</b>	<b>6,253,676</b>	<b>6,248,085</b>	<b>6,220,386</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Payables	462,712	214,491	179,302	153,997	137,126
Lease Liabilities	0	0	0	0	0
Employee Entitlements	1,537,754	1,187,087	1,219,732	1,262,422	1,306,607
	2,000,465	1,401,578	1,399,034	1,416,419	1,443,733
<b>Non-Current Liabilities</b>					
Employee Entitlements	178,909	92,519	95,064	97,678	100,364
Lease Liabilities	0	0	0	0	0
<b>TOTAL LIABILITIES</b>	<b>2,179,374</b>	<b>1,494,097</b>	<b>1,494,097</b>	<b>1,514,097</b>	<b>1,544,097</b>
<b>NET ASSETS</b>	<b>4,125,932</b>	<b>4,753,588</b>	<b>4,759,578</b>	<b>4,733,987</b>	<b>4,676,288</b>
<b>EQUITY</b>					
Members Contribution on Formation	1,528,173	1,562,887	1,562,887	1,562,887	1,562,887
Accumulated Surplus	2,597,759	3,190,701	3,196,691	3,171,100	3,113,401
<b>TOTAL EQUITY</b>	<b>4,125,932</b>	<b>4,753,588</b>	<b>4,759,578</b>	<b>4,733,987</b>	<b>4,676,288</b>

<b>Statement of Change in Equity</b>			
<b>As at June 30</b>			
<b>2024</b>			
Bal at the beginning of the financial year	4,396,909	2,834,022	2,051,239
Comprehensive result	370,017	370,017	
<b>Balance at end of financial year</b>	<b>4,766,925</b>	<b>3,204,038</b>	<b>2,051,239</b>
<b>2025</b>			
Bal at the beginning of the financial year	4,766,925	3,204,038	2,051,239
Comprehensive result	(13,337)	(13,337)	
<b>Balance at end of financial year</b>	<b>4,753,588</b>	<b>3,190,701</b>	<b>2,051,239</b>
<b>2026</b>			
Bal at the beginning of the financial year	4,753,588	3,190,701	2,051,239
Comprehensive result	5,990	5,990	
<b>Balance at end of financial year</b>	<b>4,759,578</b>	<b>3,196,691</b>	<b>2,051,239</b>
<b>2027</b>			
Bal at the beginning of the financial year	4,759,578	3,196,691	2,051,239
Comprehensive result	(25,591)	(25,591)	
<b>Balance at end of financial year</b>	<b>4,733,987</b>	<b>3,171,100</b>	<b>2,051,239</b>
<b>2028</b>			
Bal at the beginning of the financial year	4,733,987	3,171,100	2,051,239
Comprehensive result	(57,699)	(57,699)	
<b>Balance at end of financial year</b>	<b>4,676,288</b>	<b>3,113,401</b>	<b>2,051,239</b>



<b>Statement of Capital Works For the Years ending June 30</b>					
	Budget 2023-24	Budget 2024-25	Forecast Est 2025-26	Forecast Est 2026-27	Forecast Est 2027-28
<b>Capital Expenditure</b>					
Library Materials	1,146,373	1,089,680	1,104,074	1,118,665	1,133,456
<i>Ongoing Collection Maintenance</i>	<i>1,056,373</i>	<i>1,089,680</i>	<i>1,104,074</i>	<i>1,118,665</i>	<i>1,133,456</i>
<i>New Branch Collection</i>	<i>90,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Motor Vehicles	152,000	60,800	0	0	0
Furniture & Equipment	276,362	160,662	162,871	165,110	167,380
<i>Ongoing Equipment Purchasing</i>	<i>156,362</i>	<i>160,662</i>	<i>162,871</i>	<i>165,110</i>	<i>167,380</i>
<i>New Branch &amp; Lockers Set-up</i>	<i>120,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
	<b>1,574,735</b>	<b>1,311,142</b>	<b>1,266,945</b>	<b>1,283,775</b>	<b>1,300,836</b>

<b>Statement of Human Resources For the years ending June 30</b>					
	Revised 2023-24	Budget 2024-25	Forecast Est 2025-26	Forecast Est 2026-27	Forecast Est 2027-28
Staff Expenditure					
Employee costs - Operating	6,607,846	6,895,239	7,085,021	7,280,110	7,480,694
<b>Total Staff Expenditure</b>	<b>6,607,846</b>	<b>6,895,239</b>	<b>7,085,021</b>	<b>7,280,110</b>	<b>7,480,694</b>
	EFT	EFT	EFT	EFT	EFT
Staff Numbers	66	66	66	66	66
Permanent full time	27	27	27	27	27
Permanent part time	78	78	78	78	78

