



# ***Corporate Plan***

## ***2021–2025***

## Contents

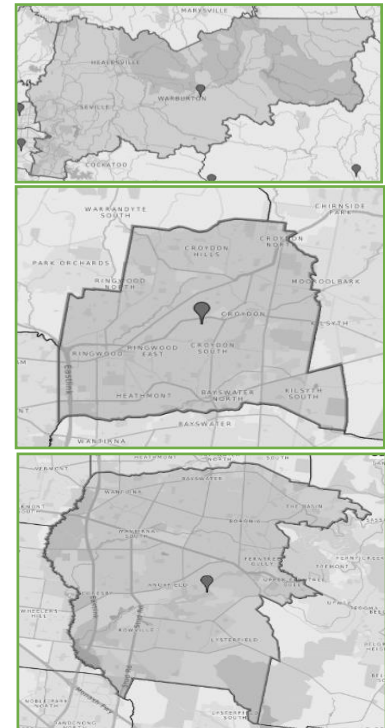
<i>Your Library</i> .....	3
<i>Your Library Board</i> .....	3
Our vision.....	4
Our mission.....	4
Our partners .....	4
Our values.....	4
Strategic planning framework .....	5
The role of libraries.....	6
Community wellbeing .....	6
Economic benefits .....	6
Agility and innovation .....	6
Ongoing roles .....	7
Key directions .....	8
How we report on our key directions.....	8
Key direction 1: Literacy for all, reading for pleasure .....	10
Key direction 2: Connecting people to knowledge and each other .....	12
Key direction 3: Creative learning – a rehearsal for life .....	14
Key direction 4: All for one and one for all, working with our partners.....	16
Key direction 5: Practice sustainability and protect our environment.....	17
Key direction 6: Measure the impact and continually improve .....	18
Key direction 7: Recruiting and retaining highly motivated staff.....	20
Conclusion .....	22

## Your Library

Eastern Regional Libraries Corporation (operating as *Your Library*) provides library services to Knox City Council, Maroondah City Council and Yarra Ranges Council.

Together, the three municipalities cover a large geographic area in outer metropolitan Melbourne. They have a combined population of 440,136 and a diverse range of communities.

Municipality	Population	Area
Knox	162,116	114 km <sup>2</sup>
Maroondah	118,558	61 km <sup>2</sup>
Yarra Ranges	159,462	2,500 km <sup>2</sup>



The Eastern Regional Libraries Corporation was established in 1996 by the Member Councils in accordance with the *Local Government Act 1989*.

The Board governs the Eastern Regional Libraries Corporation in accordance with the relevant provisions of the Local Government Act, the Regional Library Agreement and other adopted policies and procedures.

The day-to-day management of Eastern Regional Libraries Corporation is the responsibility of the Chief Executive, supported by the Corporate Management Team.

## *Your Library* Board

The Board is made up of two nominated Councillors from each of the Member Councils.



Cr Yvonne Allred  
Knox City Council



**Cr Tasa Damante**  
Deputy Chair  
Maroondah City Council



Cr Len Cox  
Yarra Ranges Council



Cr Marcia Timmers-Leitch  
Knox City Council



Cr Kylie Spears  
Mayor  
Maroondah City Council



Cr David Eastham  
Chair  
Yarra Ranges Council

## Our vision

Literacy and access for all – no one left behind!

## Our mission

To provide something indispensable or enriching every day – **for free** – to everyone in the community.

## Our partners

*Your Library* achieves our vision, mission and key directions by working in partnership with our Member Councils, other levels of governments, businesses, educators, charities, neighbourhood houses, learning centres and other not-for-profit organisations to progress our shared interest in achieving a better future for our communities.

Collaborations and partnerships are important enablers. They are a means to an end, not an end in themselves.

## Our values

Our plans, decisions and actions are informed and guided by our values.

**Fairness and equity:** We are committed to advancing fairness and equity for all.

**Social responsibility:** We contribute to our community and demonstrate corporate and social responsibility.

**Diversity and inclusion:** We respect and celebrate the diversity of our communities. Acceptance and inclusion are at the core of what we do.

**Sustainability:** We build the four pillars of sustainability into everything we do.

**Agility and innovation:** We are agile and responsive to changing community needs. We provide opportunities for people to be innovative through our services, spaces and collections.

## Strategic planning framework

*Your Library* Board has developed this four-year Library Plan, a six-year Strategic Resource Plan and a Long-Term Financial Strategy.

Our Board develops these plans by reviewing and considering:

- community needs and aspirations that have been identified through an omnibus survey
- community feedback via 'Your Comments Count'
- advice from our Council officers on broader library services and infrastructure trends
- reviews undertaken by our Member Councils in relation to their individual library services and infrastructure.

A four-year Action Plan based on this Library Plan is agreed upon with each Member Council when they adopt their Council and Health and Wellbeing Plans. These plans provide individual Council-focused outputs and outcomes during the four years covered by this Library Plan.

# The role of libraries

Libraries are more than just books. They contribute to social cohesion and connections.

*Your Library* has a huge front door, both physically and virtually. We provide valuable services to the wide range of our community members, at all ages and stages of their life. From storytime for babies and their caregivers, to homework clubs for teenagers, job search services for adults and delivery services to older residents in aged care, we cater for everyone.

## Community wellbeing

While our local libraries maintain their traditional focus on literacy and learning, they also embrace their role as a crucial part of the social infrastructure for community wellbeing in a much more sophisticated and open way. We are part of an overall learning, literacy, entertainment and wellbeing landscape.

We support the health and wellbeing of our community through our collections, programs, information services, places and spaces, and partnerships. Our local libraries are safe spaces that provide community connections, access to resources and expertise in information provision.

We focus on physical, mental and social health. We challenge social isolation and support physical and mental health through opportunities for learning, connecting and participating. We contribute to improved individual and community health and wellbeing outcomes through supporting and complementing initiatives by our partners.

## Economic benefits

The economic value of libraries is made up of both direct and indirect benefits to the community. Libraries provide direct benefits to marginalised and disadvantaged groups by providing them with access to government websites, advice and help. Indirect benefits include improved literacy skills, digital skills and improved career development outcomes.

Libraries are also essential for providing access to internet and online services. Research has shown that the free Wi-Fi provided by libraries leads to tangible developments in job opportunities, which are felt by the wider community through business development and increased cash generation.

Additional research shows that Victorian libraries contribute an estimated \$328 million per year in economic activity, and generate \$4.30 in benefits for every \$1 invested.

## Agility and innovation

As the world evolves and transitions into the digitalisation of information, so too do libraries. As the shutdowns associated with COVID-19 demonstrated, the value of a free and equal public institute that fosters healthy communities, creativity and support networks is more important now than ever.

During the pandemic, in a matter of weeks, we went from members collecting their items and attending events in branches to providing online orders, postal and courier delivery services, and online storytimes and other events.

*Your Library* continues to be agile and innovative to ensure we can adapt to our fast-changing world.

## Ongoing roles

### *Your Library:*

- fosters the joy of reading and learning
- supports the development of all forms of literacy
- provides opportunities and spaces for individual and community activities that support and promote health and wellbeing
- enables independent lifelong learning, research and innovation
- supports local businesses (e.g. training and access to resources in partnership with our Member Councils and other organisations, such as neighbourhood houses and learning centres)
- creates formal and informal spaces that allow for:
  - learning and training spaces, communal meetings and workshops
  - chill-out spaces to escape the noise of everyday life
  - a community 'living room' that could include a cafe and/or catering area that would be a relaxing place for people to linger in and interact
- contributes to and facilitate local community COVID-19 recovery efforts in partnership with our Member Councils and other organisations
- sustains young families (especially those who would benefit from access to early years' literacy programs and resources)
- connects and support people and communities who are disenfranchised or socially isolated, such as:
  - CALD (culturally and linguistically diverse)
  - LGBTIQ+ (lesbian, gay, bisexual, trans and gender diverse, intersex, queer and questioning)
  - victims of domestic violence
  - homeless
  - digitally excluded
- reaches out to community members who are not yet aware of the range and scale of our service offerings
- provides community library services for all, in places that are at the heart of local communities, so that no one is left behind!

# Key directions

## How we report on our key directions

*Your Library* is improving the way we measure the impact of our work (our outcomes). This does not mean we stop measuring library activity and use (our outputs). It is an additional stream of information about behaviour change, attitudes, how people feel about themselves and other qualitative indicators, especially social connections.

We:

- increase our focus on capturing and telling stories about the way libraries change lives
- run more regular, but smaller, focused and themed community and user surveys, with questions that focus on the difference that the use of the library made to the person, as well as what they did in the library
- share stories in our regular reporting to the Board, Member Councils and the community, using photos, images, videos and voices of our users
- connect our reporting to our Member Councils' health and wellbeing indicators and the strategies that arise from the *Libraries for Health and Wellbeing: Strategic Framework*
- use economic indicators to measure the value of activity and return on investment.

## Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are at the core of the 2030 Agenda for Sustainable Development. The SDGs provide an urgent call for action to end poverty, improve health and education, reduce inequality and foster economic growth. They also highlight the importance of addressing climate change and protecting the environment.

We used the SDGs to guide this plan and set the direction for our future services, programs, collections, collaborations and partnerships. We address each goal directly and practically through our own actions, and also provide our users with the information and resources they need to take action themselves.

