



Goldfields  
Libraries

NORTH CENTRAL GOLDFIELDS REGIONAL LIBRARY  
CORPORATION TRADING AS  
GOLDFIELDS LIBRARY CORPORATION

# 2016 / 2017 BUDGET



## Goldfields Library Corporation 2016 -2017 BUDGET

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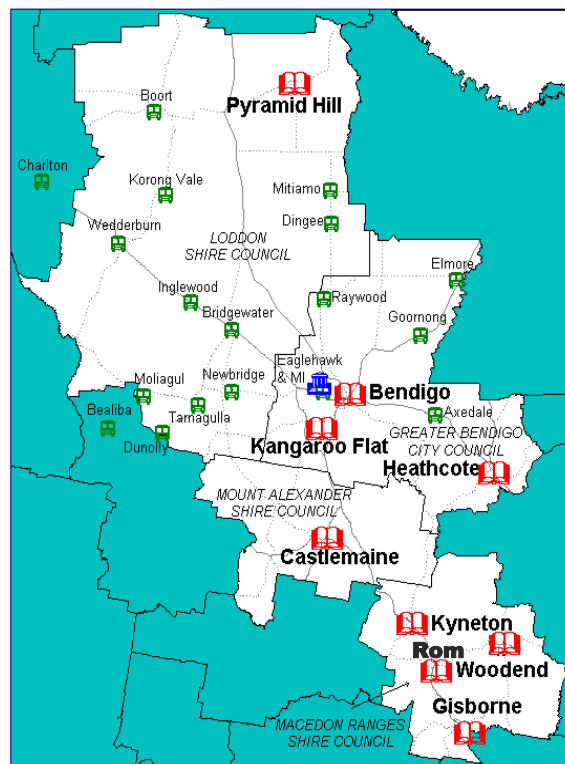
## INTRODUCTION

The North Central Goldfields Regional Library Corporation (trading as Goldfields Library Corporation), was established in January 1996 to provide library and information services to the City of Greater Bendigo, Loddon Shire Council, Macedon Ranges Shire Council and Mount Alexander Shire Council.

Based along the Calder Highway, the service covers an area of 12,979 square kilometres and is one of the largest library regions in the state of Victoria. Goldfields Library Corporation has approximately 48 EFT and reaches a population of over 177,153. There are almost 280,000 items in the collection including an increasing number of electronic resources. The Corporation's libraries support more than 1.1 million visitors per year, 1.6 million collection utilisations, 84,000 public internet sessions, 50,000 wireless internet session and more than 120,000 information enquiries.

The Goldfields Library Corporation (GLC) comprises ten libraries - Bendigo, Castlemaine, Eaglehawk, Gisborne, Heathcote, Kangaroo Flat, Kyneton, Pyramid Hill, Romsey and Woodend. The Corporation also provides a Mobile Library service to outer Bendigo and Loddon regions as well as some areas of Buloke Shire and Central Goldfields Shire. A Home Library service also operates to major special accommodation centres and housebound patrons predominantly in the City of Greater Bendigo.

Responsibility for the provision and management of the Library Service rests with the Board of the Corporation, comprising two representatives from each of the four member Councils who meet bi-monthly. The Chief Executive Officer, appointed by the Library Board manages the Corporation.



## LIBRARIES MAKING A DIFFERENCE

The contemporary library is a dynamic environment, connecting people with ideas, learning opportunities, creativity and recreation. Perhaps most importantly, it connects people with each other.

The new world of 'information plenty' creates new essential skills, such as the ability to gain value from information and produce new knowledge. Digital literacy skills are important in ensuring participation in our society. Economic, educational, civic and social opportunities are tied to new sets of knowledge and skills that barely existed a generation ago.

Libraries are at the centre of change, as trusted community resources and an essential platform for accessible learning, creativity and innovation in the community. Public libraries have the capability to support communities and individuals with these changes by providing access and connecting knowledge.

## VISION AND MISSION

Vision: Goldfields Libraries: Where Communities Explore, Engage and Create

Mission: We will enrich our communities by providing;

- Welcoming and inclusive spaces
- Friendly helpful and knowledgeable staff
- Access to information, collections and technology
- Programs for learning, creativity and recreation

## GOLDFIELDS LIBRARIES: A NATIONAL AND STATE CONTEXT

Nationally, the popularity, relevance and ongoing usage of libraries has remained relatively steady with movement in visitation from 4.9 visits per capita in 2011 to 4.8 visits per capita in 2014.

In 2013/14, there was one public library service point for every 15,000 people, 171 million items were borrowed by 8.6 million members, over 9 million customer visits occurred monthly and \$1.04 billion was invested in library services.

