

# CONNECTED LIBRARIES

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**Ignite your imagination**

## **Strategic Resource Plan 2025-2029**

**Endorsed: 16 April 2025**

## Contents

<b>Our Vision.....</b>	<b>3</b>
<b>Our Mission.....</b>	<b>3</b>
<b>Our Values and Guiding Behaviours .....</b>	<b>3</b>
<b>1.0 Executive Summary .....</b>	<b>4</b>
<b>2.0 Financial Statements 2025–2029 .....</b>	<b>6</b>
<b>3.0 Notes to the Strategic Resource Plan Financial Report .....</b>	<b>11</b>
1 Council Contributions.....	11
2 State Government Grants .....	11
3 Staff Resources .....	13
4 Information & Communications Technology (ICT) .....	14
5 Library Resources and Materials .....	15
<b>4.0 Non-Financial Resources .....</b>	<b>16</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**

### **Connection**

- We create spaces where people feel that they belong.
- We find ways to share our common humanity, interests and passions.
- We strive to be fully present and intentional in our interactions with others.

### **Creativity**

- We love learning and trying new things.
- We challenge the status quo if we believe a better way is possible.
- We support different ideas and allow others to give things a go.

### **Enrichment**

- We look for ways to empower others to learn and participate.
- We strive to provide experiences that enhance the quality of a person's day and life.
- We provide opportunities for people to explore what is possible.

### **Humour**

- Humour helps us to connect with each other.
- We like to laugh, bringing smiles to other people.
- We use humour to break down barriers and create a positive experience for everyone.

### **Kindness**

- We are mindful of people's feelings.
- We are kind and compassionate and look for the best in others.
- We are accountable for our own behaviour and appreciate the differences in others.

### **Teamwork**

- When we all contribute we excel.
- We play to each other's strengths.
- We can achieve our goals together.

## 1.0 Executive Summary

The Strategic Resource Plan (SRP) underpins the delivery of Connected Libraries' four-year Library Plan. While the Library Plan has been widely developed in consultation with the community, staff, and Board members, the SRP provides the financial framework to support implementation of its key actions.

The SRP assumes continuation of current service delivery across Connected Libraries' six branches, Library Lockers, and Outreach Van. It supports the delivery of key actions from the Library Plan that are achievable within existing budgetary constraints and Member Council rate cap limits.

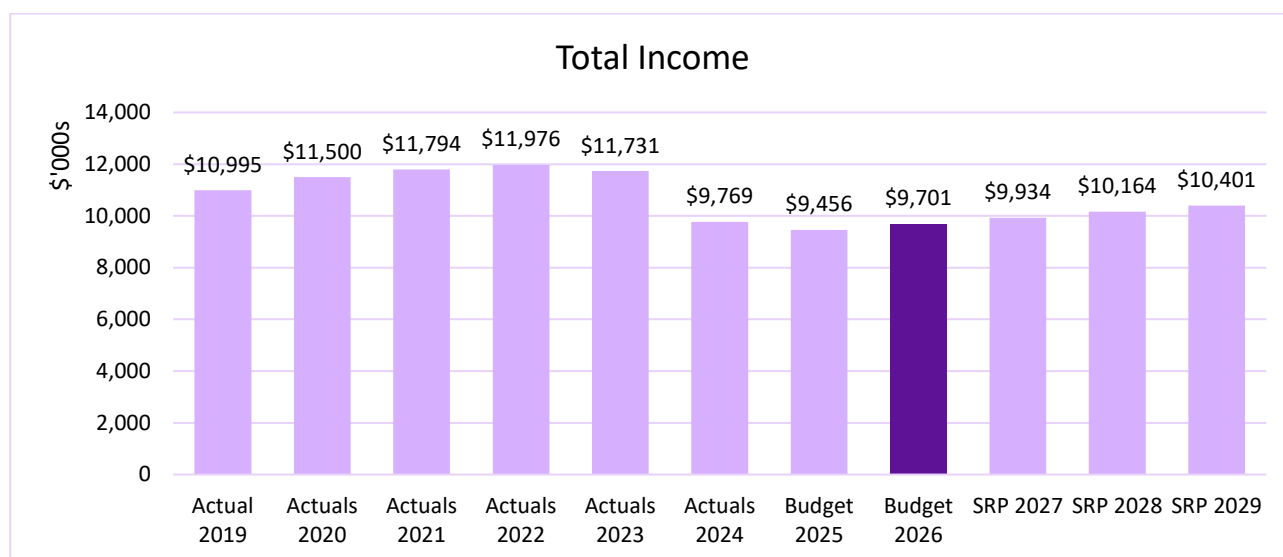
Importantly, the SRP does not include budgeted revenue or expenditure related to new service delivery points or significant capital projects. In alignment with the Draft Facilities Development Plan 2023–2027 (updated February 2025) and the Draft Library Plan 2025–2029, Connected Libraries continues to work with Council to explore options for improved library access in underserved areas. While discussions have taken place, no initiatives have progressed to the stage where they can be reliably included in the budget. Further investigation or business case development may be required before future funding can be considered.