For example, we commit to taking action on climate change (SDG 13) by reducing the environmental impact of our services. We also provide information, resources and opportunities for the community to learn and reduce their own environmental impact.

In the discussion about our key directions, the SDGs that apply to each of our key directions are indicated using the icons below.

<b>1</b> NO POVERTY 	<b>2</b> ZERO HUNGER 	<b>3</b> GOOD HEALTH AND WELL-BEING 	<b>4</b> QUALITY EDUCATION 	<b>5</b> GENDER EQUALITY 
<b>6</b> CLEAN WATER AND SANITATION 	<b>7</b> AFFORDABLE AND CLEAN ENERGY 	<b>8</b> DECENT WORK AND ECONOMIC GROWTH 	<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<b>10</b> REDUCED INEQUALITIES 
<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION 	<b>13</b> CLIMATE ACTION 	<b>14</b> LIFE BELOW WATER 	<b>15</b> LIFE ON LAND 
<b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS 	<b>17</b> PARTNERSHIPS FOR THE GOALS 			

## **Key direction 1: Literacy for all, reading for pleasure**

Literacy – the ability to read and comprehend text – is strongly related to educational success and economic wellbeing. Literacy is a core skill that is needed to fully take part in modern life.

We are not born knowing how to read. Literacy has to be learned. Like all skills, it is maintained and improved by practice – the more you practice you get, the easier it gets and the more you get out of it.

Research indicates that literacy improves economic outcomes at an individual level. Functional literacy is a building block for other literacies (e.g. digital, democratic, financial, numerical and social). Without an adequate level of literacy, everything is a greater struggle, and your participation as a citizen can be limited.

Our libraries can play a vital role in reaching people who have been excluded from society because of their low literacy or low digital literacy.

### **Strategies**

#### **Increase the number of readers**

1. Design campaigns to increase the numbers of active readers by providing more of what people want to read
2. Make it easy to join and borrow materials online
3. Provide tutorials to help people download items to their devices
4. Provide opportunities to borrow library materials in non-traditional locations

#### **Increase how much, and how broadly, they read**

5. Build collections that entice and inspire
6. Broaden the scope and range of collections, particularly eCollections
7. Promote reader development and reader advisory initiatives (e.g. book groups, author talks and online reading groups) that encourage people to expand their reading horizons, knowledge and understanding
8. Engage with research to understand why people read or do not read, and develop activities to encourage more reading

#### **Offer digital access**

9. Offer free public access to the internet and wi-fi
10. Provide access to devices (e.g. laptops and iPads)
11. Run information and digital literacy programs, including online and face-to-face support from library staff
12. Participate with partners in programs to improve digital access and citizenship

#### **Make every child a reader**

13. Run programs that stimulate language and literacy development from babyhood
14. Support parents and caregivers to read to their children
15. Recognise that play stimulates learning and literacy (e.g. offer play spaces in libraries)
16. Create and promote attractive and engaging collections for children and young people

### Progress indicators

- Increased literacy
- Improved school readiness
- Greater fairness and equity of access
- Improved digital inclusion and cybersafety
- More informed decision-making

### Performance measures

- Number of members
- Number of new and active members
- Number of items loaned per member (physical and digital)
- Size of collections
- Funds spent on collections
- Number of, and attendance at, literacy programs
- Satisfaction with literacy programs
- Turnover of collections
- Turnover of eResources



## Key direction 2: Connecting people to knowledge and each other

Libraries are inclusive places for everyone, regardless of their social, economic, religious, political or ethnic status. The physical spaces of libraries have changed dramatically over the past two decades, but they are still places where people can connect with one another and with ideas, stories and experiences that grow knowledge and understanding.

*Your Library* is an embodiment of social equity, established to service all members of the community equally. We provide a variety of spaces for different needs – active and noisy, quiet and conversational, work and study, and ‘chill-out’.

We provide an extensive collection of physical and online resources that supports the diverse needs of our community.

We recognise that our services must extend beyond the library walls and our outreach programs bring them to where our communities live, work and play.

### Strategies

#### Value diversity

1. Run public programs that engage communities and celebrate their diversity
2. Co-host events with the community on topical issues and festivals (e.g. Pride festival)
3. Offer programs for new migrants to the area to introduce them to the library and the community
4. Offer programs for people who are socially, mentally or physically challenged or disadvantaged
5. Timetable quiet times in the library to help customers who experience sensory overload
6. Reflect the widest possible range of interests and perspectives in the collections

#### Provide creative and safe spaces

7. Include (internal and external) spaces in new library buildings or refurbishments that can adapt as needs change, and provide opportunities for community involvement in the design process
8. Ensure that, where it is practical and safe, libraries are accessible 24/7
9. Install gender-neutral signage (e.g. toilets and baby change rooms)
10. Encourage the use of library spaces for debate, performance and creative endeavour
11. Ensure that, when local libraries are being constructed or refurbished, the design includes different zones to allow noisy and interactive events to be run alongside chill-out spaces where people can escape the noise of everyday life

#### Reach out to the community

12. Revitalise and rethink traditional outreach activities to deliver a wider range of library services to communities and events
13. Work with social housing providers to deliver digital programs (e.g. sharing books and offering help with digital reading devices)
14. Take library resources and programs to other community venues, such as community and recreation centres
15. Provide opportunities for online connection for people who can't visit a physical library

### Progress indicators

- Greater social cohesion and reduced isolation
- A more tolerant and inclusive society
- More connected communities and strengthened democracy

## Performance measures

- Number of community outreach activities
- Annual customer satisfaction survey
- Alignment with Member Councils' wellbeing indicators frameworks



### Key direction 3: Creative learning – a rehearsal for life

Once someone leaves the formal educational system, it can be difficult for them to find opportunities to learn in a practical, enjoyable and fun way. Libraries provide opportunities for individual learning and creativity. This is even more important as the Eastern Region rebuilds its economy after COVID-19.

*Your Library* is an informal learning place and an essential component of the learning pathways.

#### Strategies

##### Provide learning opportunities

1. Run programs, events, workshops and tutorials to support learning aligned with community needs
2. Support children and young people's learning through play and doing (e.g. gaming and coding workshops)
3. Provide places for study and group working
4. Offer online databases and collections that support learning and information needs for reliable, quality content
5. Partner with similar agencies to deliver greater collective impact (e.g. neighbourhood houses and Learn Locals)
6. Create enriching online environments for people who are unable to visit our libraries

##### Offer support for jobseekers and businesses

7. Support jobseekers (e.g. help with CV and online applications)
8. Provide co-working spaces where practical
9. Work with local economic development agencies and business associations to provide resources, services and spaces for business activities

##### Provide access to technologies

10. Make 3D printers, VR headsets, robots and other emerging technologies available in libraries
11. Offer borrowable tech and maker kits along with resources to support learning and use in the home
12. Partner with digital and IT companies/organisations to deliver programs with more impact
13. Provide technologies that make it possible and easy for those with a disability to access technology (e.g. screen reader technologies for the sight-impaired)

#### Progress indicators

- Improved job prospects for our young people and unemployed
- New skills leading to new opportunities
- Increased numbers involved in learning
- Increased library use by under-represented communities

## Performance measures

- Attendance numbers at learning programs
- Satisfaction with learning programs
- Satisfaction with a range of technology options
- Improved segmentation of community to meet a diversity of needs



## Key direction 4: All for one and one for all, working with our partners

*Your Library* achieves our vision, mission and key directions by working in partnership with our Member Councils, other levels of governments, businesses, educators, charities, neighbourhood houses, learning centres and other not-for-profit organisations to progress our shared interest in achieving a better future for our communities.

Through partnerships, we increase the likelihood of each organisation achieving their mission and amplifying their reach.

### Strategies

#### Develop partnership opportunities

1. Work with our partners to meet the lifelong learning, literacy, entertainment and wellbeing needs of our communities through our joint services, programs and collections
2. Use the Sustainable Development Goals to guide our existing and future collaborations and partnerships

#### Promote our work

3. Promote our collaborations and partnerships through social media and our membership eNewsletter

### Progress indicators

- Successful collaborations and partnerships
- Better outcomes for our communities

### Performance measures

- Number of partnerships
- Qualitative and quantitative feedback from our collaborators and partners



## Key direction 5: Practice sustainability and protect our environment

*Your Library* uses four pillars of sustainability – ethical, economic, environmental and social – in everything we do. In partnership with our Member Councils and suppliers, we must reduce our environmental footprint and lead by example.

### Strategies

#### Find new opportunities for sustainable practices

1. Ensure all new vehicles are either hybrid or fully electric
2. Offset our fleet emissions through Greenfleet Australia's native biodiverse forests planting program
3. Mandate that all future tenders reduce our environmental impact through:
  - a. the environmental business practices of our suppliers
  - b. our purchased goods or services having the least possible environmental footprint
4. Provide information on sustainable practices in our collections, talks and programs, and lead by example

#### Seek out opportunities to be more sustainable

5. Take advice from our Member Councils
6. Ensure that 10 per cent of our tender evaluations is based on the sustainable practices of our suppliers and the environmental impact of the goods or services supplied
7. Reduce the use of plastic in book coverings and other items
8. Broaden the scope and range of our environmental collections, particularly eCollections

#### Reducing our carbon footprint

9. Ensure that all PCs and laptops achieve at least a 5-star energy rating, saving up to 130 kWh of electricity and 90 kilos of greenhouse gas emissions per PC (enough to fill a large room)
10. Install electric charging stations at Administration
11. Work with our Member Councils to see if electric charging stations can be installed at our local libraries

### Progress indicators

- Reduced environmental impact of our services and collections
- A community that is more informed on best environmental practices

### Performance measures

- All fleet vehicles being either hybrid or all-electric over the next four years
- All tenders have an environmental impact weighting of 10 per cent for evaluation purposes
- Annual contribution made to Greenfleet Australia for native biodiverse forests planting offset
- All PCs and laptops have at least a 5-star energy rating



## Key direction 6: Measure the impact and continually improve

*Your Library* promotes, measures and evaluates our services for continuous improvement.

