CONNECTED LIBRARIES

Ignite your imagination

# Strategic Resource Plan 2026-2030

**Updated: 22 April 2026**
**Endorsed: 22 April 2026**
**Adopted: 24 June 2026**

# Contents

## 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.

## 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 (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' seven 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.

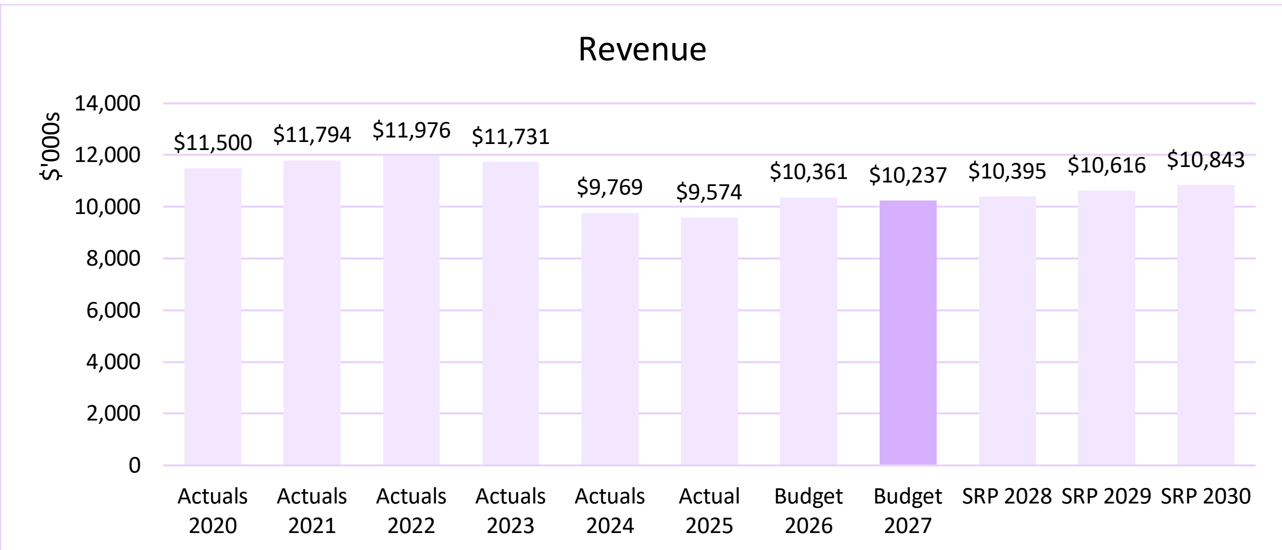
Importantly, the SRP does not include budgeted revenue or expenditure related to new service delivery points or significant capital projects. In alignment with the Facilities Development Plan 2023–2027 (updated February 2026) and the Library Plan 2025-2029, Connected Libraries continues to work with Council to explore options for improved library access in underserved areas.

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 uphold principles of sound financial management, ensuring transparency and accountability in planning for sustainable service delivery.