**NATIONALLY: 4.8 VISITS PER CAPITA**

**GOLDFIELDS: 7.3 VISITS PER CAPITA**

Overall collection borrowing of physical items has declined nationally and on a state wide basis over the past 5 years. Goldfields Libraries has maintained a relatively static level of borrowing- a result that can be seen as positive given prevailing trends.

**NATIONALLY: 7.3 LOANS PER CAPITA**

**STATE: 8.3 LOANS PER CAPITA**

**GOLDFIELDS: 9.1 LOANS PER CAPITA**

On average, \$44.66 per capita was invested in library services across Australia. The highest per capita contribution was in South Australia at \$59.42 and the lowest was the ACT at \$34.18. Goldfields is funded at a rate of \$33.44 per capita (State Government and Local Government funding).

## STATISTICAL OVERVIEW 2012-2015

Indicator	2012/13	2013/14	2014/15	% change since last year	% change over last 3 years
Population - Regional (ABS ERP)	172,524	174,867	177,153	1%	3%
Opening hours Weekly	359.5	364.5	364.5	0%	1%
Library floor space (m2)	3,487	5,846	5,846	0%	68%
Staff EFT	49	54	52	-2%	7%
Collection Items	298,178	304,964	315,078	3%	6%
Public access Internet computers	41	49	51	4%	24%
<b>Activity</b>					
Visits	982,403	1,102,498	1,282,467	16%	31%
Members	61,945	62,664	71,172	14%	15%
Collection Utilisation	1,538,574	1,631,480	1,615,104	-1%	5%
Computer bookings	59,652	72,264	84,108	16%	41%
Wireless internet access	3,000		52,150		1638%
Program attendance	4,775	34,140	45,015	32%	843%
Number of Programs	352		2,146		510%
Collection turnover	5.7	5.0	5.0	0%	-12%
<b>Expenditure</b>					
Total operating expenditure	\$4,332,314	\$ 5,209,779	\$4,788,804	-8%	11%
Total capital expenditure	\$ 911,668	\$ 1,697,456	\$1,253,359	-26%	37%
Capital Expenditure on Collections	\$ 797,562	\$ 1,005,082	\$ 960,167	-4%	20%
<b>Cost of Service</b>					
Cost per loan	\$ 2.82	\$ 3.19	\$ 2.97	-7%	5%
Cost per visit	\$ 4.41	\$ 4.73	\$ 3.73	-21%	-15%
<b>Activity Per Capita</b>					
Loans per capita	8.9	9.3	9.1	-2%	2%
Visits per capita	5.7	6.3	7.2	15%	27%
<b>Activity Per Staff member</b>					
Loans per EFT staff member	31,399	30,495	30,805	1%	-2%
Visits per EFT staff member	20,049	20,607	24,461	19%	22%
<b>Activity Per Opening Hour</b>					
Loans per operating hour	82	86	85	-1%	4%
Visits per operating hour	53	58	68	16%	29%

For more information on the services delivered by the corporation please refer to the [2014/15 Annual Report](#).

## 1. BUDGET SUMMARY

The Budget represents the operations of the Corporation for the twelve months July 2016 to June 2017 and is prepared on the basis of a per capita contribution \$ 26.31, from the four member Councils to cover capital and operating expenses. Member Councils cover all utility costs associated with library operations. Population figures are based on ABS statistics and estimated population growth.

The Budget contains provision to implement the Corporation's Library Plan 2015-2019. The Plan determines the goals and strategies for the Corporation to provide a contemporary library service within a sustainable budget and is a requirement under section 125 of the Local Government Act 1989.

The Library Plan identifies the future priorities of the Corporation and establishes the basis on which performance will be measured. The aim is to complete the actions identified for Year 2 of the Plan and continuously improve key performance measures using the financial resources available in the budget.

### CONTRIBUTIONS FROM MEMBER COUNCILS

The Budget is prepared on a base contribution of \$ 26.31 per capita from the four member Councils for the provision of library services. Member Councils cover all maintenance and utility costs directly associated with operating the buildings libraries. Population figures are based on ABS statistics and estimated population growth.