We promote our many programs and services using all available media. Our promotion includes reports, media releases and social media posts to demonstrate the differences that our services, programs and places make in the lives of individuals and the wellbeing of our communities.

Your Library uses the SMART (stands for Specific, Measurable, Attainable, Relevant, and Time-bound) methodology when developing our services.

We constantly measure and evaluate our services for continuous improvement. Our evaluation involves the systematic collection of information about the program characteristics, activities, and/or outcomes so that decisions can be made about what the programs are doing and how to improve program effectiveness.

Evaluation is integrated into every aspect of our services, initiatives or strategies from initial planning through to formal review. This is an ongoing cycle that contributes to continuous service improvement.

### Strategies

#### Reporting

1. Provide quarterly Board reports that describe the outputs and outcomes from the services delivered
2. Publish an annual report that includes information about the activities undertaken

#### Feedback

3. Provide opportunities to measure our performance and outcomes through:
  - an online feedback page on our website
  - hard copy feedback forms in every branch
  - short, targeted surveys to assess the impact of a service (e.g. after a program or activity)
  - short targeted online surveys
  - a six-monthly omnibus survey to capture feedback on all our services
4. Promote our many programs and services through using different types of media (e.g. virtual networks and social media)

#### Create awareness of library services and activities

5. Participate in community events and gatherings, partnerships and networks
6. Find new ways to contact potential or disenfranchised members

#### Progress indicators

- Programs based on community feedback and needs

## Performance measures

- Quarterly reports
- Annual Report
- Short, targeted surveys
- Biennial (every 2<sup>nd</sup> year) omnibus survey
- Public Libraries Victoria Network Annual Survey
- Social media engagement statistics (e.g. likes and shares; audience growth, rate of followers, followers vs following ratio, active fans, clicks per post and organic vs paid results)



## Key direction 7: Recruiting and retaining highly motivated staff

Our staff are the key to developing and delivering quality services. Staff need to be digitally literate and have excellent problem-solving and customer service skills.

We start by identifying what aspects of culture and strategy we want to emphasise in a role, and then looking for those in the candidates.

Employee development and education is an important part of our staff retention program. Our corporate training is designed to help staff build new skills, learn new technologies and engage with new processes. Offering study leave and reimbursement of tuition fees for outside courses helps our staff feel valued and invested in *Your Library*.

We believe in an increasing returns model – the longer someone is with *Your Library*, the more productive they become over time. This is a long game, and we make sure that every employee is engaged with and part of our ongoing success.

### Strategies

#### Recruit and retain staff

1. Provide opportunities for acting roles
2. Hire staff that reflect the surrounding community (e.g. making a second language highly valued)
3. Employ suitably qualified and/or experienced managers and staff who are appropriately trained to carry out their responsibilities
4. Employ specialist staff with non-library related qualifications to enrich and support library programs and functions (e.g. literacy, information technology, youth work, education, marketing and administration, and community liaison)
5. Facilitate a planned induction and orientation program for all new staff and staff who have changed positions

#### Provide awareness training

6. Provide diversity and ability awareness training to help staff communicate with all library members and users, including people with disabilities
7. Provide cultural and gender awareness training to help staff meet the service needs of people from different cultural backgrounds (e.g. our Indigenous communities, adult new readers, people who speak languages other than English, and LGBTIQ+ communities)
8. Encourage staff to expand their library and cross-sectoral networks and further their professional development by reading, exchanging ideas online and attending courses, conferences and meetings
9. Participate in statewide projects and training run by State Library Victoria

#### Offer ongoing staff training and professional development

10. Maintain a formal process of continuing professional education, augmented by informal skills transfer, mentoring and information sessions for staff
11. Provide initial and refresher customer service training for all staff
12. Offer ongoing information and digital literacy training (including self-paced online learning)
13. Offer ongoing problem-solving and customer service skills training (including self-paced online learning)
14. Provide reader development and readers advisory training
15. Encourage job rotation and staff exchanges to facilitate training and development, especially for staff in small branch libraries

### Performance measures

- Motivated and skilled staff who are sensitive to cultural differences and highly regarded by our communities
- Job satisfaction and increase in staff engagement

### Progress indicators

- Short, targeted surveys
- Biennial omnibus survey
- Feedback from social media and our contact and feedback forms



# Conclusion

## Library service evolution

*Your Library* has evolved from the traditional view of books being the only source of knowledge and authority. Our local libraries are multifaceted community facilities that are highly valued by our members and communities.

We aim to know and understand our members, and potential members, so well that our collections, programs and services sell themselves. We ensure that our services, collections and spaces continue to provide fair and equitable access to everyone. *Your Library* is an informal learning place and an essential component of the learning pathways.

*Your Library* plays a vital role in reaching people who have been excluded from society because of their low literacy or low digital literacy. We recognise that our services must extend beyond the library walls and our outreach programs bring the services to where our communities live, work and play.

## Our team

We empower our staff to lead and make decisions that improve library services for our communities.

We believe in an increasing returns model – the longer someone is with *Your Library*, the more productive they become over time. This is a long game, and we make sure that every employee is engaged with and part of our ongoing success.

## Partnerships

*Your Library* achieves our vision, mission and key directions by working with partners to progress our shared interest in achieving a better future for our communities. We encourage our staff and partners to use their initiative and give you their best.

## Sustainability

*Your Library* uses the four pillars of sustainability – ethical, economic, environmental and social – in everything we do. With our Member Councils, partners and suppliers, we operate by these four pillars and lead by example within our spheres of influence.

## Places & Spaces

Our local libraries provide places and spaces that give free and equal access to knowledge, resources and education. Our designs emphasise spaces that foster connection and creativity. New or refurbished library buildings focus on sustainability and innovation, and flexible, multipurpose spaces feature strongly.

We provide a variety of spaces for different needs – active and noisy, quiet and conversational, work and study, and ‘chill-out’.

## Planning, measuring & reporting what we do

*Your Library* uses the SMART (stands for Specific, Measurable, Attainable, Relevant, and Time-bound) methodology when developing our services.

We constantly measure and evaluate our services for continuous improvement. Our evaluation involves the systematic collection of information about the program characteristics, activities, and/or outcomes so that decisions can be made about what we are doing and how to improve our service effectiveness.

Finally, we report regularly through our quarterly Board and annual reports.



## **Strategic Resource Plan 2021/22 to 2026/27**

## 1. Strategic Resource Plan

The Corporation is required by the Act to prepare a Strategic Resource Plan (SRP) covering both financial and non-financial resources, including key financial indicators for at least the next six financial years to support the Library Plan. The Corporation has produced a SRP and a Long Term Financial Stagey (LTFS) for the six (6) years 2021/22 to 2026/27

### 1.1 Plan Development

The SRP and LTFS take the Objectives and Strategies as specified in the Library Plan and expresses them in financial and non-financial terms for the next six years.

The key objective, which underlines the development of the SRP and the LTFS, is financial sustainability in the medium to long term, whilst still achieving the Corporation's Objectives as specified in the Library Plan.

The key financial objectives, which underpin the SRP and the LTFS, are:

- Achieve a surplus for 2021/22 and the following years.
- Maintain a capital expenditure program equal to or greater than depreciation and disposals in 2021/22 and strive to improve, circumstances permitting, on the average annual investment in capital works of \$2.4m for 2021/22 and following years.
- Achieve a balanced budget on a cash basis.

In preparing the SRP and LTFS, the Corporation has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities.
- Consider the financial effects of the Corporation's decisions on future generations.
- Provide full, accurate and timely disclosure of financial information.

The key points from the SRP and the LTFS are as follows:

#### **Revenue Strategy (section 2.1)**

Member Councils' contributions for 2021/22 are based on advice from the Member Councils. These contributions are subject to Member Councils' adopted budgets for 2021/22, the level of rate capping imposed for 2021/22 and following years, and the impact on our Member Councils' budgets.

#### **Capital Works Strategy (section 2.2)**

Capital expenditure over the six years will total \$14.2m at an average annual spend of \$2.4m on library materials, technology and motor vehicles. The amount invested of \$2.3m for 2021/22 maintains the current level of the Corporation's assets for 2021/22. The average annual investment in capital works of \$2.4m for 2021/22 and following years should maintain the current level of the Corporation's assets in the longer term.

#### **Service Delivery Strategy (section 2.3)**

The key objectives included in the Corporation's SRP and LTFS which directly impact the future service delivery strategy are to strive to maintain existing service levels and to achieve a reasonable operating result over the six years.