Connected Libraries is funded by the City of Casey and the State Government. However, the continued lack of indexation or increase in State Government contributions is having a compounding impact. As costs rise and service demands grow, CL's financial capacity to maintain operations and respond to emerging needs is increasingly constrained.

The SRP's financial statements have been prepared in accordance with the Local Government Act and uphold principles of sound financial management, ensuring transparency and accountability in planning for sustainable service delivery.

### Sources of Revenue

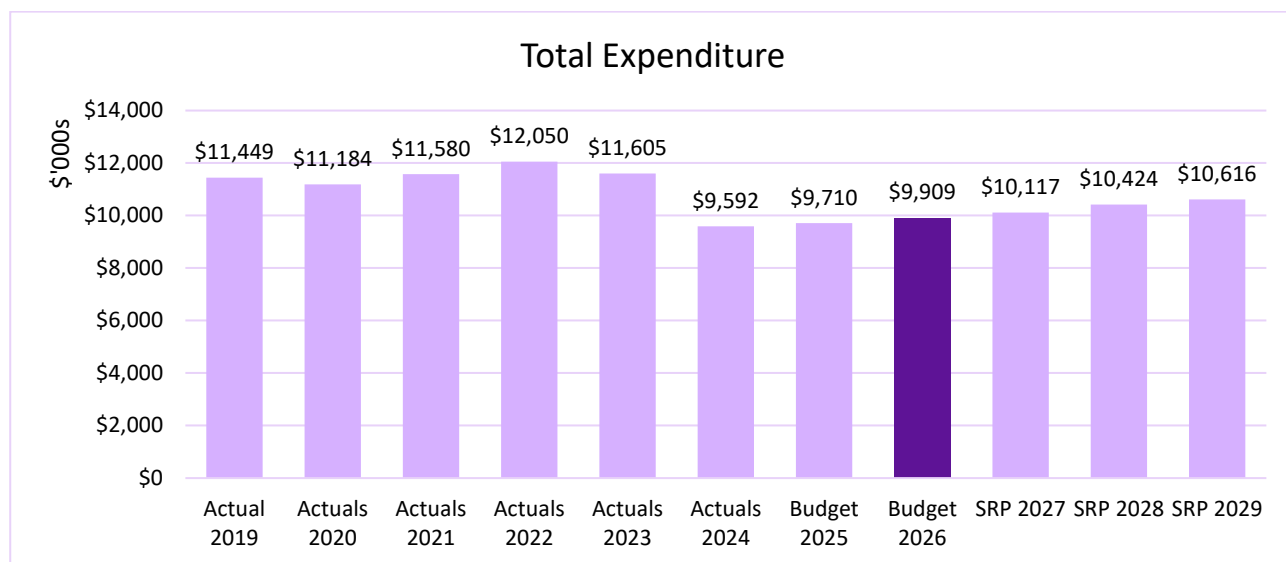
	<b>Actuals 2023-24</b>	<b>Budget 2024-25</b>	<b>Budget 2025-26</b>	<b>Forecast 2026-27</b>	<b>Forecast 2027-28</b>	<b>Forecast 2028-29</b>
City of Casey	<b>7,261,895</b>	7,053,833	7,286,048	7,504,629	7,729,768	7,961,661
	<b>74.53%</b>	74.59%	75.11%	75.55%	76.05%	76.54%
State Government	<b>2,175,404</b>	2,175,404	2,175,404	2,175,404	2,175,404	2,175,404
	<b>22.33%</b>	23.00%	22.43%	21.90%	21.40%	20.91%
CL - Operations	<b>306,812</b>	226,995	239,058	253,792	258,992	264,291
	<b>3.15%</b>	2.40%	2.46%	2.55%	2.55%	2.54%
<b>Total Income</b>	<b>9,744,111</b>	9,456,232	9,700,510	9,933,825	10,164,164	10,401,356