## Sources of Revenue

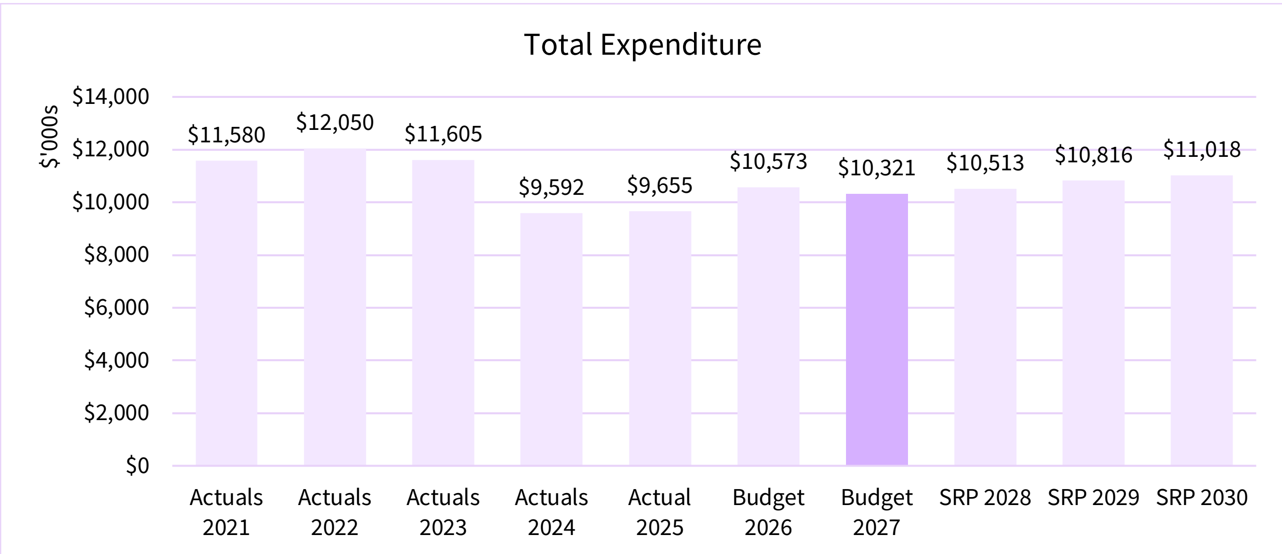
| | **Actuals 2024-25** | **Budget 2025-26** | **Budget 2026-27** | **Forecast 2027-28** | **Forecast 2028-29** | **Forecast 2029-30** |
|---|---|---|---|---|---|---|
| City of Casey | 7,073,833 | 7,922,934 | 7,734,747 | 7,947,456 | 8,166,012 | 8,390,580 |
| | *73.88%* | *76.47%* | 75.56% | 76.45% | 76.92% | 77.38% |
| State Government | 2,175,404 | 2,175,404 | 2,175,404 | 2,175,404 | 2,175,404 | 2,175,404 |
| | *22.72%* | *21.00%* | 21.25% | 20.93% | 20.49% | 20.06% |
| CL - Operations | 325,032 | 263,058 | 327,080 | 272,300 | 274,530 | 276,820 |
| | *3.39%* | *2.54%* | 3.20% | 2.62% | 2.59% | 2.55% |
| **Total Income** | **9,574,269** | **10,361,396** | **10,237,231** | **10,395,160** | **10,615,946** | **10,842,804** |



## Allocation of Resources

| | Actuals 2024-25 | Budget 2025-26 | Budget 2026-27 | Forecast 2027-28 | Forecast 2028-29 | Forecast 2029-30 |
|---|---|---|---|---|---|---|
| Employee Costs | 6,774,801 | 7,297,500 | 7,432,810 | 7,588,960 | 7,795,605 | 8,007,905 |
| IT & Communications | 620,283 | 619,475 | 620,310 | 628,855 | 637,520 | 646,300 |
| Promotions & Marketing | 115,956 | 145,500 | 141,480 | 145,400 | 149,430 | 153,570 |
| Administration | 406,057 | 427,200 | 442,500 | 442,595 | 447,870 | 455,855 |
| *Other Expenses* | *374,057* | *395,200* | *410,500* | *410,595* | *415,870* | *423,855* |
| *Auditor Remuneration* | *32,000* | *32,000* | *32,000* | *32,000* | *32,000* | *32,000* |
| Library Materials | 1,456,263 | 1,578,500 | 1,488,100 | 1,508,600 | 1,529,375 | 1,550,445 |
| *Library Materials - Expense* | *367,270* | *367,000* | *367,000* | *372,055* | *377,175* | *382,375* |
| *Library Materials - Capital* | *1,088,994* | *1,211,500* | *1,121,100* | *1,136,545* | *1,152,200* | *1,168,070* |
| Furniture & Equipment | 282,068 | 505,065 | 195,500 | 198,195 | 255,925 | 203,690 |
| **Total Expenditure** | **9,655,428** | **10,573,240** | **10,320,700** | **10,512,605** | **10,815,725** | **11,017,765** |