Services levels by way of opening hours will be maintained based on the following: the discussions with Member Councils in relation to their contributions 2021/22 and following years; self-service is maintained in all branches; and there is no increase in staffing numbers.

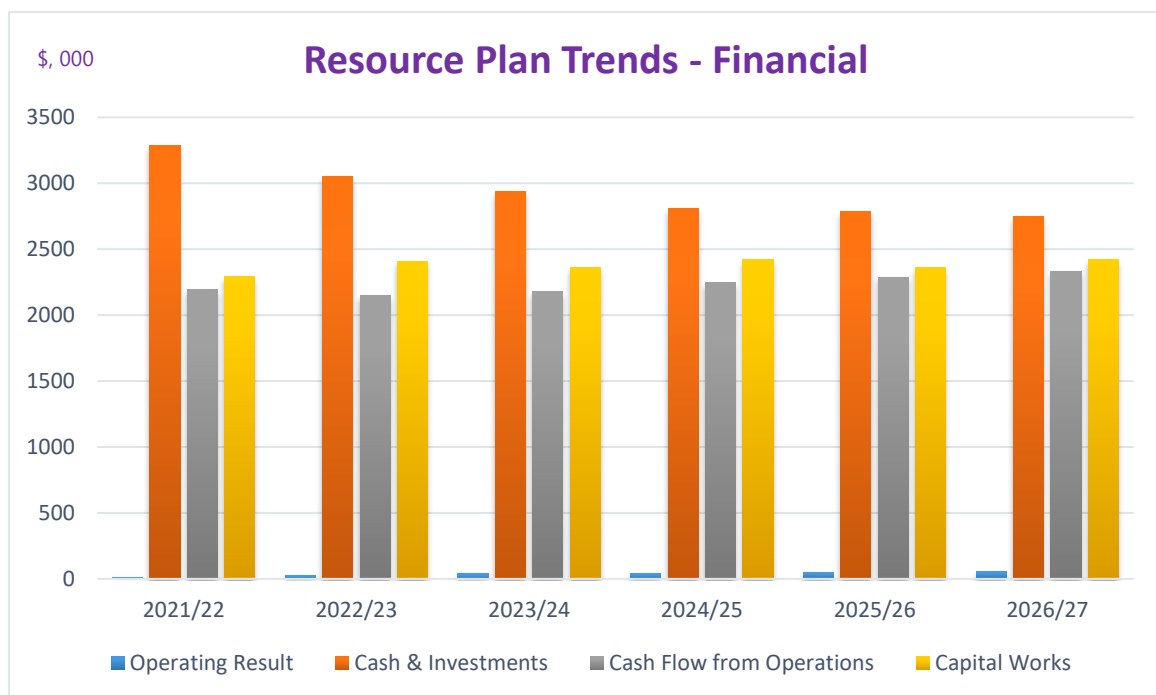
## 1.2 Financial Resources

The following table summarises the key financial results for the next six years as set out in the SRP for years 2021/22 to 2026/27. Appendix A includes a more detailed analysis of the financial resources to be used over the six years.

Indicator	Resource Plan Projections						+/-
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating Result	8	29	39	42	49	56	+
Cash & Investments	3,284	3,054	2,941	2,810	2,785	2,748	-
Cash Flow from Operations	2,192	2,148	2,179	2,246	2,289	2,335	+
Capital Works	2,290	2,410	2,360	2,420	2,360	2,420	o

### Key to Resource Plan Trends:

- + Forecasts improvement in the Corporation's financial position indicator
- o Forecasts that the Corporation's financial position indicator will be steady
- Forecasts deterioration in the Corporation's financial position indicator



### 1.3 Non-financial resources

In addition to the financial resources to be consumed over the planning period, the Corporation will also strive to fund staffing levels sufficient to maintain its service levels. The following table summarizes the non-financial resources for the next six years.

Indicator	Resource Plan Projections						+/o/-
	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	
<b>Employee Costs</b>	9,280	9,419	9,560	9,704	9,849	9,997	+
<b>Employee numbers (EFT)</b>	99	99	99	99	99	99	o

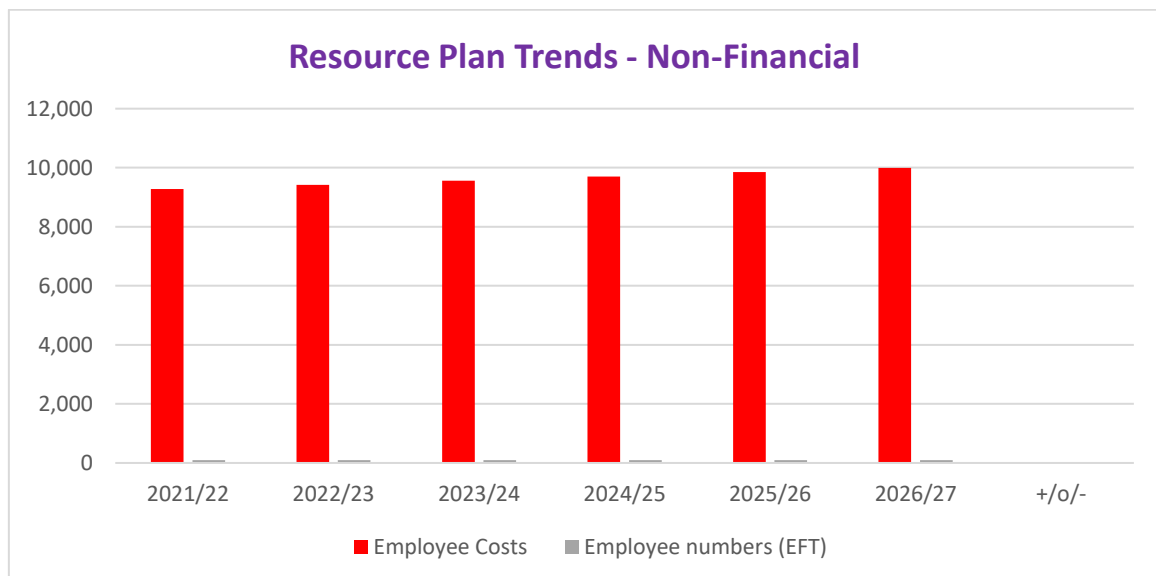
#### Key to Resource Plan Trends:

- + Forecasts improvement in the Corporation's non-financial performance indicator
- o Forecasts that the Corporation's non-financial performance indicator will be steady
- Forecasts deterioration in the Corporation's non-financial performance indicator

Employee numbers have been capped at 99 for the period of the SRP and the LTFS.

Overall increases in Employees' Costs have been capped for 2021/22 at 1.5% and a maximum increase of 1.5% for the five years 2021/22 to 2026/27.

The percentage increase in Employee Costs for the six years will be influenced by: the impact of Rate Capping; the outcomes of our Member Councils' EBAs, Service Reviews and new development outcomes.



## 2. FUNDING STRATEGIES

In developing the SRP and the LTFs, funding strategies have been developed for revenue, infrastructure and service delivery.

### 2.1 Revenue

The 2021/22 Budget has been developed using advice from Member Councils as to their contributions for 2021/22. These contributions are subject to Member Councils' adopted budgets for 2021/22 and the level of rate capping imposed for 2021/22 and the following years and the impact on our Member Councils' budgets.

Given the level of grants from the State Government Grant for prior years, a conservative approach has been taken in relation to the expected increase for 2021/22 and the following years (2.5% pa).

Interest on investments has been estimated to decrease based on: previous years' experiences; the likely outcome for 2020/21; and investments continuing to return at least 1.5% per annum for 2021/22 and following years.

User Charges, Fees and Fines will rise where appropriate for the service provided.

### 2.2 Capital Works

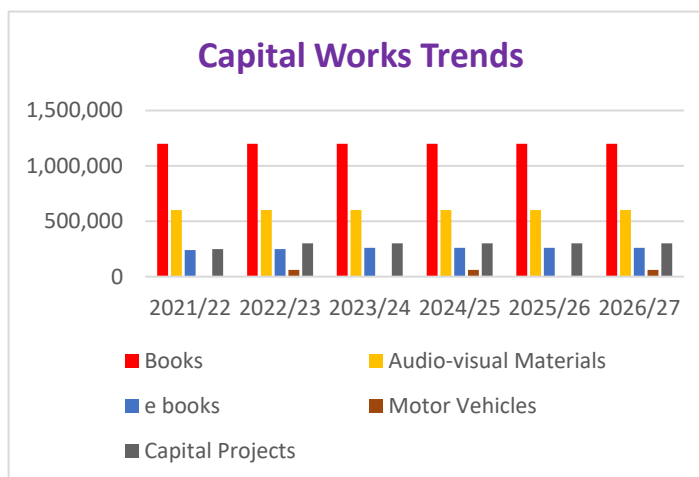
A key objective will be to try and maintain or preserve the Corporation's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then the Corporation's investment in those assets will reduce, along with the capacity to deliver services to the community.

The amount invested of \$2.3m maintains the current level of the Corporation's assets for 2021/22. The average annual investment in capital works of \$2.4m for 2021/22 and following years will maintain the current level of the Corporation's assets.