## Allocation of Resources

	Actuals 2023-24	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Employee Costs	6,480,191	6,895,239	7,083,200	7,264,600	7,450,600	7,641,400
IT & Communications	513,564	570,000	586,200	598,500	611,900	625,600
Promotions & Marketing	66,935	112,900	123,200	125,800	128,600	131,400
Administration	371,478	457,309	432,700	410,400	418,929	427,459
Other Expenses	337,478	441,309	400,700	377,700	385,529	393,259
Auditor Remuneration	34,000	16,000	32,000	32,700	33,400	34,200
Library Materials	1,536,613	1,453,280	1,488,100	1,518,544	1,550,164	1,582,467
Library Materials - Expense	358,387	363,600	367,000	374,800	383,300	392,000
Library Materials - Capital	1,178,226	1,089,680	1,121,100	1,143,744	1,166,864	1,190,467
Furniture & Equipment	232,418	221,462	195,500	199,600	263,700	208,000
Total Expenditure	9,201,199	9,710,190	9,908,900	10,117,444	10,423,893	10,616,326

This table presents Connected Libraries' planned allocation of available resources, including prior year actuals, the current year budget, and forecasts for the four years covered by the Strategic Resource Plan (SRP). It differs from the Expenditure figures shown in the Comprehensive Income Statement, as it excludes depreciation—which reflects the accounting treatment of past capital investment—and instead includes budgeted capital expenditure to capture planned future investment. This table is intended to give a more practical view of how resources are expected to be allocated across operations and projects over time.



Total Cost of Library Service per Capita					
	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Population	429,383	444,654	458,686	470,920	482,694
Cost of Library Service	9,710,190	9,908,900	10,117,444	10,423,893	10,616,326
Average Cost per Capita	\$22.61	\$22.28	\$22.06	\$22.14	\$21.99

## 2.0 Financial Statements 2025–2029

<b>Comprehensive Income Statement</b>							
<b>For the Years ending June 30</b>							
	Note	Actuals 2023-24	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
<b>Revenue</b>							
Council Contributions	1	7,261,895	7,053,833	7,286,048	7,504,629	7,729,768	7,961,661
Recurrent Funding		6,865,572	7,053,833	7,286,048	7,504,629	7,729,768	7,961,661
One-off Project Funding		396,323	0	0	0	0	0
State Government Grants	2	2,177,256	2,175,404	2,175,404	2,175,404	2,175,404	2,175,404
Interest on Investments	3	163,838	118,000	130,000	132,730	135,716	138,770
Other Income	4	165,844	108,995	109,058	121,062	123,276	125,521
<b>Total Income</b>		9,768,833	9,456,232	<b>9,700,510</b>	9,933,825	10,164,164	10,401,356
<b>Expenditure</b>							
Employee Costs	5	6,481,439	6,895,239	7,083,200	7,264,600	7,450,600	7,641,400
IT & Communications	6	627,668	570,000	586,200	598,500	611,900	625,600
Library Materials	7	358,387	363,600	367,000	374,800	383,300	392,000
Promotions & Marketing	8	115,672	112,900	123,200	125,800	128,600	131,400
Administration	9	422,575	457,309	432,700	410,400	418,929	427,459
Depreciation	10	1,089,409	1,070,521	1,193,800	1,277,100	1,281,400	1,306,800
<b>Total Expenditure</b>		9,095,150	9,469,569	<b>9,786,100</b>	10,051,200	10,274,729	10,524,659
Net Gain(loss) disposal of plant & Equipment		300	0	0	0	0	0
<b>Total comprehensive result</b>		673,983	(13,337)	<b>(85,591)</b>	(117,375)	(110,565)	(123,303)