Member Council	2015/16 at \$25.672 per capita	2016/17 at \$ 26.31 per capita	ABS ERP Population 30/6/2014
City of Greater Bendigo	\$2,704,080	\$2,814,813	106,971
Loddon Shire	\$191,077	\$193,801	7,365
Macedon Ranges Shire	\$1,132,083	\$1,176,622	44,715
Mount Alexander Shire	\$461,942	\$476,332	18,102
	<b>\$4,489,181</b>	<b>\$4,661,569</b>	<b>177,153</b>

### STATE GOVERNMENT FUNDING

The State Government funding estimates are based on ABS' estimated population figures, with minor adjustments for areas with a growing or declining population. State Government funding is distributed based on population percentages throughout the member Councils. State Government Funding for 2016-17 has been calculated based on the actual funding received from the State Government the previous year with a 2.3% increase.

State Government Core Funding	2015 -2016	2016 -2017
TOTAL	1,189,705	1,223,621

<b>State Government Local Priorities Funding by Council</b>	<b>2015 -2016</b>	<b>2016 -2017</b>
City of Greater Bendigo	\$33,582	\$34,354
Loddon Shire	\$5,518	\$5,645
Macedon Ranges Shire	\$15,738	\$16,100
Mount Alexander Shire	\$8,115	\$8,302
<b>TOTAL</b>	<b>\$62,953</b>	<b>\$64,401</b>

## 2. BUDGET SUMMARY - OPERATING AND CASH

<b>Income</b>	
NCGRL Contributions Member Councils	(4,661,569)
State Government Grant - Library Core Funding	(1,223,621)
State Government Grant - Local Priorities	(64,401)
Mobile Library Contributions	(53,104)
Book Recovery	(5,200)
Bendigo Regional Archive Centre funding	(82,000)
Fines	(54,889)
Inter Library Loans	(2,786)
Interest on Investments	(58,300)
Internet/Prints	(25,200)
Photocopying	(21,576)
Proceeds Asset Sales - Other	(177,000)
Resource Donations	(2,000)
Revenue Sundry Charges & Materials	(796)
Room Bookings	(30,000)
<b>Total Income</b>	<b>(6,462,440)</b>
<b>Expenditure</b>	
Labour , Leave Loading, Sick Leave, Public Holidays	4,098,640
Allowances	12,600
Fringe Benefits Tax and Other Taxes	9,000
Accommodation/Travelling/Parking	4,120
Adult Program Promotions	16,000
Advertisements	6,000
Audit Fee	9,834



Bank Charges and Fees	3,876
Board Costs	1,000
CEO - Vehicle Operating Expenses	4,000
Children Program	27,318
Civic functions / Entertainment , Catering (Non FBT)	4,400
Cleaning of Activity Rooms	1,379
Cleaning Supplies	800
Computer Software Maintenance Services	168,296
Computer Software Maintenance Services - RFID	25,082
Consulting and Professional Services	18,000
Contract Service Fees RTC P/Hill	20,000
Cost of Assets Sold	269,360
E-resources (databases)	228,125
Finance/ Administration Charge	78,524
First Aid	400
Freight/Courier Charges	27,648
Headquarters Lease Charge	32,000
Human Resources	10,000
Insurance	60,905
Inter Library Loan Costs	500
Internet Expense & Telephone Rental/ Calls	73,000
Libraries Australia Membership	8,196
Lease - Photocopier	58,000
Maintenance Services	6,930
Membership/Industry Training	12,850
Microfiche/Microfilm Reader Expenses	400
IT Minor Equip Purchases (Non Capital)	10,000
Minor Equip Purchases (Non Capital)	28,000
Mobile - Vehicle Operating Expenses	28,000
Newspapers	19,069
Periodicals	44,982
Photocopier Expense	20,604
Postage	9,469
Printing and Stationery	28,750
Processing Supplies	37,132
Promotion, Marketing, Presentations	15,000
Recycling / Shredding Collection	2,200



Training	23,000
Depreciation Plant and Equip at Valuation	77,640
Depreciation Furniture and Fittings at Valuation	207,345
Depreciation NCGRL Resources	914,064
<b>Total Expenditure</b>	<b>6,762,439</b>
<b>Operating Result (Surplus) / Deficit</b>	<b>299,999</b>
<b>Adjustments to Obtain Cash Result</b>	
Remove Depreciation	(1,199,049)
Add / (Remove) Cash Prepayment - RFID Maintenance	(25,082)
Add Capital Expenditure - Resources	877,018
Add Capital Expenditure - Info Tech	163,600
Add Capital Expenditure - Furn & Equip	30,000
Add Capital Expenditure - Delivery Van	60,000
Fair Value of Assets Donated	2,000
Remove WDV Assets Sold	(269,360)
Tfr from Plant & Equip Replacement Reserve	(100,000)
Tfr to Defined Benefits Reserve	50,000
Tfr to Castelmaine Art Book Reserve	2,170
Tfr to Bendigo Local History - Bequest - Reserve	11,121
<b>Cash Result (Surplus)/Deficit</b>	<b>(97,583)</b>

## OTHER EXPENDITURE

Operating Costs have generally increased by CPI, based on the previous year's actual budget, and a number of operational costs have been reduced. Most costs are being maintained at current levels and in line with the 10 Year Financial Plan.