Budgeted Statement of Capital Works	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$
<b><u>Library Materials</u></b>						
Books	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Audio-visual Materials	600,000	600,000	600,000	600,000	600,000	600,000
e books	240,000	250,000	260,000	260,000	260,000	260,000
<b><u>Plant &amp; Equipment</u></b>						
Motor Vehicles		60,000		60,000		60,000
Capital Projects	250,000	300,000	300,000	300,000	300,000	300,000
<b>Total Capital Works</b>	<b>2,290,000</b>	<b>2,410,000</b>	<b>2,360,000</b>	<b>2,420,000</b>	<b>2,360,000</b>	<b>2,420,000</b>

The following influences had a significant impact on Capital Works for the 2021/22 and following years:

- Projected Member Councils' contributions.
- Estimated State Government Grant for 2021/22 and later years.
- The level of cash and investment reserves to fund future capital expenditure programs.



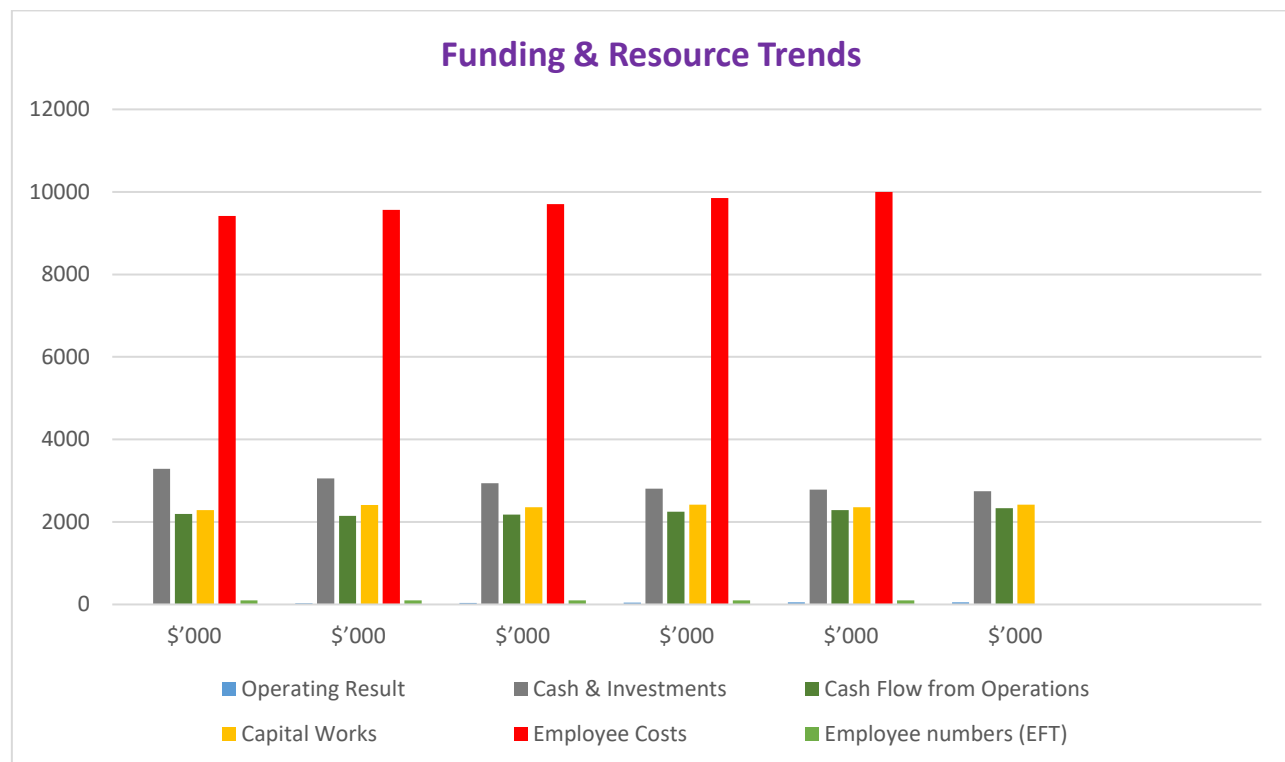
### 2..3 Service delivery

The key objectives included in the Corporation's SRP and LTFS (referred to in Section 9) are to strive to maintain existing service levels while achieving a reasonable operating result over the six years.

Overall service delivery will be dependent on: Member Councils' contributions, grants from the State Government; and the income generated by the Corporation from charges, fees, and investment income.

The service delivery outcomes measured in combined financial and non-financial terms are shown in the following table.

	Resource Plan Projections						+/-
	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	
<b>Operating Result</b>	8	29	39	42	49	56	+
<b>Cash &amp; Investments</b>	3,284	3,054	2,941	2,810	2,785	2,748	-
<b>Cash Flow from Operations</b>	2,192	2,148	2,179	2,246	2,289	2,335	+
<b>Capital Works</b>	2,290	2,410	2,360	2,420	2,360	2,420	o
<b>Employee Costs</b>	9,290	9,419	9,560	9,704	9,849	9,997	+
<b>Employee numbers (EFT)</b>	99	99	99	99	99	99	o



## 2.4 Matters that Impact on the Funding Strategies

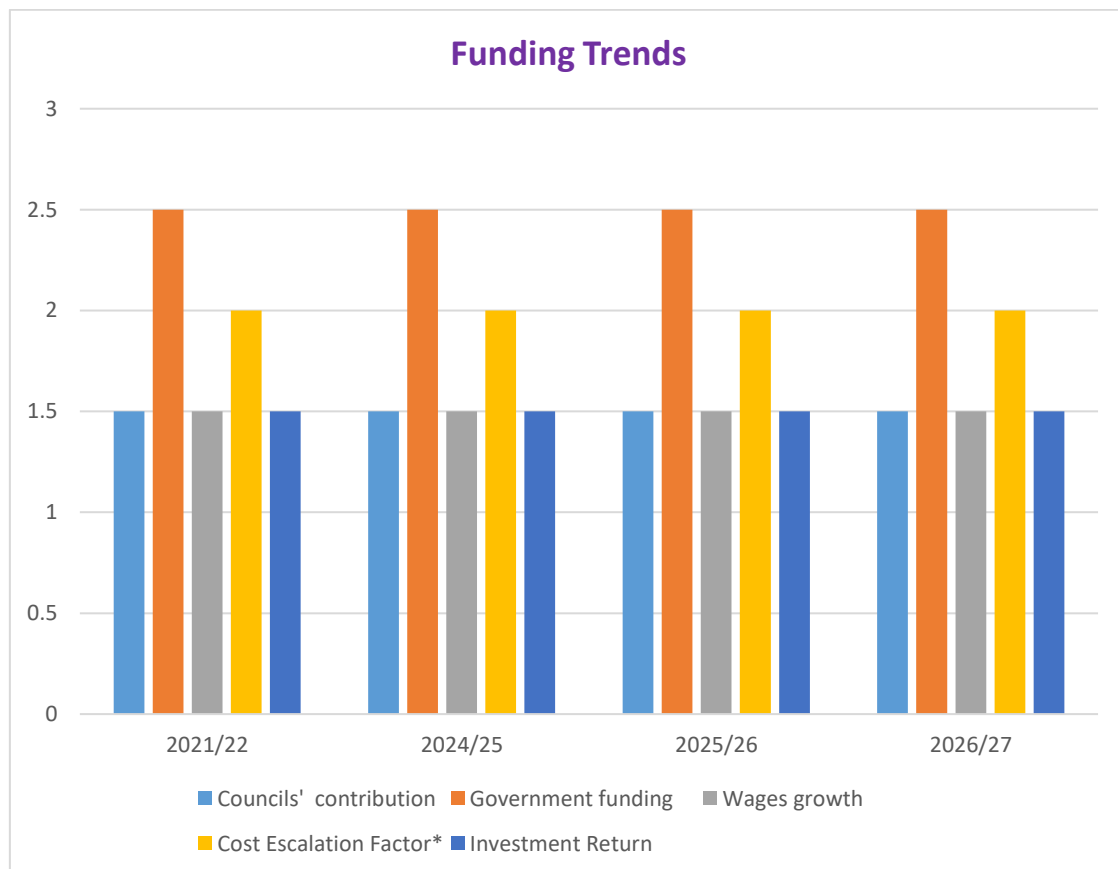
Financial sustainability will be maintained if:

- Member Councils' contributions and State Government grants are received as projected.
- Wages growth is 1.5% for 2021/22 and no more than 1.5% for the following years.
- Cost increases can be capped at 2% (or no increase) for all expenses other than those determined by agreements, contracts or leases.
- Cash and investments remain constant as forecasted over the six years.

The general matters affecting all operating revenue and expenditure include the following:

Indicator	Resource Plan Funding Trends						Indicator
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	%	%	%	%	%	%	
Councils' contribution	1.5	1.5	1.5	1.5	1.5	1.5	○
Government funding	2.5	2.5	2.5	2.5	2.5	2.5	○
Wages growth	1.5	1.5	1.5	1.5	1.5	1.5	○
Cost Escalation Factor*	2	2	2	2	2	2	○
Investment Return	1.5	1.5	1.5	1.5	1.5	1.5	○

\*Increases restricted to 2% unless otherwise determined by agreement, lease or contract.



## Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in sections 1 to 10 of this report.

This information has not been included in the main body of the budget report in the interests of clarity and conciseness.