## Balance Sheet

As at June 30

	<i>Actuals 2024</i>	<i>Budget (Revised) 2024-25</i>	<i>Budget 2025-26</i>	<i>Forecast 2026-27</i>	<i>Forecast 2027-28</i>	<i>Forecast 2028-29</i>
<b>Assets</b>						
<b>Current Assets</b>						
Cash Asset	641,677	520,290	450,811	412,221	303,795	246,564
Financial Assets	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Receivables	252,584	60,000	100,000	100,000	100,000	100,000
Inventories	722	722	722	722	722	722
<b>Total Current Assets</b>	<b>3,394,983</b>	<b>3,081,012</b>	<b>3,051,533</b>	<b>3,012,943</b>	<b>2,904,517</b>	<b>2,847,286</b>
<b>Non-Current Assets</b>						
Fixed Assets	3,774,279	4,014,900	4,137,700	4,203,944	4,353,108	4,444,775
Right-of-use assets	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>3,774,279</b>	<b>4,014,900</b>	<b>4,137,700</b>	<b>4,203,944</b>	<b>4,353,108</b>	<b>4,444,775</b>
<b>Total Assets</b>	<b>7,169,262</b>	<b>7,095,912</b>	<b>7,189,233</b>	<b>7,216,887</b>	<b>7,257,625</b>	<b>7,292,061</b>
<b>Liabilities</b>						
<b>Current Liabilities</b>						
Payables	753,208	488,280	400,624	495,395	581,975	672,745
Lease Liabilities	0	0	0	0	0	0
Employee Entitlements	1,224,987	1,457,558	1,696,469	1,743,122	1,804,131	1,867,276
<b>Total Current Liabilities</b>	<b>1,978,195</b>	<b>1,945,838</b>	<b>2,097,093</b>	<b>2,238,517</b>	<b>2,386,107</b>	<b>2,540,021</b>
<b>Non-Current Liabilities</b>						
Employee Entitlements	120,175	92,519	120,175	123,780	127,494	131,318
Lease Liabilities	0	0	0	0	0	0
<b>Total Non-Current Liabilities</b>	<b>120,175</b>	<b>92,519</b>	<b>120,175</b>	<b>123,780</b>	<b>127,494</b>	<b>131,318</b>
<b>Total Liabilities</b>	<b>2,098,370</b>	<b>2,038,357</b>	<b>2,217,268</b>	<b>2,362,297</b>	<b>2,513,600</b>	<b>2,671,339</b>
<b>Net Assets</b>	<b>5,070,892</b>	<b>5,057,555</b>	<b>4,971,965</b>	<b>4,854,590</b>	<b>4,744,025</b>	<b>4,620,722</b>
<b>Equity</b>						
Members Contribution on Formation	1,562,887	1,562,887	1,562,887	1,562,887	1,562,887	1,562,887
Accumulated Surplus	3,508,005	3,494,668	3,409,078	3,291,703	3,181,138	3,057,835
<b>Total Equity</b>	<b>5,070,892</b>	<b>5,057,555</b>	<b>4,971,965</b>	<b>4,854,590</b>	<b>4,744,025</b>	<b>4,620,722</b>