The Corporation budgets includes a transfer from the Plant and Equipment Replacement Reserve for the purchase of a new delivery van and other equipment. Funds held in the Plant and Equipment Replacement Reserve ensure that sufficient funds are available for the scheduled replacement of capital items. The Corporation has also set aside \$50,000 to go into the Defined Benefits Superannuation Reserve.

## DEPRECIATION

Depreciation Plant and Equipment at Valuation: \$ 77,640

Plant and equipment items are depreciated on a straight-line formula and include the Mobile Library trailer and the library vehicles.

Depreciation on Furniture and Fittings at Valuation: \$ 207,345

Furniture and Fittings items are depreciated on a straight-line formula and include all other items except for resources.

Depreciation NCGRL Resources: \$ 914,064

Resources such as book stock are depreciated on a straight-line formula that relates actual cost to the age of the item.

## RESERVE TRANSFERS

Transfer from Plant and Equipment Reserve: (\$100,000)

The Corporation budgets includes a transfer from the Plant and Equipment Replacement Reserve for the purchase of a new delivery van and other equipment.

Transfer to Defined Benefit Reserve: \$ 50,000

Funds transferred for future calls to cover shortfalls with the Superannuation Defined Benefit Scheme (unfunded Superannuation liability). The Corporation has had Superannuation calls in recent years and monies from the accumulated surplus were used to pay the Superannuation liability.

## 3. OPERATING INCOME – TOTAL INCOME

The total income for the Goldfields Library Corporation will be \$6,462,440 and includes the following key items:

### GOVERNMENT INCOME - STATE/LOCAL/OTHER

Council Contributions: \$ 4,661,569 (177,153 population x \$ 26.31)

The per capita increase from local government is based on ABS Estimated Residential Population figures for June 2014 and will contribute \$26.31 per capita for 2016-2017.

State Government Library Grant - Core Funding \$ 1,223,621

The Funding and Service Agreement includes a recurrent operating grant based on a 2.3% increase of the State Government's previous year contribution. This amount includes resources and operating grants for

The City of Greater Bendigo, Loddon Shire Council, Macedon Ranges Shire Council and Mount Alexander Shire Council.

State Government Local Priorities Grant: \$ 64,401

Based on the terms of the Government's Funding and Service Agreement, the Local Priorities grant for each member Council is 5% of the core funding.

Mobile Library Contributions: \$ 53,104

This represents monies received from the sale of Mobile Library Services to Buloke and Central Goldfields Shire Councils for the delivery of library services for a 6 month period.

**OTHER INCOME**

BRAC \$82,000

This funding is provided for the operation of the Bendigo Regional Archives Centre at the Bendigo Library.

The Bendigo Regional Archives Centre (BRAC) Reading Room is located within the Bendigo Library's Goldfields Research Centre and commenced operation in 2009. The Corporation manages and operates the BRAC Reading Room through funding provided by the City of Greater Bendigo and services provided the Public Record Office Victoria.

Fines: \$ 54,889

This is an estimate of income from fines for overdue materials.

Interest on Investments: \$ 58,300

Interest income is expected to be \$58,300.

Internet prints: \$ 25,200

This amount covers monies received from internet prints and is based on current income.

Photocopying: \$ 21,576

This amount represents monies expected to be received from photocopying charge and is based on current income.

Value of Donated Books: \$ 2,000

This amount consists of books donated and valued at the current average price of books.

## 4. CAPITAL EXPENDITURE

### Capital Resources: \$877,018

Expenditure under this item represents the library stock component of the budget. Loan and non-loan materials that are subject to depreciation are included in this area. In addition to Capital Expenditure, the Corporation expects to receive Resources up to the value of \$ 2,000 free of charge from public donations.

New, current and popular titles have a significant impact in all the Goldfields Libraries, reflected in the strong circulation figures and visits over recent years.

Capital Resources include books, audio-visual resources and devices, DVDs, and compact discs. Excluded are non-capital items such as newspapers, periodicals, online databases and e-resources. The Corporation continues to focus on improving the collection via regular evaluation and upgrading whilst maintaining the collections unique to the Goldfields area. The amount allocated for Capital Resources is \$877,018 and is funded from the allocation received from the State Government.