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 2025-26 | Budget 2026-27 | Forecast Est 2027-28 | Forecast Est 2028-29 | Forecast Est 2029-30 |
|---|---|---|---|---|---|
| Population | 444,654 | 458,686 | 470,920 | 482,694 | 493,939 |
| Cost of Library Service | 10,573,240 | 10,320,700 | 10,512,605 | 10,815,725 | 11,017,765 |
| Average Cost per Capita | $23.78 | $22.50 | $22.32 | $22.41 | $22.31 |

# 2.0 Financial Statements 2026-2030

| Comprehensive Income Statement | Note | 2024-25 Actuals | 2025-26 Budget | 2026-27 Budget | 2027-28 Budget | 2028-29 Budget | 2029-30 Budget |
|---|---|---|---|---|---|---|---|
| **Income** | | $ | $ | $ | $ | $ | $ |
| Contributions - City of Casey | 1 | 7,073,833 | 7,922,934 | 7,734,747 | 7,947,456 | 8,166,012 | 8,390,580 |
| *Recurrent* | | *7,073,833* | *7,527,734* | *7,734,747* | *7,947,456* | *8,166,012* | *8,390,580* |
| *Bunjil Furniture Renewal* | | - | *80,000* | - | - | - | - |
| *Clyde Township Library Lounge* | | - | *315,200* | - | - | - | - |
| Funding from other levels of government | 2 | 2,175,404 | 2,175,404 | 2,237,379 | 2,180,404 | 2,180,404 | 2,180,404 |
| *Federal funded grants - non-recurrent* | | - | - | *56,975* | - | - | - |
| *State funded grants - recurrent* | | *2,175,404* | *2,175,404* | *2,175,404* | *2,175,404* | *2,175,404* | *2,175,404* |
| *State funded grants - non-recurrent* | | - | - | *5,000* | *5,000* | *5,000* | *5,000* |
| Other income | 3 | 325,032 | 263,058 | 265,105 | 267,300 | 269,530 | 271,820 |
| *Printing & Photocopying* | | *64,202* | *55,302* | *60,825* | *61,650* | *62,480* | *63,325* |
| *Interest on Investments* | | *195,858* | *130,000* | *146,250* | *146,250* | *146,250* | *146,250* |
| *Sundry Recoverable* | | *28,604* | *51,480* | *30,575* | *31,200* | *31,840* | *32,500* |
| *Programs, meeting rooms & other charges* | | *36,367* | *26,276* | *27,455* | *28,200* | *28,960* | *29,745* |
| Net gain on disposal of assets | | (457) | - | - | - | - | - |
| **Total income** | | **9,573,812** | **10,361,396** | **10,237,231** | **10,395,160** | **10,615,946** | **10,842,804** |
| | | | | | | | |
| **Expenses** | | | | | | | |
| Employee costs | 4 | 6,774,801 | 7,297,500 | 7,432,810 | 7,588,960 | 7,795,605 | 8,007,905 |
| *Training & Development* | | *148,707* | *146,800* | *148,825* | *150,885* | *152,970* | *155,080* |
| *Salaries, Super & Leave Entitlements* | | *6,581,592* | *7,062,400* | *7,220,020* | *7,372,365* | *7,575,140* | *7,783,495* |
| *Workcover, OHS & Travel* | | *44,502* | *88,300* | *63,965* | *65,710* | *67,495* | *69,330* |
| Materials and services | 5 | 1,103,508 | 1,131,975 | 1,128,790 | 1,146,310 | 1,164,125 | 1,182,245 |
| *IT & Communications* | | *620,283* | *619,475* | *620,310* | *628,855* | *637,520* | *646,300* |
| *Library materials* | | *367,270* | *367,000* | *367,000* | *372,055* | *377,175* | *382,375* |
| *Marketing and library programs* | | *115,956* | *145,500* | *141,480* | *145,400* | *149,430* | *153,570* |
| Depreciation and amortisation | 6 | 1,152,606 | 1,272,100 | 1,307,085 | 1,343,030 | 1,379,965 | 1,417,915 |
| Other expenses | 7 | 406,057 | 427,200 | 442,500 | 442,595 | 447,870 | 455,855 |
| *Auditors' remuneration - VAGO* | | *32,000* | *32,000* | *32,000* | *32,000* | *32,000* | *32,000* |
| *Freight - daily branch collection transfers* | | *86,353* | *95,200* | *97,295* | *99,440* | *101,630* | *103,870* |
| *Photocopying, Printing & Stationary* | | *49,694* | *48,200* | *49,550* | *50,940* | *52,360* | *53,820* |
| *Others* | | *238,010* | *251,800* | *263,655* | *260,215* | *261,880* | *266,165* |
| Net loss on disposal of equipment | | - | - | - | - | - | - |
| **Total expenses** | | **9,436,972** | **10,128,775** | **10,311,185** | **10,520,895** | **10,787,565** | **11,063,920** |
| | | - | - | - | | | |
| **Total comprehensive result** | | **136,839** | **232,621** | **(73,954)** | **(125,735)** | **(171,619)** | **(221,116)** |