## Statement of Change in Equity

As at June 30

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
<b>2025</b>			
Bal at the beginning of the financial year	5,070,892	3,508,005	1,562,887
Comprehensive result	(13,337)	(13,337)	
<b>Balance at end of financial year</b>	<b>5,057,555</b>	<b>3,494,668</b>	<b>1,562,887</b>
<b>2026</b>			
Bal at the beginning of the financial year	5,057,555	3,494,668	1,562,887
Comprehensive result	(85,591)	(85,591)	
<b>Balance at end of financial year</b>	<b>4,971,965</b>	<b>3,409,078</b>	<b>1,562,887</b>
<b>2027</b>			
Bal at the beginning of the financial year	4,971,965	3,409,078	1,562,887
Comprehensive result	(117,375)	(117,375)	
<b>Balance at end of financial year</b>	<b>4,854,590</b>	<b>3,291,703</b>	<b>1,562,887</b>
<b>2028</b>			
Bal at the beginning of the financial year	4,854,590	3,291,703	1,562,887
Comprehensive result	(110,565)	(110,565)	
<b>Balance at end of financial year</b>	<b>4,744,025</b>	<b>3,181,138</b>	<b>1,562,887</b>
<b>2029</b>			
Bal at the beginning of the financial year	4,744,025	3,181,138	1,562,887
Comprehensive result	(123,303)	(123,303)	
<b>Balance at end of financial year</b>	<b>4,620,722</b>	<b>3,057,835</b>	<b>1,562,887</b>



## Statement of Capital Works

For the Years ending June 30

	Actuals 2023-24	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
<b>Capital Expenditure</b>						
Library Materials	1,169,068	1,089,680	1,121,100	1,143,744	1,166,864	1,190,467
<i>Ongoing Collection Maintenance</i>	<i>1,081,068</i>	<i>1,089,680</i>	<i>1,121,100</i>	<i>1,143,744</i>	<i>1,166,864</i>	<i>1,190,467</i>
<i>New Branch Collection</i>	<i>88,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Motor Vehicles	75,077	60,800	0	0	60,000	0
Furniture & Equipment	342,078	160,662	195,500	199,600	203,700	208,000
<i>Ongoing Equipment Purchasing</i>	<i>146,906</i>	<i>160,662</i>	<i>195,500</i>	<i>199,600</i>	<i>203,700</i>	<i>208,000</i>
<i>New Branch &amp; Lockers Set-up</i>	<i>195,172</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<b>Total Capital Expenditure</b>	<b>1,586,223</b>	<b>1,311,142</b>	<b>1,316,600</b>	<b>1,343,344</b>	<b>1,430,564</b>	<b>1,398,467</b>

## Statement of Human Resources

For the years ending June 30

	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
<b>Staff Expenditure</b>					
Employee costs - Operating	6,895,239	7,083,200	7,264,600	7,450,600	7,641,400
<b>Total Staff Expenditure</b>	<b>6,895,239</b>	<b>7,083,200</b>	<b>7,264,600</b>	<b>7,450,600</b>	<b>7,641,400</b>
	EFT	EFT	EFT	EFT	EFT
Staff - Equivalent Full Time	66	66	66	66	66
<b>Staff Employed (Average)</b>	<b>119</b>	<b>119</b>	<b>119</b>	<b>119</b>	<b>119</b>
<i>Permanent full time</i>	<i>29</i>	<i>29</i>	<i>29</i>	<i>29</i>	<i>29</i>
<i>Permanent part time</i>	<i>63</i>	<i>63</i>	<i>63</i>	<i>63</i>	<i>63</i>
<i>Casual / Fixed Term Contract</i>	<i>27</i>	<i>27</i>	<i>27</i>	<i>27</i>	<i>27</i>