E-resources costs have increased and now include the purchase of all electronic resources including emagazines, eAudio and eBooks. Demand for these resources is growing in conjunction with internet use. E-resources are funded from the allocation received from the State Government. New initiatives, programs and emerging formats are funded via the Local Priorities Grant.

### I.T. Capital Expenditure: \$163,600

Information Technology capital expenditure includes major computer hardware and servers, internet needs, some minor hardware and other associated equipment. This year will see the replacement of our storage solution that provides all the data requirements to our servers.

The wide area network consists of over 150 PCs and the replacements this year will continue the rollout of solid state hard drives with Windows 10 installed. This allows for fast reboots of PCs after each public use clearing all personal information from the previous session. As more users access government, financial and business information online privacy and security continues to be a major consideration when planning our network upgrades.

The network infrastructure will see only minor changes as we deploy a superior wireless solution to Bendigo library. This solution was deployed to all other libraries in 2015/16.

<b>IT Capital Budget</b>	
34 X PCs Replacement schedule(@ \$2,200)	74,800
Server equipment replacement	36,100
Wide Area Network upgrade	9,300
Equipment replacement – laptops and printers	6,500
6 X RFID Kiosks (@ \$6,150)	36,900
<b>TOTAL</b>	<b>\$163,600</b>

Furniture and Equipment: \$ 30,000

\$30,000 is allocated to update furniture and equipment for Goldfields Libraries and Library agencies.

Smaller items of furniture and equipment are covered in the Operating Budget under Minor Equipment Purchases (non-capital).

## 5. OPERATING EXPENDITURE

### STAFFING

Circulation, memberships, visits, internet access and attendance to programs in Goldfields Libraries over the past 12 months has been stable and increased in some areas. The Corporation has continued to improve access to and the availability of ecollections. The refreshed website is providing a better online experience for library patrons resulting in an increase in the number of people accessing the catalogue, reserving materials online, accessing social media networks or undertaking research activities online.

The total staffing costs include Enterprise Agreement (EA) increments and the movement of staff within their Bands. The staffing level will be approximately 48 Effective Full Time (EFT). The staffing allotment allows for the delivery of library services and corporate services such as; community engagement and programming, communications and promotion, governance and human resource support. The Budget also contains an allocation for relief staff to cover annual leave, sick leave, long service leave and staff training.

### LABOUR COSTS

Labour costs total \$3,599,054 - Covers salaries, leave loading, sick leave and public holidays.

Superannuation: \$350,232 - Cost of employer superannuation contributions.

Long Service Leave: \$89,269 - This is separated from labour costs, but part of employee costs.

WorkCover: \$21,719 - Workcover premium.

Fringe Benefit Taxes: \$ 9,000 - Tax on CEO's vehicle and other FBT expenses.

## OTHER KEY OPERATING EXPENSES INCLUDE:

### Accommodation/travelling/parking: \$ 4,120

Charges associated with staff attending meetings, training and conferences.

### Adult Programs: \$16,000

This covers all costs associated with events and adult programs for all libraries. It includes activities run in partnership with Councils and other organisations and includes activities that meet the Corporation's programming and community engagement objectives.

### Advertisements: \$ 6,000

This covers costs of public notices and advertised vacancies.

### Audit Fee: \$ 9,834

This covers costs for the compulsory annual audit.

### CEO - Vehicle Operating Expenses: \$ 4,000

This covers the costs of operating the CEO's car for fuel, maintenance, tyres, vehicle registration, roadside assistance and tolls.

### Children's Programs: \$ 27,318

This covers all costs associated with events, activities, and regular story time and toddler time programs for all libraries. It includes events such as school holiday programs and literacy promotions.

### Computer Software Maintenance: \$ 168,296

IT operating costs include software licenses and data base maintenance costs, security software, upgrades, general maintenance of the servers and the website, software component of the backup solution and the lease of the Library Management System and interfaces.

Computer Software Maintenance Budget	
Lease of Library Management System (Civica)	75,000
Civica – Additional Maintenance outside lease	5,700
Civica SMS gateway Billing	5,000
Server Maintenance & Database Maintenance (Maxsum Solutions)	37,500
Software Maintenance (Various Companies)	7,500
RFID Equipment Maintenance	3,600
MPS Shadow Protect – Backup software	4,000
Pharos booking system (EEMS)	2,000
Microsoft Software Assurance renewals and additional Licenses	17,000
Avaya IP Phone software upgrades	2,000
Sophos UTM Software Support	9,000
<b>TOTAL</b>	<b>168,300</b>

RFID Maintenance \$25,082

The Corporation has purchased a five-year maintenance contract with FE Technologies for the maintenance of the RFID (Radio Frequency Identification) system.