<b>Statement of Cash Flows</b>					
<b>Year ended June 30</b>					
	Revised 2023-24 \$	Budget 2024-25 \$	Forecast Est 2025-26 \$	Forecast Est 2026-27 \$	Forecast Est 2027-28 \$
<b>Cash Flow from Operating Activities</b>					
<b>Income from:</b>					
Council Contributions	7,198,580	7,053,833	7,247,813	7,447,128	7,651,924
Government Grants	2,207,392	2,175,404	2,175,404	2,175,404	2,175,404
Interest Income	87,500	118,000	118,000	118,000	118,000
Overdue Fines	0	0	0	0	0
Other Income	110,015	108,995	110,493	112,010	113,547
	9,603,487	9,456,232	9,651,710	9,852,542	10,058,875
<b>Payments for:</b>					
Employee Costs	6,607,846	6,895,239	7,085,021	7,280,110	7,480,694
Library Materials	358,640	363,600	368,600	373,660	378,800
Computer Services	645,000	570,000	577,838	585,783	593,838
Other Costs	563,413	570,209	529,061	538,480	548,042
	8,174,899	8,399,048	8,560,520	8,778,033	9,001,374
Net Cash Inflow from Operating Activities	1,428,588	1,057,184	1,091,190	1,074,509	1,057,501
<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 & Equipment	(1,574,735)	(1,311,142)	(1,266,945)	(1,283,775)	(1,300,836)
Net Cash (Outflow) from Investing Activities	(1,574,735)	(1,311,142)	(1,266,945)	(1,283,775)	(1,300,836)
Net Increase/Decrease in Cash	(146,147)	(253,958)	(175,755)	(209,266)	(243,335)
Cash at the beginning of the year	2,619,707	2,473,560	2,219,602	2,043,847	1,834,581
<b>Cash Held at End of Year</b>	<b>2,473,560</b>	<b>2,219,602</b>	<b>2,043,847</b>	<b>1,834,581</b>	<b>1,591,246</b>

### 3.0 Notes to the Strategic Resource Plan Financial Report 2024-2028

#### 1 Council Contributions

Councils Contribution	Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2023-24	2024-25	2025-26	2026-27	2027-28
Population*	403,869	411,158	426,000	439,497	453,035
Councils Contribution	7,198,580	7,053,833	7,247,813	7,447,128	7,651,924
Average Contrib per Capita	\$17.82	\$17.16	\$17.01	\$16.94	\$16.89
2020 Victorian RLCs Average Contribution per capita**			\$ 32.23		

\*Forecast population estimate source <https://forecast.id.com.au>

\*\*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, 2024. The state funding is primarily calculated on population and in FY2024 there was a 0% increase in the amount received. For the purposes of this SRP, it is assumed that 0% increase on Government Grants will be received each year.

State Funding	Revised Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2023-24	2024-25	2025-26	2026-27	2027-28
Population	403,869	411,158	426,000	439,497	453,035
State Funding	2,207,392	2,175,404	2,175,404	2,175,404	2,175,404
Average Contrib per Capita	\$5.47	\$5.29	\$5.11	\$4.95	\$4.80

### 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 expired 24 November 2023 and all employment costs have been calculated to take into account the salary increases that were included in the new agreement submitted to FairWork. Included in the budgeted employments costs are the scheduled increases to the Super Guarantee Percentage, as published by the ATO.

Not included in the 2025 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 103.8% as at December 2023 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources	Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2023-24	2024-25	2025-26	2026-27	2027-28
Employee Costs	6,607,846	6,895,239	7,085,021	7,280,110	7,480,694
Total Staffing EFT	66	66	66	66	66
% of total expenditure	67.96%	71.01%	72.09%	72.35%	72.61%
Population	403,869	411,158	426,000	439,497	453,035
Expenditure per capita	\$16.36	\$16.77	\$16.63	\$16.56	\$16.51
2020 State Average Expenditure per capita					\$25.09