## Statement of Cash Flows

Year ended June 30

	Budget (Revised) 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
	\$	\$	\$	\$	\$
<b>Cash Flow from Operating Activities</b>					
<b>Income from:</b>					
Council Contributions	7,053,833	7,286,048	7,504,629	7,729,768	7,961,661
Government Grants	2,175,404	2,175,404	2,175,404	2,175,404	2,175,404
Interest Income	118,000	130,000	132,730	135,716	138,770
Overdue Fines	0	0	0	0	0
Other Income	108,995	109,058	121,062	123,276	125,521
	<b>9,456,232</b>	<b>9,700,510</b>	<b>9,933,825</b>	<b>10,164,164</b>	<b>10,401,356</b>
<b>Payments for:</b>					
Employee Costs	6,662,668	6,844,289	7,019,571	7,199,297	7,383,661
Library Materials	363,600	367,000	374,800	383,300	392,000
Computer Services	570,000	586,200	598,500	611,900	625,600
Other Costs	670,209	655,900	636,200	647,529	658,859
	<b>8,266,477</b>	<b>8,453,389</b>	<b>8,629,071</b>	<b>8,842,026</b>	<b>9,060,120</b>
<b>Net Cash Inflow from Operating Activities</b>	<b>1,189,755</b>	<b>1,247,121</b>	<b>1,304,754</b>	<b>1,322,138</b>	<b>1,341,236</b>
<b>Cash Flow from Investing Activities</b>					
Proceeds from sale of Plant & Equipment	0	0	0	0	0
Proceeds from / (payments for) investments	0	0	0	0	0
Payment for Books, Furniture, Plant & Equipment	(1,311,142)	(1,316,600)	(1,343,344)	(1,430,564)	(1,398,467)
<b>Net Cash (Outflow) from Investing Activities</b>	<b>(1,311,142)</b>	<b>(1,316,600)</b>	<b>(1,343,344)</b>	<b>(1,430,564)</b>	<b>(1,398,467)</b>
<b>Net Increase/Decrease in Cash</b>	<b>(121,387)</b>	<b>(69,480)</b>	<b>(38,590)</b>	<b>(108,426)</b>	<b>(57,231)</b>
Cash at the beginning of the year	641,677	520,290	450,811	412,221	303,795
<b>Cash Held at End of Year</b>	<b>520,290</b>	<b>450,811</b>	<b>412,221</b>	<b>303,795</b>	<b>246,564</b>

## 3.0 Notes to the Strategic Resource Plan Financial Report 2025-2029

### 1 Council Contributions

Council Contribution per Capita					
	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Population*	429,383	444,654	458,686	470,920	482,694
Councils Contribution	7,053,833	7,286,048	7,504,629	7,729,768	7,961,661
Average Contrib. per Capita	\$16.43	\$16.39	\$16.36	\$16.41	\$16.49
2020 Victorian RLCs Average Contribution per capita**					\$ 32.23

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

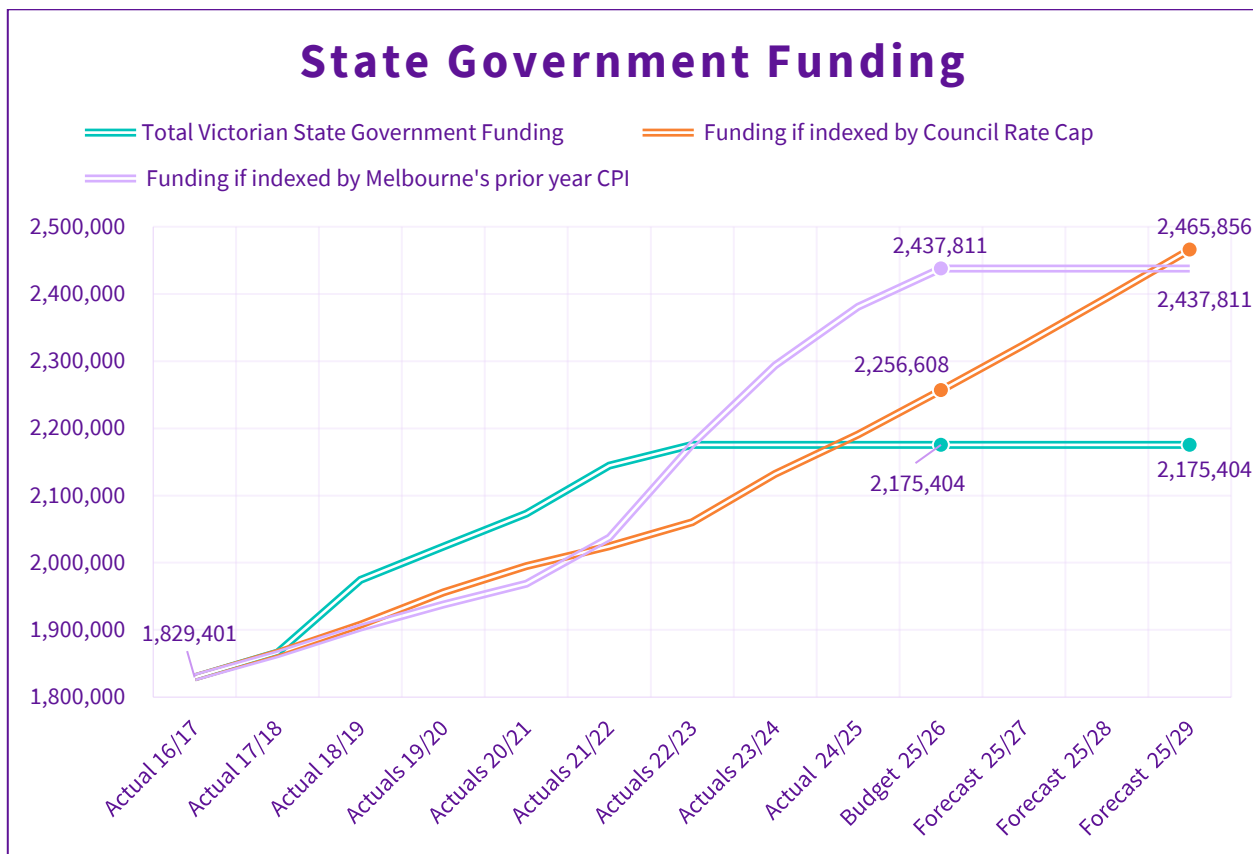
\*\*Regional Library Corporations include - West Gippsland Regional Library, Eastern Regional Libraries, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