The Corporation has decided that whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix	Nature of information
A	Long Term Financial Strategy
B	Statutory Disclosures
C	Capital Works Program
D	Key Directions

## Appendix A

### Long Term Financial Strategy

This appendix presents information regarding the Long Term Financial Strategy (LTFS). The underlying budget information for the years 2021/22 to 2026/27 has been extracted from the Strategic Resource Plan.

The appendix includes the following budgeted information:

- Long Term Financial Strategy
- Budgeted Comprehensive Income Statement
- Budgeted Balance Sheet
- Budgeted Statement of Cash Flows
- Budgeted Statement of Capital Works

## Introduction to the Long Term Financial Strategy

The Long Term Financial Plan (LTFS) forecasts the financial capacity of Eastern Regional Libraries Corporation (ERLC) to meet the objectives adopted in its Corporate plan.

Estimates, projections and assumptions have been used to develop a picture of how ERLC's finances will progress over each of the next five (6) years by quantifying revenue growth, expenditure commitments, and funding capacity.

It also serves to measure to what extent ERLC can finance its asset management and other commitments.

### Period of the LTFS

The LTFS has been developed based on the current adopted budget for 2021/22 and includes the five (5) following years to 2026/27.

While for some Councils their LTFS is developed for 10 years, the Corporation does not have the same level of long term financial complexity, issues or risks. In addition, predicting outcomes for five (5) years, let alone for ten (10) years, is fraught with difficulty.

Discussions with Finance Managers have supported the position that five (5) years is difficult enough to project, and assumptions for six (6) years and longer would likely be run on the same basis and percentages as for the first five (5) years.

### LTFS Structure and Format

The Long Term Financial Plan is presented using the Annual Financial Report format of:

#### Comprehensive Income Statement

Presents the operating result and change in net assets from operations for the year.

#### Balance Sheet

Discloses the assets, liabilities and equity of ERLC.

#### Statement of Cash Flows

Shows the cash flows associated with ERLC's operating, financing and investing activities.

#### Statement of Capital Works

Shows the planned capital expenditure budget and the sources of funding for the capital budget.

## Operational and Financial Goals

The following operational and financial goals have been adopted by ERLC in developing the LTFS:

- Achieve long term financial sustainability by generating surplus operating results before capital grants and contributions.
- Service levels to be maintained at 2020/21 levels with an aim to use fewer resources through an emphasis on innovation and efficiency.
- Progressive increases to asset maintenance and renewal funding; in order to maintain or improve current asset conditions.
- New initiatives or new employee proposals to be cost neutral where practicable through the utilisation of current, and the introduction of further, technology, such as Cloud computing.
- Performance indicators to be at the following levels:

Indicator	Measure
Unrestricted current ratio	1:1 (at least)
Unrestricted cash:	
<ul style="list-style-type: none"> <li>• Monthly Cash Flows</li> </ul>	\$2m

## Assumption and estimates

The following assumptions and estimates have been adopted as a general guide in formulating the LTFS.

### Comprehensive Income Statement – Income

**Member Council Contributions** For 2021/22 and following years a growth factor of 1.5% for Member Councils' contributions has been allowed.\*

\*This growth factor is subject to the level of rate capping imposed for 2021/22 and following years and its impact on our Member Councils' budgets. These increases in contributions are subject to final ratification after our Member Councils have adopted their budgets.

**State Government Grant** Based on the State Government Grant for 2020/21, a conservative approach has been taken in relation to the expected increase in grants for 2021/22 and the following years (2.5%).

The State Government continuing to pay the full grant for 2021/22 and the following years upfront, which will generate investment income for the Corporation.

**Member charges and fees** Fees where appropriate to be increased.

**Interest received** Interest on investments estimated at 1.5%.

### Comprehensive Income Statement – Expenditure

**Employee costs** Employee costs to increase by an estimated 1.5% per annum.

**Materials and Services** Materials, contracts, and other costs to increase by 2% per annum based on assumed CPI.

**Depreciation** Depreciation expense has been calculated based on expected acquisitions, useful lives and likely disposals.

**Net Loss on disposal of Plant, furniture, equipment and library materials** Based on previous years' experiences.

**Other Payments\*** Other expenses to increase by 2% per annum, or CPI if allowed in the contract.

\*Increases restricted to 2% unless otherwise determined by agreement, lease or contract.

**Balance Sheet- Assets**

<b>Cash and cash equivalents</b>	Balance from changes in Cash Flow Statement.
<b>Trade and other receivables</b>	Based on previous years' experiences.
<b>Other financial assets – term deposits</b>	Balance from changes in Cash Flow Statement.
<b>Plant, furniture, equipment and library materials</b>	Calculations are based on expected acquisitions, useful lives and likely disposals.
<b>Other Assets</b>	Maintained at current levels.

**Balance Sheet – Liabilities and Equity**

<b>Trade and other payables</b>	Based on previous years' experiences.
<b>Provisions current</b>	Annual and long service leave
<b>Provisions non-current</b>	Annual and long service leave
<b>Equity</b>	Retained earnings from Comprehensive Income Statement

**Statement of Cash Flows*****Cash flows from operating activities***

- **Receipts** From Comprehensive Income Statement
- **Payments** From Comprehensive Income Statement

***Cash flows from investing activities***

- **Payments** Additions of plant, equipment and library materials – see capital expenditure list
- **Proceeds** Sale of plant, equipment and library materials

***Cash and cash equivalents at the beginning of the financial year*** From Budgeted Balance Sheet

***Net increase (decrease) in cash and cash equivalents*** Difference between cash flows from operating activities and cash flow from investing activities

***Cash and cash equivalents at the end of the financial year*** Total of:

- Net increase (decrease) in cash and cash equivalents; plus
- Cash and cash equivalents at the beginning of the financial year

## Commentary on estimates

### Financial Statements for LTFS

The LTFS includes standard statements being a Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows and Statement of Capital Works for the years 2021/22 to 2026/27.

These statements have been prepared for the six (6) years ended 30 June 2027 in accordance with Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations.

In preparing the LTFS, the Corporation has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities.
- Consider the financial effects of the Corporation's decisions on future generations.
- Provide full, accurate and timely disclosure of financial information.

### Total comprehensive result

The comprehensive results for the Comprehensive Income Statements show surpluses before capital contributions in all years. The surplus is a positive result and meets one of the key financial goals of providing surplus results before capital grants and contributions.

It is important to note that a surplus result indicates the funding of depreciation (i.e. asset consumption) for the year, while a deficit result indicates underfunding of depreciation for the year.

To achieve its LTFS outcomes, the Corporation is proposing to:

- To increase its Employee Costs by no more than 2% per annum.
- Where it controls the level of its expenditure, to allow increases based on CPI.
- Where it has external leases/contractors/suppliers, to endeavour to restrict any increase to CPI, or less.

### Matters that impact on the comprehensive result

The general matters affecting all income and expenses include the following:

Resource Plan Funding Projections						
Indicator	2021/22	2022/3	2023/24	2024/25	2025/26	2026/27
	%	%		%	%	
Councils' contribution	1.5	1.5	1.5	1.5	1.5	1.5
Government funding	2.5	2.5	2.5	2.5	2.5	2.5
Wages growth	1.5	1.5	1.5	1.5	1.5	1.25
Cost Escalation Factor*	2	2	2	2	2	2
Investment Return	1.5	1.5	1.5	1.5	1.5	1.5

\*Increases restricted to 2% unless otherwise determined by agreement, lease or contract.

### Projected financial resources

The following table summarises the key financial results for the next six years as set out in the LTFS for the years 2021/22 to 2026/27.

Indicator	Resource Plan Projections						
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	+/-
	\$'000	\$'000	\$'000	\$'000			
Operating Result	8	29	39	42	49	56	+
Cash & Investments	3,284	3,054	2,941	2,810	2,785	2,748	-
Cash Flow from Operations	2,192	2,148	2,179	2,246	2,289	2,335	+
Capital Works	2,290	2,410	2,360	2,420	2,360	2,420	o

### Projected non-financial resources

In addition to the financial resources to be consumed over the planning period, the Corporation will also strive to fund staffing levels sufficient to maintain its service levels. The following table summarizes the non-financial resources for the six years of the LTFS.

Indicator	Resource Plan Projections						
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Employee Costs	9,280	9,419	9,560	9,704	9,849	9,997	+
Employee numbers (EFT)	99	99	99	99	99	99	o

Key to Forecast Trends – financial and non-financial:

- + Forecasts improvement in the Corporation's non-financial performance indicator
- o Forecasts that the Corporation's non-financial performance indicator will be steady
- Forecasts deterioration in the Corporation's non-financial performance indicator

Employee numbers have been capped at 99 for the period of the LTFS.

Overall increases in Employees' Costs have been capped for 2021/22 at 1.5% and a maximum increase of 1.5% for the five years 2021/22 to 2026/27.

The percentage increase in Employee Costs for the five years will be influenced by: the impact of Rate Capping; the outcomes of our Member Councils' EBAs, Service Reviews and new development outcomes.

### Unrestricted current ratio

The Unrestricted Current ratio maintains a balance above 1:1 for all six (6) years of the LTFS, which is considered acceptable. This ratio is sensitive to the amount of funds ERLC places in non-current investments (i.e. investments due longer than 12 months).