## Statement of Change in Equity

**As at June 30**

| | Total | Accumulated Surplus (deficit) | Member Contribution on Formation |
|---|---|---|---|
| **2026** | | | |
| Bal at the beginning of the financial year | 5,207,733 | 3,644,846 | 1,562,887 |
| Comprehensive result | 232,621 | 232,621 | |
| **Balance at end of financial year** | 5,440,353 | 3,877,466 | **1,562,887** |
| **2027** | | | |
| Bal at the beginning of the financial year | 5,440,353 | 3,877,466 | 1,562,887 |
| Comprehensive result | (73,954) | (73,954) | |
| **Balance at end of financial year** | 5,366,399 | 3,803,512 | **1,562,887** |
| **2028** | | | |
| Bal at the beginning of the financial year | 5,366,399 | 3,803,512 | 1,562,887 |
| Comprehensive result | (125,735) | (125,735) | |
| **Balance at end of financial year** | 5,240,664 | 3,677,777 | **1,562,887** |
| **2029** | | | |
| Bal at the beginnig of the financial year | 5,240,664 | 3,677,777 | 1,562,887 |
| Comprehensive result | (171,619) | (171,619) | |
| **Balance at end of financial year** | 5,069,045 | 3,506,158 | **1,562,887** |
| **2030** | | | |
| Bal at the beginning of the financial year | 5,069,045 | 3,506,158 | 1,562,887 |
| Comprehensive result | (221,116) | (221,116) | |
| **Balance at end of financial year** | 4,847,929 | 3,285,042 | **1,562,887** |

## Statement of Capital Works
**For the Years ending June 30**

| | 2024-25 Actuals | 2025-26 Budget | 2026-27 Budget | 2027-28 Budget | 2028-29 Budget | 2029-30 Budget |
|---|---|---|---|---|---|---|
| | $ | $ | $ | $ | $ | $ |
| **Books and materials** | **1,088,994** | **1,211,500** | **1,121,100** | **1,136,545** | **1,152,200** | **1,168,070** |
| Existing collection renewal | 1,088,994 | 1,121,100 | 1,121,100 | 1,136,545 | 1,152,200 | 1,168,070 |
| Clyde Township Library Lounge | - | 90,400 | - | - | - | - |
| **Furniture and equipment** | **226,746** | **505,065** | **195,500** | **198,195** | **200,925** | **203,690** |
| Recurring furniture & equipment renewal | 191,425 | 195,500 | 195,500 | 198,195 | 200,925 | 203,690 |
| Clyde Township Library Lounge project | | 203,800 | - | - | - | - |
| Bunjil furniture renewal project | | 80,000 | - | - | - | - |
| Digital memory station project | 10,321 | - | - | - | - | - |
| Other funded equipment projects | 25,000 | 25,765 | - | - | - | - |
| **Motor Vehicles** | **55,322** | **-** | **-** | **-** | **55,000** | **-** |
| **Total Capital Expenditure** | **1,371,062** | **1,716,565** | **1,334,740** | **1,353,125** | **1,426,760** | **1,390,650** |