Consulting and Professional Services: \$ 18,000

Covers costs of specialist services to be supplied on specific items as required.

Contract Services Fee Library Agencies: \$ 20,000

Covers charges for the Rural Transaction Centre to operate the library service at Pyramid Hill etc.

E-resources Costs: \$ 228,125

The demand for e-resources and the availability of e-resources is increasing and the budget has been increased to respond to demand. E-resources include e-books and e-audio resources that cannot be capitalised and a number of annual licence fees for online databases, and other e-resources.

Financial Administration Charge: \$ 78,254

Covers the costs payable to the Greater Bendigo City Council under a service agreement to provide financial and accounting services, payroll, banking and accounts payable.

Freight/Courier charges: \$ 27,648

Freight costs for book delivery to library service points and Home Delivery charges (housebound and special accommodation centres in Bendigo).

Headquarters Lease Charge: \$ 32,000

This covers the cost of payment to the City of Greater Bendigo of \$28,762 for the rent of part of the first floor of the Bendigo Library for GLC Headquarters use, \$3,238 for additional utilities charges.

Human Resources: \$ 10,000

Covers costs of HR services.

Insurances: \$ 60,905

All insurances for the Corporation.

Internet and Phone expenses: \$ 73,000

The costs include the bundled data and phone services, recently implemented with substantial cost saving.

I.T. Minor equipment: \$10,000



Minor I.T. equipment includes small items required to maintain all I.T. infrastructure and includes peripherals such as a replacement keyboards, mouse or monitor as well as specific minor equipment such as docket printers, barcode scanners, DVD un-lockers, network cables, power cables, video and USB adaptors. Other larger items which don't qualify as I.T. Capital may also be purchased such as replacement mobile phones, tablets and minor network equipment such as switches and modems.

Libraries Australia: \$ 8,196

Access and usage charges associated with cataloguing library materials set by the National Library of Australia.

Photocopier Lease: \$58,000

Photocopier leases will expire and the corporation will test the market for all photocopier and printer needs. Public expectations for printing and copying are for access to color printing and copying, up to A3 sizes, double sided printing and scanning, scanning to USB and to an email address as well as a document feeder for multi-page scanning. Two copiers at Bendigo are also required to be capable of full collation of multi documents. The new lease will involve eleven copiers and two workgroup printers or multi-function devices.

Maintenance Services: \$ 6,930

Covers the maintenance of non-building items.

Membership/Industry Training: \$ 12,850

Covers costs for membership to trade and industry associations.

Minor Equipment Purchases: \$ 28,000

This covers purchases of small items that are considered non-capital (under \$1,000).

Mobile Library and Library Van Operating Costs: \$ 28,000

Costs associated with running the Mobile Library and the Library van such as servicing, maintenance, tyres, fuel, roadside assistance etc.

Newspapers: \$ 19,069

Covers the costs of major daily newspapers at all libraries.

Periodicals: \$ 44,982

Covers the costs of magazines and periodicals at all libraries.

Photocopier Expense: \$ 20,604

Covers the costs of maintenance and repairs to copiers that are operated by the Corporation.

Postage: \$ 9,469

Covers the postage of paper-based overdue notices to patrons not using email or SMS notices. It also covers general office postage and services for interlibrary loans.

Printing and Stationery: \$ 28,750

Covers all paper related items such as docket printouts, labels, member handouts, paper overdue notices, and some general printing and stationery. It also cover the cost of printing the quarterly library programs guide.

Processing Supplies: \$37,132

Covers costs associated with making collection items available; covering items, spine labels, RFID tags, identification tags, security tags for A/V materials and other items needed to make items shelf ready. This amount relates to the number of items purchased and the necessary repairs to items held in the collection.

Training/Conferences/Seminars: \$ 23,000

Costs associated for staff training and professional development.