Indicator	Resource Plan Funding Projections						Indicator
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
Current Assets V Current Liabilities	1.19	1.12	1.08	1.04	1.02	1.01	o

### Unrestricted cash

The amount of unrestricted cash needed to meet the day-to-day operations of ERLC; including a buffer against unforeseen and unbudgeted expenditures.

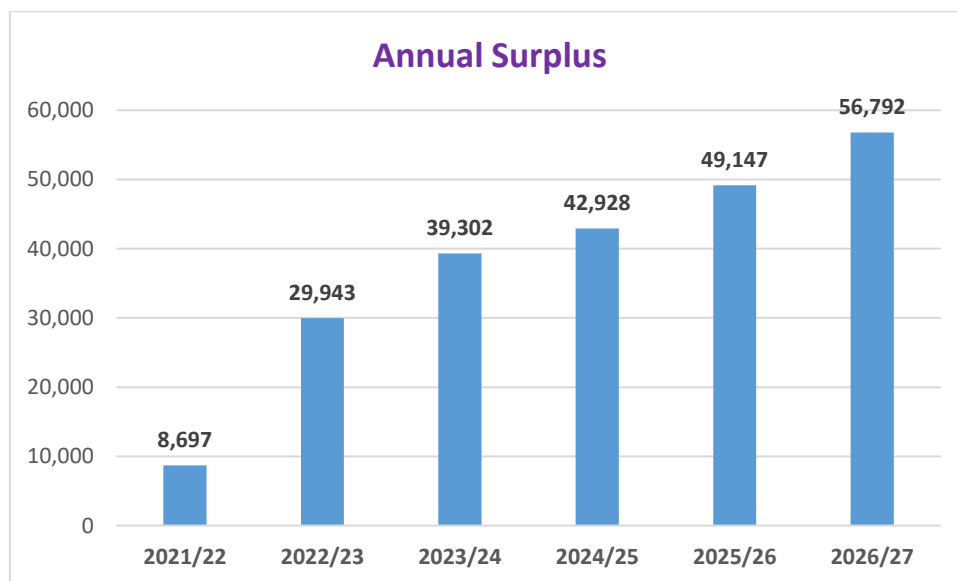
### Review of the Long Term Financial Plan

A review of the LTFS in relation to results, estimates and forecasts will be undertaken annually in conjunction with the preparation of the Budget Report and the Strategic Resource Plan.

## Budgeted Comprehensive Income Statement

For the six years ending 30 June 2027.

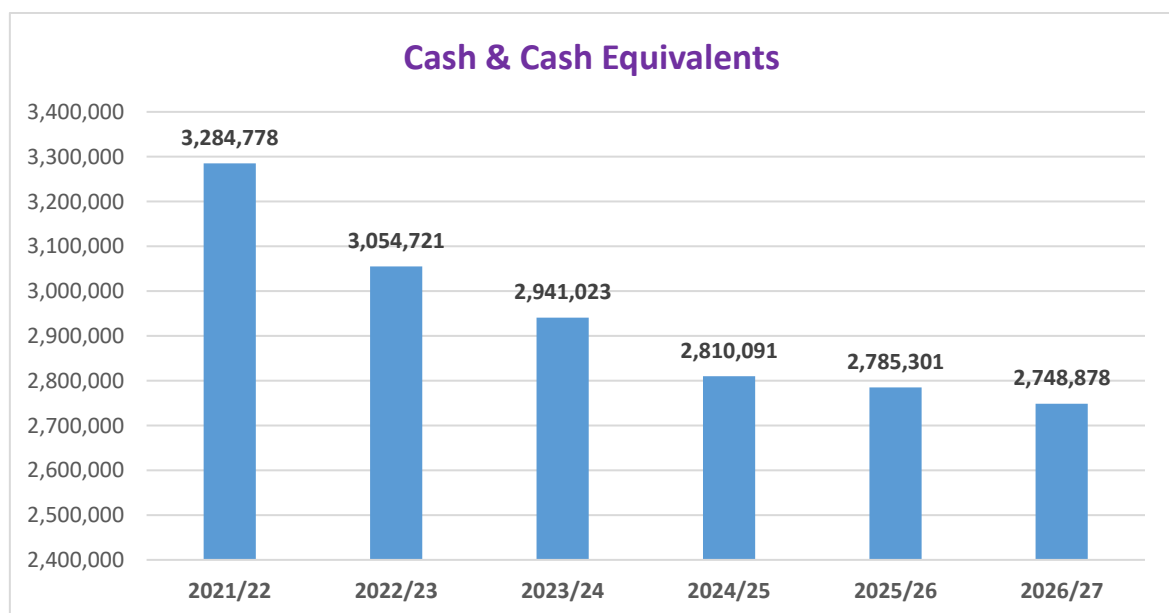
Budgeted Comprehensive Income Statement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$
<b>Income</b>						
Grants - Operating	2,875,119	2,946,997	3,020,672	3,096,189	3,173,594	3,252,934
Contributions - monetary	11,033,066	11,198,562	11,366,540	11,537,038	11,710,094	11,885,745
User Charges, fees and fines	92,128	93,128	94,148	95,188	96,249	97,332
Other Income	74,530	52,702	59,892	52,368	47,072	42,828
Proceeds from Fixed Assets	15,500	15,500	15,500	15,500	15,500	15,500
<b>Total Income</b>	<b>14,090,342</b>	<b>14,306,889</b>	<b>14,556,752</b>	<b>14,796,283</b>	<b>15,042,509</b>	<b>15,294,338</b>
<b>Expenses</b>						
Employee Costs	9,280,404	9,419,610	9,560,904	9,704,318	9,849,882	9,997,631
Materials and services	2,435,130	2,476,702	2,514,299	2,562,946	2,612,666	2,663,486
Depreciation and Amortisation	1,890,000	1,900,000	1,957,000	1,996,140	2,036,063	2,076,784
Nett loss on disposal of P & E	250,000	250,000	250,000	250,000	250,000	250,000
Other expenses	226,112	230,634	235,247	239,952	244,751	249,646
<b>Total Expenses</b>	<b>14,081,646</b>	<b>14,276,946</b>	<b>14,517,450</b>	<b>14,753,355</b>	<b>14,993,362</b>	<b>15,237,546</b>
<b>Surplus for the year</b>	<b>8,697</b>	<b>29,943</b>	<b>39,302</b>	<b>42,928</b>	<b>49,147</b>	<b>56,792</b>



## Budgeted Balance Sheet

For the six years ending 30 June 2027.

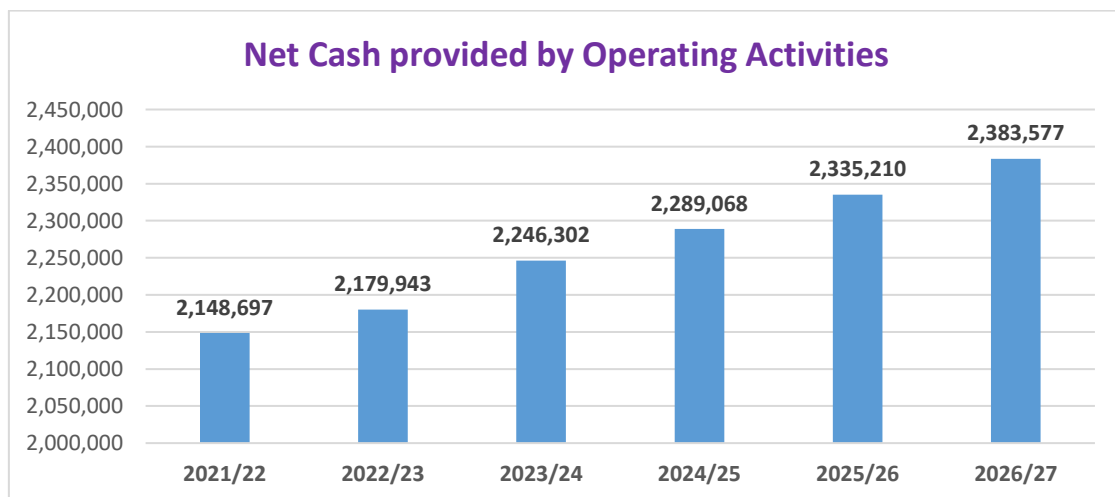
Budgeted Balance Sheet	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	
<b>CURRENT ASSETS</b>						
Cash and Cash Equivalents	3,284,778	3,054,721	2,941,023	2,810,091	2,785,301	2,748,878
Trade and other receivables	70,000	70,000	70,000	70,000	70,000	70,000
<b>TOTAL CURRENT ASSETS</b>	<b>3,354,778</b>	<b>3,124,721</b>	<b>3,011,023</b>	<b>2,880,091</b>	<b>2,855,301</b>	<b>2,818,878</b>
<b>NON-CURRENT ASSETS</b>						
Trade and other receivables						
Property, Plant and Equipment	6,122,825	6,382,825	6,535,825	6,709,685	6,783,622	6,876,838
Right of Use Assets	17,000	17,000	17,000	17,000	17,000	17,000
<b>TOTAL NON-CURRENT ASSETS</b>	<b>6,139,825</b>	<b>6,399,825</b>	<b>6,552,825</b>	<b>6,726,685</b>	<b>6,800,622</b>	<b>6,893,838</b>
<b>TOTAL ASSETS</b>	<b>9,494,603</b>	<b>9,524,546</b>	<b>9,563,848</b>	<b>9,581,986</b>	<b>9,655,923</b>	<b>9,712,716</b>
<b>CURRENT LIABILITIES</b>						
Payables	442,848	391,773	349,345	281,384	262,247	217,552
Employee Benefits	2,365,548	2,406,945	2,449,067	2,491,925	2,535,534	2,579,906
Lease Liabilities						
<b>TOTAL CURRENT LIABILITIES</b>	<b>2,808,396</b>	<b>2,798,718</b>	<b>2,798,411</b>	<b>2,773,309</b>	<b>2,797,781</b>	<b>2,797,458</b>
<b>NON-CURRENT LIABILITIES</b>						
Employee Benefits	17,233	17,535	17,842	18,154	18,472	18,795
<b>TOTAL NON CURRENT LIABILITIES</b>	<b>17,233</b>	<b>17,535</b>	<b>17,842</b>	<b>18,154</b>	<b>18,472</b>	<b>18,795</b>
<b>TOTAL LIABILITIES</b>	<b>2,825,629</b>	<b>2,816,253</b>	<b>2,816,253</b>	<b>2,791,463</b>	<b>2,816,253</b>	<b>2,816,253</b>
<b>NET ASSETS</b>	<b>6,668,974</b>	<b>6,708,293</b>	<b>6,747,595</b>	<b>6,790,523</b>	<b>6,839,670</b>	<b>6,896,463</b>
<b>REPRESENTED BY:</b>						
Members' Equity based on Initial Contributions	3,689,000	3,689,000	3,689,000	3,689,000	3,689,000	3,689,000
Accumulated Surplus	8,979,974	3,019,293	3,058,595	3,101,523	3,150,670	3,207,463
Member Councils Distribution	(6,000,000)					
<b>EQUITY</b>	<b>6,668,974</b>	<b>6,708,293</b>	<b>6,747,595</b>	<b>6,790,523</b>	<b>6,839,670</b>	<b>6,896,463</b>