## Statement of Human Resources
**For the years ending June 30**

| | Budget 2025-26 | Budget 2026-27 | Forecast 2027-28 | Forecast 2028-29 | Forecast 2029-30 |
|---|---|---|---|---|---|
| **Staff Expenditure** | | | | | |
| Training & Development | 146,800 | 148,825 | 150,885 | 152,970 | 155,080 |
| Salaries, Super & Leave Entitlements | 7,062,400 | 7,220,020 | 7,372,365 | 7,575,140 | 7,783,495 |
| Workcover, OHS & Travel | 88,300 | 63,965 | 65,710 | 67,495 | 69,330 |
| **Total Staff Expenditure** | **7,297,500** | **7,432,810** | **7,588,960** | **7,795,605** | **8,007,905** |
| | EFT | EFT | EFT | EFT | EFT |
| Staff - Equivalent Full Time | 66.25 | 69 | 69 | 69 | 69 |
| **Staff Employed (Average)** | **119** | **126** | 126 | 126 | 126 |
| *Permanent full time* | *29* | *36* | 36 | 36 | 36 |
| *Permanent part time* | *63* | *56* | 56 | 56 | 56 |
| *Casual / Fixed Term Contract* | *27* | *34* | 34 | 34 | 34 |

## Statement of Cash Flows

**Year ended June 30**

| | *Revised* Budget 2025-26 | Budget 2026-27 | Forecast 2027-28 | Forecast 2028-29 | Forecast 2029-30 |
|---|---|---|---|---|---|
| | $ | $ | $ | $ | $ |
| **Cash Flow from Operating Activities** | | | | | |
| **Income from:** | | | | | |
| Council Contributions | 7,922,934 | 7,734,747 | 7,947,456 | 8,166,012 | 8,390,580 |
| Government Grants | 2,175,404 | 2,237,379 | 2,180,404 | 2,180,404 | 2,180,404 |
| Interest Income | 130,000 | 146,250 | 146,250 | 146,250 | 146,250 |
| Printing & Photocopying | 55,302 | 60,825 | 61,650 | 62,480 | 63,325 |
| Other Income | 77,756 | 58,030 | 59,400 | 60,800 | 62,245 |
| | **10,361,396** | **10,237,231** | **10,395,160** | **10,615,946** | **10,842,804** |
| **Payments for:** | | | | | |
| Employee Costs | (7,110,679) | (7,242,525) | (7,394,678) | (7,596,033) | (7,802,898) |
| Library Materials | (367,000) | (367,000) | (372,055) | (377,175) | (382,375) |
| Computer Services | (619,475) | (620,310) | (628,855) | (637,520) | (646,300) |
| Other Costs | (759,521) | (774,265) | (782,277) | (796,872) | (814,432) |
| | **(8,856,675)** | **(9,004,100)** | **(9,177,865)** | **(9,407,600)** | **(9,646,005)** |
| **Net Cash Inflow from Operating Activities** | **1,504,721** | **1,233,131** | **1,217,295** | **1,208,346** | **1,196,799** |
| | | | | | |
| **Cash Flow from Investing Activities** | | | | | |
| Proceeds from sale of Plant & Equipment | 0 | 0 | 0 | 0 | 0 |
| Proceeds from matured investments | 3,000,000 | 3,000,000 | 3,000,000 | 3,500,000 | 3,000,000 |
| Payments for new investments | (3,500,000) | (3,000,000) | (3,000,000) | (3,000,000) | (3,000,000) |
| Payment for Books, Furniture, Plant & Equipment | (1,716,565) | (1,316,600) | (1,334,740) | (1,408,125) | (1,371,760) |
| **Net Cash (Outflow) from Investing Activities** | **(2,216,565)** | **(1,316,600)** | **(1,334,740)** | **(908,125)** | **(1,371,760)** |
| | | | | | |
| **Net Increase/Decrease in Cash** | **(711,845)** | **(83,469)** | **(117,445)** | **300,221** | **(174,961)** |
| Cash at the beginning of the year | 1,282,959 | 571,115 | 487,646 | 370,201 | 670,422 |
| **Cash Held at End of Year** | **571,115** | **487,646** | **370,201** | **670,422** | **495,461** |