## 6. FINANCIAL STATEMENTS 2015/16

### Budgeted Comprehensive Income Statement

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan Projections		
	2015/16 \$'000	2016/17 \$	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Income</b>					
Member Contributions	4,489,181	<b>4,661,569</b>	4,923,080	5,112,125	5,308,428
Grants	1,299,063	<b>1,288,021</b>	1,317,646	1,347,952	1,378,955
User Fees, Charges and Fines	436,980	<b>274,754</b>	228,981	236,591	244,492
Interest	70,000	<b>58,300</b>	60,632	63,057	65,580
Other Income	1,592	<b>796</b>	398	199	99
Proceeds From Sale of Fixed Assets	-	<b>177,000</b>	-	35,000	-
Assets Received Free of Charge	2,000	<b>2,000</b>	2,000	2,000	2,000
<b>Total Income</b>	<b>6,298,815</b>	<b>6,462,440</b>	<b>6,532,737</b>	<b>6,796,924</b>	<b>6,999,554</b>
<b>Expenses</b>					
Employee Benefits	3,961,332	<b>4,143,240</b>	4,235,515	4,370,482	4,809,762
Plant and Equipment Costs	358,809	<b>366,687</b>	344,514	347,194	346,373
Depreciation	1,217,394	<b>1,199,049</b>	1,112,744	1,078,305	1,044,496
Administration and Maintenance Charges	385,894	<b>427,554</b>	441,360	458,906	477,228
Other Expenses	365,003	<b>356,549</b>	379,650	388,937	398,465
Written Down Value of Assets Sold	-	<b>269,360</b>	-	35,000	-
<b>Total Expenses</b>	<b>6,288,432</b>	<b>6,762,439</b>	<b>6,513,782</b>	<b>6,678,823</b>	<b>7,076,324</b>
<b>Surplus/(deficit) for the year</b>	<b>10,383</b>	<b>(299,999)</b>	<b>18,955</b>	<b>118,101</b>	<b>(76,771)</b>
<b>Other Comprehensive Income</b>					
Net Increase (Decrease) in Reserves	(163,796)	<b>36,709</b>	(4,086)	96,914	260,914
<b>Total Other Comprehensive Income</b>	<b>(163,796)</b>	<b>36,709</b>	<b>(4,086)</b>	<b>96,914</b>	<b>260,914</b>
<b>Total Comprehensive Result</b>	<b>(153,413)</b>	<b>(263,290)</b>	<b>14,870</b>	<b>215,015</b>	<b>184,144</b>

**Budgeted Balance Sheet**  
For the four years ending 30 June 2020

	Forecast	<b>Budget</b>	Strategic Resource Plan Projections		
	2015/16	<b>2016/17</b>	2017/18	2018/19	2019/20
	\$	\$	\$	\$	\$
<b>Assets</b>					
<b>Current Assets</b>					
Cash Assets	2,059,242	<b>2,156,826</b>	2,171,650	2,140,383	2,249,236
Receivables	7,235	<b>6,512</b>	6,674	6,841	8,551
Other Assets	150,000	<b>150,000</b>	150,000	150,000	150,000
<b>Total Current Assets</b>	<u>2,216,477</u>	<u><b>2,313,337</b></u>	<u>2,328,324</u>	<u>2,297,224</u>	<u>2,407,787</u>
<b>Non-Current Assets</b>					
Plant, Resources and Equipment	<u>5,806,340</u>	<u><b>5,445,467</b></u>	<u>5,445,512</u>	<u>5,582,022</u>	<u>5,688,580</u>
<b>Total Non-Current Assets</b>	<u>5,806,340</u>	<u><b>5,445,467</b></u>	<u>5,445,512</u>	<u>5,582,022</u>	<u>5,688,580</u>
<b>Total Assets</b>	<u>8,022,817</u>	<u><b>7,758,804</b></u>	<u>7,773,836</u>	<u>7,879,246</u>	<u>8,096,367</u>
<b>Current Liabilities</b>					
Payables	254,848	<b>266,786</b>	238,333	200,623	451,075
Employee Benefits	<u>1,125,727</u>	<u><b>1,148,242</b></u>	<u>1,171,207</u>	<u>1,194,631</u>	<u>1,236,443</u>
<b>Total Current Liabilities</b>	<u>1,380,575</u>	<u><b>1,415,028</b></u>	<u>1,409,540</u>	<u>1,395,254</u>	<u>1,687,518</u>
<b>Non-Current Liabilities</b>					
Employee Benefits	<u>76,669</u>	<u><b>78,202</b></u>	<u>79,766</u>	<u>81,362</u>	<u>82,989</u>
<b>Total non-current liabilities</b>	<u>76,669</u>	<u><b>78,202</b></u>	<u>79,766</u>	<u>81,362</u>	<u>82,989</u>
<b>Total Liabilities</b>	<u>1,457,244</u>	<u><b>1,493,230</b></u>	<u>1,489,306</u>	<u>1,476,615</u>	<u>1,770,507</u>
<b>Net Assets</b>	<u>6,565,573</u>	<u><b>6,265,574</b></u>	<u>6,284,530</u>	<u>6,402,631</u>	<u>6,325,860</u>
<b>Equity</b>					
Member Contributions	2,466,638	<b>2,466,638</b>	2,466,638	2,466,638	2,466,638
Asset Revaluation Reserve	1,306,784	<b>1,306,784</b>	1,306,784	1,306,784	1,306,784
Plant & Equipment Reserve	477,918	<b>377,918</b>	142,918	87,918	122,918
Bendigo Local History Bequest Reserve	390,227	<b>401,349</b>	409,349	416,349	419,349
Castlemaine Art Book Bequest Reserve	76,125	<b>78,295</b>	79,380	80,466	81,552
Development Initiative Reserve	-	-	180,000	80,000	30,000
Definded Benefits	250,000	<b>300,000</b>	350,000	400,000	150,000
Accumulated (Deficit) / Surplus	1,597,881	<b>1,334,591</b>	1,349,460	1,564,475	1,748,619
<b>Total Equity</b>	<u>6,565,573</u>	<u><b>6,265,574</b></u>	<u>6,284,530</u>	<u>6,402,631</u>	<u>6,325,860</u>