## Budgeted Statement of Cash Flows

For the six years ending 30 June 2027.

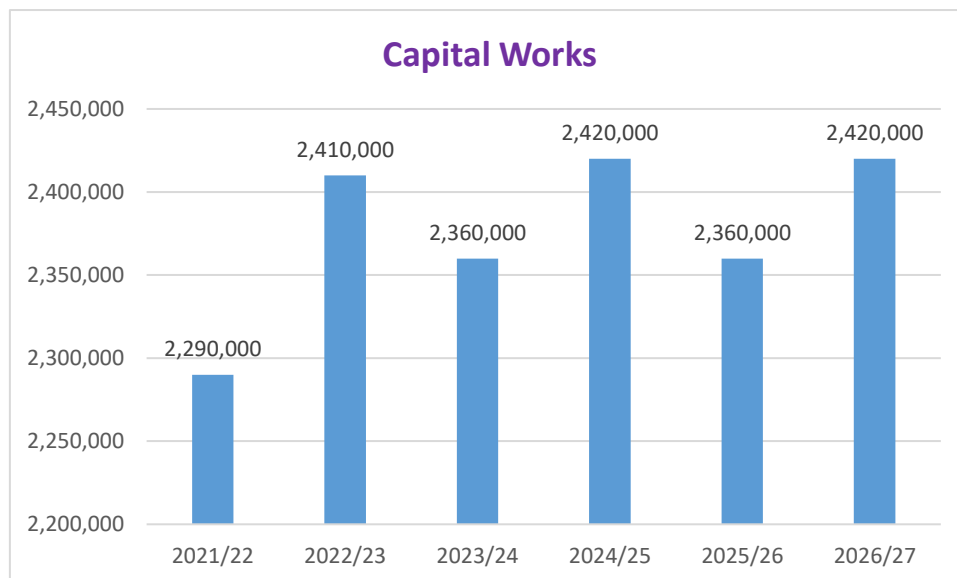
Budgeted Statement of Cash Flows	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Cash Flows from Operating Activities</b>	\$	\$	\$	\$		
<b>Receipts</b>						
Grants	2,875,119	2,946,997	3,020,672	3,096,189	3,173,594	3,252,934
Contributions	11,033,066	11,198,562	11,366,540	11,537,038	11,710,094	11,885,745
User Charges, fees and fines	92,128	93,128	94,148	95,188	96,249	97,332
Interest	74,530	52,702	59,892	52,368	47,072	42,828
Proceeds from Fixed Assets	15,500	15,500	15,500	15,500	15,500	15,500
	<b>14,090,342</b>	<b>14,306,889</b>	<b>14,556,752</b>	<b>14,796,283</b>	<b>15,042,509</b>	<b>15,294,338</b>
<b>Payments</b>						
Payments to Employees	9,280,404	9,419,610	9,560,904	9,704,318	9,849,882	9,997,631
Payments for Materials and Services	2,435,130	2,476,702	2,514,299	2,562,946	2,612,666	2,663,486
Payments for Other Expenses	226,112	230,634	235,247	239,952	244,751	249,646
	<b>11,941,646</b>	<b>12,126,946</b>	<b>12,310,450</b>	<b>12,507,215</b>	<b>12,707,299</b>	<b>12,910,762</b>
<b>Net Cash provided by Operating Activities</b>	<b>2,148,697</b>	<b>2,179,943</b>	<b>2,246,302</b>	<b>2,289,068</b>	<b>2,335,210</b>	<b>2,383,577</b>
<b>Cash flows from investing activities</b>						
Payments for Plant & Equipment	(2,290,000)	(2,410,000)	(2,360,000)	(2,420,000)	(2,360,000)	(2,420,000)
Member Councils Distribution	(6,000,000)					
<b>Net Cash used in Investing Activities</b>	<b>(8,290,000)</b>	<b>(2,410,000)</b>	<b>(2,360,000)</b>	<b>(2,420,000)</b>	<b>(2,360,000)</b>	<b>(2,420,000)</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>(6,141,303)</b>	<b>(230,057)</b>	<b>(113,698)</b>	<b>(130,932)</b>	<b>(24,790)</b>	<b>(36,423)</b>
Cash and Cash Equivalents at beginning of the Financial Year	9,426,081	3,284,778	3,054,721	2,941,023	2,810,091	2,785,301
<b>Cash and Cash Equivalents at end of the Financial Year</b>	<b>3,284,778</b>	<b>3,054,721</b>	<b>2,941,023</b>	<b>2,810,091</b>	<b>2,785,301</b>	<b>2,748,878</b>



## Budgeted Statement of Capital Works

For the six years ending 30 June 2027.

Budgeted Statement of Capital Works	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$
Books	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Audio-visual Materials	600,000	600,000	600,000	600,000	600,000	600,000
e books	240,000	250,000	260,000	260,000	260,000	260,000
Motor Vehicles		60,000		60,000		60,000
Capital Projects	250,000	300,000	300,000	300,000	300,000	300,000
<b>Total Capital Works</b>	<b>2,290,000</b>	<b>2,410,000</b>	<b>2,360,000</b>	<b>2,420,000</b>	<b>2,360,000</b>	<b>2,420,000</b>
<b>Sources of Funds</b>						
Net Cash Inflows from Operating Activities	2,148,697	2,179,943	2,246,302	2,289,068	2,335,210	2,383,577
<b>Total Sources of Funds</b>	<b>2,148,697</b>	<b>2,179,943</b>	<b>2,246,302</b>	<b>2,289,068</b>	<b>2,335,210</b>	<b>2,383,577</b>
<b>Net Movement Cash Flows</b>	<b>(141,303)</b>	<b>(230,057)</b>	<b>(113,698)</b>	<b>(130,932)</b>	<b>(24,790)</b>	<b>(36,423)</b>
	2021/22	2022/23	2023/24	2024/25	2025/26	
	\$	\$	\$	\$		
<b>Total Capital Works</b>	<b>2,290,000</b>	<b>2,410,000</b>	<b>2,360,000</b>	<b>2,420,000</b>	<b>2,360,000</b>	<b>2,420,000</b>
Depreciation	1,890,000	1,900,000	1,957,000	1,996,140	2,036,063	2,076,784
Written Down Value of Assets Sold	250,000	250,000	250,000	250,000	250,000	250,000
<b>Net Movement in Property, Plant &amp; Equipment</b>	<b>150,000</b>	<b>260,000</b>	<b>153,000</b>	<b>173,860</b>	<b>73,937</b>	<b>93,216</b>



This appendix presents information required pursuant to the Act and the Regulations to be disclosed in the Council's annual budget. The appendix includes the following budgeted information:

- ## 1. Borrowings

## 2. Charges, Fees and Fines

Notes: Fees and Charges inclusive of GST, as it applies.

## Appendix C

### Capital Works Program

For the six years ending 30 June 2027.

Budgeted Statement of Capital Works	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$
Books	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Audio-visual Materials	600,000	600,000	600,000	600,000	600,000	600,000
e books	240,000	250,000	260,000	260,000	260,000	260,000
Motor Vehicles		60,000		60,000		60,000
Capital Projects	250,000	300,000	300,000	300,000	300,000	300,000
<b>Total Capital Works</b>	<b>2,290,000</b>	<b>2,410,000</b>	<b>2,360,000</b>	<b>2,420,000</b>	<b>2,360,000</b>	<b>2,420,000</b>