# 3.0 Notes to the Strategic Resource Plan Financial Report 2026-2030

## 1 Council Contributions

| Council Contribution per Capita | Budget 2025-26 | Budget 2026-27 | Forecast 2027-28 | Forecast 2028-29 | Forecast 2029-30 |
|---|---|---|---|---|---|
| Population* | 444,654 | 458,686 | 470,920 | 482,694 | 493,939 |
| Councils Contribution | 7,922,934 | 7,734,747 | 7,947,456 | 8,166,012 | 8,390,580 |
| Average Contrib. per Capita | $17.82 | $16.86 | $16.88 | $16.92 | $16.99 |
| 2025 Victorian LCs Average Contribution per capita** | | | | | $ 34.69 |

*Forecast population estimate source https://forecast.id.com.au
** Library Corporations include - Myli, Your Library, 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, 2026. The state funding is primarily calculated on population and in FY2026 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 2025-26 | Budget 2026-27 | Forecast 2027-28 | Forecast 2028-29 | Forecast 2029-30 |
|---|---|---|---|---|---|
| Population* | 444,654 | 458,686 | 470,920 | 482,694 | 493,939 |
| State Funding | 2,175,404 | 2,175,404 | 2,175,404 | 2,175,404 | 2,175,404 |
| Contribution per Capita | $4.89 | $4.74 | $4.62 | $4.51 | $4.40 |
| 2025 Victorian LCs Average Contribution per capita** | | | | | $6.48 |

*Forecast population estimate source https://forecast.id.com.au
** Library Corporations include - Myli, Your Library, Geelong Regional Libraries, Whitehorse Manningham Regional Library Corporation and Yarra Plenty Regional Library.

## 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.

Not included in the 2026 budget is an additional funding call from Vision Super for Defined Benefits. The VBI of 103.8% as at 31 December 2025 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160) and a funding call is not anticipated at this time.

| **Human Resources** | **Budget 2025-26** | **Budget 2026-27** | **Forecast 2027-28** | **Forecast 2028-29** | **Forecast 2029-30** |
|---|---|---|---|---|---|
| Employee Costs | 7,297,500 | 7,432,810 | 7,588,960 | 7,795,605 | 8,007,905 |
| Total Staffing EFT | 66.25 | 69 | 69 | 69 | 69 |
| % of total expenditure | 69.02% | 71.89% | 72.06% | 71.95% | 72.56% |
| Population | 444,654 | 458,686 | 470,920 | 482,694 | 493,939 |
| Expenditure per capita | $16.41 | $16.20 | $16.12 | $16.15 | $16.21 |
| 2025 Victorian LCs Average Expenditure per capita** | | | | | $27.90 |