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

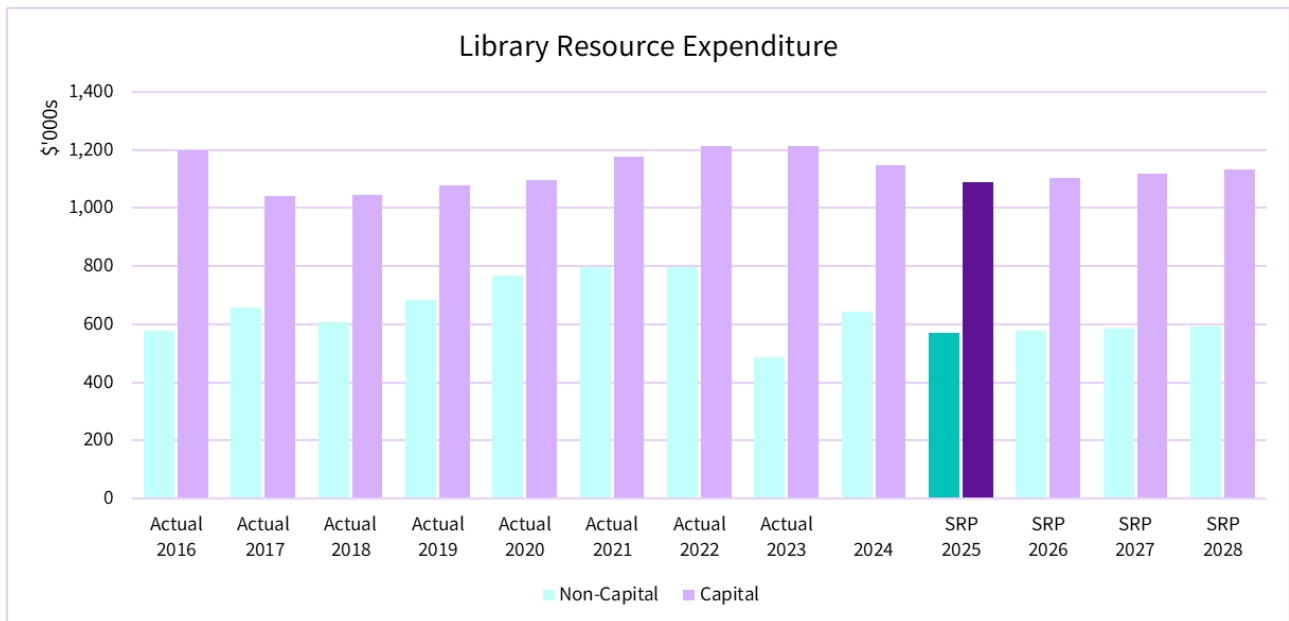
The ICT road map informs investment in new products and platforms used by CL over the life of the Library Plan. CL has aligned the operational and capital expenditure budget to reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

Information & Communications Technology (ICT)	Budget	Budget	Forecast Est	Forecast Est	Forecast Est
	2023-24	2024-25	2025-26	2026-27	2027-28
Telecommunications	55,000	55,000	55,756	56,523	57,300
Data Communications	125,000	106,700	108,167	109,654	111,162
ILMS	50,000	50,000	50,688	51,385	52,092
Computer Software & Support	415,000	358,300	363,227	368,221	373,284
<b>Total ICT</b>	<b>645,000</b>	<b>570,000</b>	<b>577,838</b>	<b>585,783</b>	<b>593,838</b>
% of total expenditure	7.89%	6.79%	6.75%	6.67%	6.60%
Population	403,869	411,158	426,000	439,497	453,035
Expenditure per capita	\$1.60	\$1.39	\$1.36	\$1.33	\$1.31

## 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	Budget	Forecast Est	Forecast Est	Forecast Est
	2023-24	2024-25	2025-26	2026-27	2027-28
Non-Capital	358,640	363,600	368,600	373,660	378,800
Capital	1,146,373	1,089,680	1,104,074	1,118,665	1,133,456
<b>Total Library Resources</b>	<b>1,505,013</b>	<b>1,453,280</b>	<b>1,472,674</b>	<b>1,492,325</b>	<b>1,512,256</b>
% of total expenditure	18.41%	17.30%	17.20%	17.00%	16.80%
Population	403,869	411,158	426,000	439,497	453,035
Expenditure per capita	\$3.73	\$3.53	\$3.46	\$3.40	\$3.34
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 six service points in the City of Casey:

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

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