### 2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2025. The state funding is primarily calculated on population and in FY2025 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.

Recurrent State Funding per Capita					
	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Population	429,383	444,654	458,686	470,920	482,694
State Funding	2,175,404	2,175,404	2,175,404	2,175,404	2,175,404
Average Contrib. per Capita	\$5.07	\$4.89	\$4.74	\$4.62	\$4.51

In November 2024, Parliament of Victoria published the findings of their Inquiry [“Local government funding and services”](#), which included the Recommendation (30) that ‘The Victorian Government should restore a shared funding agreement of 50/50 with local councils for the operation of public libraries.’



The State Government provides funding to Connected Libraries under a funding agreement that is primarily based on population, with the current agreement set to expire on June 30, 2025. In 2024–2025, there was no increase in the funding amount received, continuing a trend of flat contributions in recent years. As illustrated in the accompanying chart, if State funding had increased annually in line with either the Council Rate Cap or CPI for Melbourne, Connected Libraries would have received significantly higher contributions—highlighting a growing shortfall over time. For the purposes of this Strategic Resource Plan, a 0% annual increase in Government Grants has been assumed, reflecting the current funding pattern.

### 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 on 23 November 2026 and all employment costs have been calculated to take into account the agreed salary increases and increase to the Super Guarantee Rate, as published by the ATO.

Not included in the 2026 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 106.5% as at 31 December 2024 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

Human Resources					
	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Employee Costs	6,895,239	7,083,200	7,264,600	7,450,600	7,641,400
Total Staffing EFT	66	66	66	66	66
% of total expenditure	71.01%	71.48%	71.80%	71.48%	71.98%
Population	429,383	444,654	458,686	470,920	482,694
Expenditure per capita	\$16.06	\$15.93	\$15.84	\$15.82	\$15.83
2020 State Average Expenditure per capita					\$25.09