## 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.

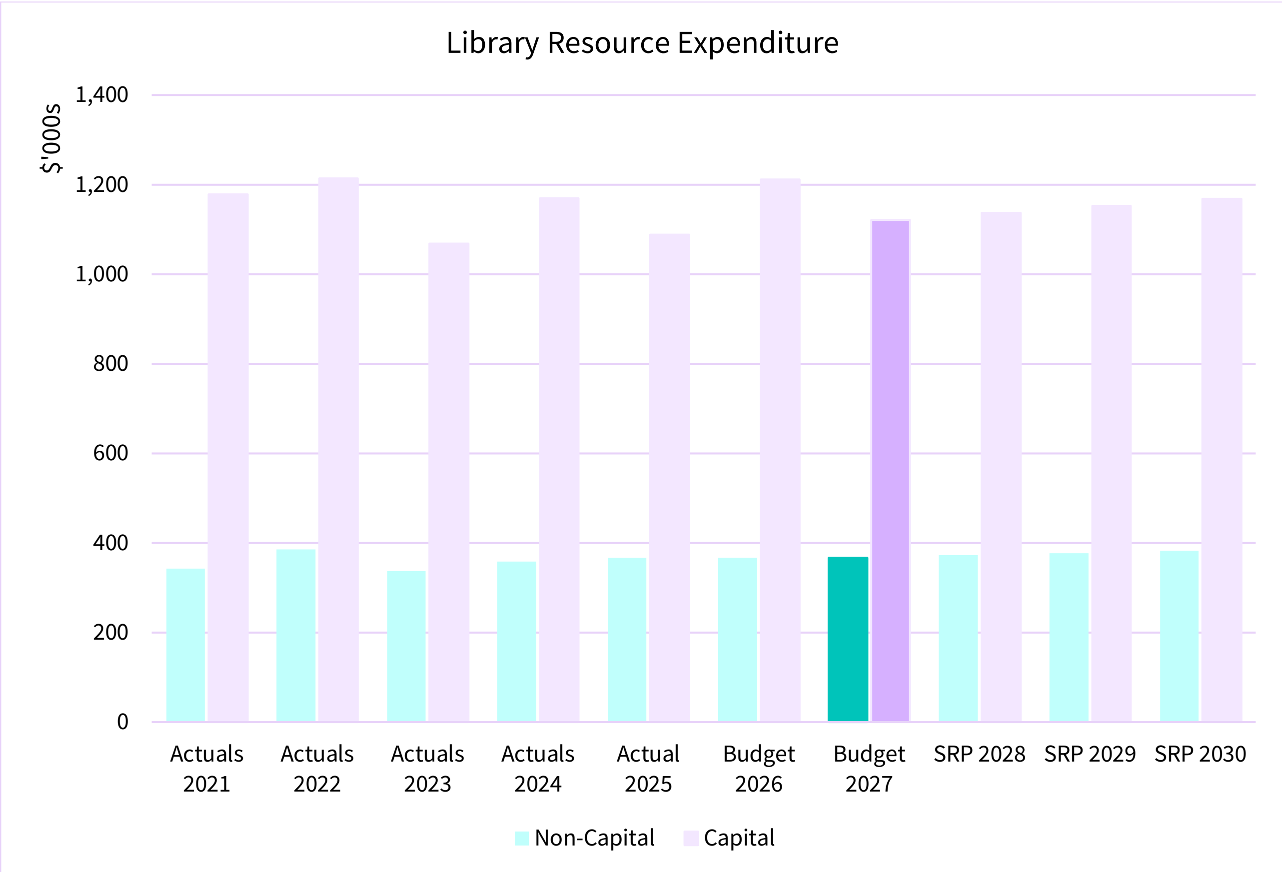
| **Information & Communications Technology (ICT)** | **Budget 2025-26** | **Budget 2026-27** | **Forecast 2027-28** | **Forecast 2028-29** | **Forecast 2029-30** |
|---|---|---|---|---|---|
| Telecommunications | 166,300 | 111,210 | 112,740 | 114,295 | 115,870 |
| Library Management System | 51,400 | 123,360 | 125,060 | 126,780 | 128,525 |
| Computer Software & Support | 401,775 | 366,740 | 371,790 | 376,915 | 382,105 |
| Consumables & small equipment | 0 | 19,000 | 19,265 | 19,530 | 19,800 |
| **Total ICT** | **619,475** | **620,310** | **628,855** | **637,520** | **646,300** |
| % of total expenditure | 7.37% | 7.26% | 7.22% | 7.15% | 7.07% |
| Population | 444,654 | 458,686 | 470,920 | 482,694 | 493,939 |
| **Expenditure per capita** | **$1.39** | **$1.35** | **$1.34** | **$1.32** | **$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**

| | Budget 2025-26 | Budget 2026-27 | Forecast 2027-28 | Forecast 2028-29 | Forecast 2029-30 |
|---|---|---|---|---|---|
| Non-Capital | 367,000 | 367,000 | 372,055 | 377,175 | 382,375 |
| Capital – existing collection renewal | 1,121,100 | 1,136,545 | 1,152,200 | 1,168,070 | 1,184,155 |
| Capital – New location collection | 90,400 | - | - | - | - |
| **Total Library Resources** | **1,578,500** | **1,503,545** | **1,524,255** | **1,545,245** | **1,566,530** |
| | | | | | |
| % of total expenditure | 18.78% | 17.60% | 17.51% | 17.33% | 17.14% |
| Population | 444,654 | 458,686 | 470,920 | 482,694 | 493,939 |
| Expenditure per capita | $3.55 | $3.28 | $3.24 | $3.20 | $3.17 |
| 2025 Victorian LCs Average Expenditure per capita** | | | | | $6.41 |



# 4.0 Non-Financial Resources

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

There are seven service points in the City of Casey:

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

Connected Libraries
Locked Bag 2400, Cranbourne, 3977
Telephone: 03 5990 0100
connectedlibraries.org.au