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

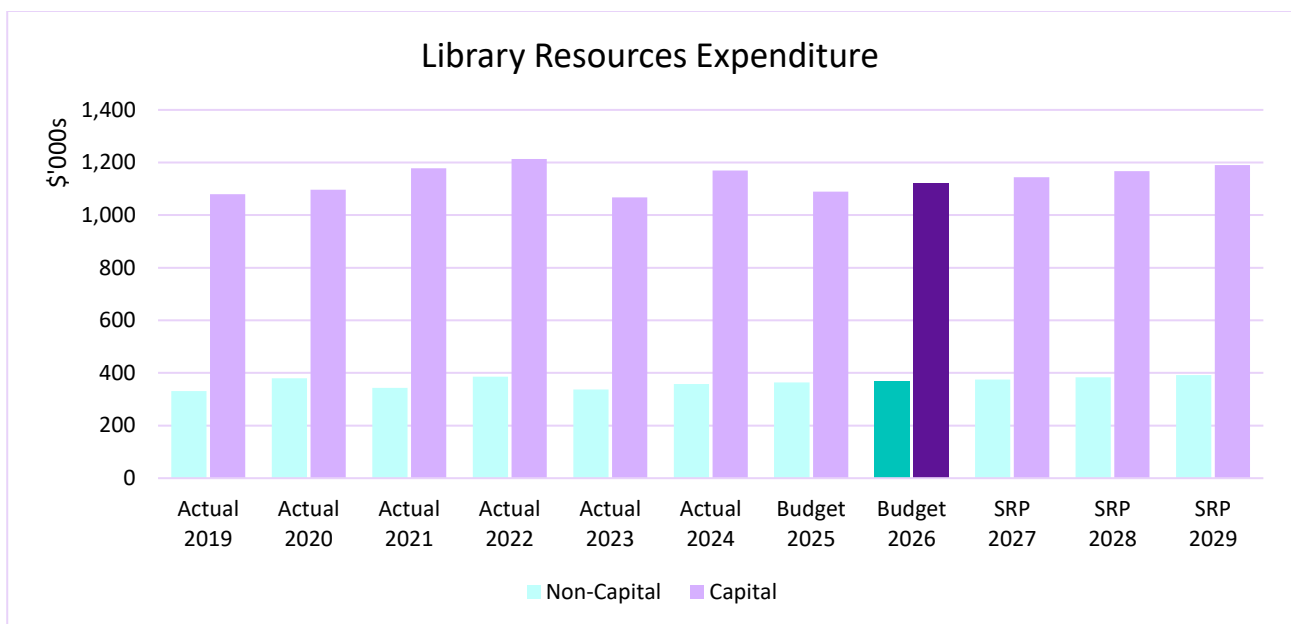
The budgeted ICT operational expenditure reflects the ongoing maintenance and support of core systems required for business-as-usual operations. It also allows for flexibility to respond to service delivery needs and priorities identified in the Draft Library Plan. Expenditure levels have been aligned with current organisational requirements and are intended to support stable, reliable, and adaptable technology services over the life of the Plan.

Information & Communications Technology (ICT)					
	<b>Budget 2024-25</b>	<b>Budget 2025-26</b>	<b>Forecast 2026-27</b>	<b>Forecast 2027-28</b>	<b>Forecast 2028-29</b>
Telecommunications	55,000	56,600	57,800	59,100	60,400
Data Communications	106,700	109,700	112,000	114,500	117,100
ILMS	50,000	51,400	52,500	53,700	54,900
Computer Software & Support	358,300	368,500	376,200	384,600	393,200
<b>Total ICT</b>	<b>570,000</b>	<b>586,200</b>	<b>598,500</b>	<b>611,900</b>	<b>625,600</b>
% of total expenditure	6.90%	6.93%	6.94%	6.92%	6.90%
Population	429,383	444,654	458,686	470,920	482,694
<b>Expenditure per capita</b>	<b>\$1.33</b>	<b>\$1.32</b>	<b>\$1.30</b>	<b>\$1.30</b>	<b>\$1.30</b>

## 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					
	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Non-Capital	363,600	367,000	374,800	383,300	392,000
Capital	1,089,680	1,121,100	1,143,744	1,166,864	1,190,467
<b>Total Library Resources</b>	<b>1,453,280</b>	<b>1,488,100</b>	<b>1,518,544</b>	<b>1,550,164</b>	<b>1,582,467</b>
% of total expenditure	17.58%	17.60%	17.60%	17.53%	17.47%
Population	429,383	444,654	458,686	470,920	482,694
Expenditure per capita	\$3.38	\$3.35	\$3.31	\$3.29	\$3.28
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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