**Statement of Changes in Equity**  
For the four years ending 30 June 2020

	Total \$	Member Contributions \$	Accumulated Surplus \$	Revaluation Reserve \$	Other Reserves \$
<b>2017</b>					
Balance at beginning of the financial year	6,565,573	2,466,638	1,597,881	1,306,784	1,194,270
Surplus/(deficit) for the year	(299,999)	-	(299,999)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-	-
Transfer to other reserves	-	-	(63,291)	-	63,291
Transfer from other reserves	-	-	100,000	-	(100,000)
<b>Balance at end of the financial year</b>	<b>6,265,574</b>	<b>2,466,638</b>	<b>1,334,591</b>	<b>1,306,784</b>	<b>1,157,561</b>
<b>2018</b>					
Balance at beginning of the financial year	6,265,574	2,466,638	1,334,591	1,306,784	1,157,561
Surplus/(deficit) for the year	18,955	-	18,955	-	-
Net asset revaluation increment/(decrement)	-	-	-	-	-
Transfer to other reserves	-	-	(365,172)	-	365,172
Transfer from other reserves	-	-	361,086	-	(361,086)
<b>Balance at end of the financial year</b>	<b>6,284,530</b>	<b>2,466,638</b>	<b>1,349,460</b>	<b>1,306,784</b>	<b>1,161,647</b>
<b>2019</b>					
Balance at beginning of the financial year	6,284,530	2,466,638	1,349,460	1,306,784	1,161,647
Surplus/(deficit) for the year	118,101	-	118,101	-	-
Net asset revaluation increment/(decrement)	-	-	-	-	-
Transfer to other reserves	-	-	(114,172)	-	114,172
Transfer from other reserves	-	-	211,086	-	(211,086)
<b>Balance at end of the financial year</b>	<b>6,402,631</b>	<b>2,466,638</b>	<b>1,564,476</b>	<b>1,306,784</b>	<b>1,064,733</b>
<b>2020</b>					
Balance at beginning of the financial year	6,402,631	2,466,638	1,564,476	1,306,784	1,064,733
Surplus/(deficit) for the year	(76,771)	-	(76,771)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-	-
Transfer to other reserves	-	-	(120,172)	-	120,172
Transfer from other reserves	-	-	381,086	-	(381,086)
<b>Balance at end of the financial year</b>	<b>6,325,860</b>	<b>2,466,638</b>	<b>1,748,620</b>	<b>1,306,784</b>	<b>803,819</b>

**Budgeted Statement of Cash Flows**  
For the four years ending 30 June 2020

	Forecast	<b>Budget</b>	Strategic Resource Plan Projections		
	2015/16	<b>2016/17</b>	2017/18	2018/19	2019/20
	\$ Inflows/ (Outflows)	\$ <b>Inflows/ (Outflows)</b>	\$ Inflows/ (Outflows)	\$ Inflows/ (Outflows)	\$ Inflows/ (Outflows)
<b>Cash Flows from Operating Activities</b>					
Employee Related Costs	(3,861,326)	<b>(4,119,192)</b>	(4,210,986)	(4,345,462)	(4,766,323)
Plant and Equipment Costs	(394,690)	<b>(403,356)</b>	(378,965)	(381,913)	(381,010)
Administration and Maintenance Charges	(424,483)	<b>(470,310)</b>	(485,496)	(504,797)	(524,950)
Other Expenses	(487,853)	<b>(379,072)</b>	(448,912)	(469,312)	(162,815)
GST paid on Investing Activities	(108,792)	<b>(110,554)</b>	(111,079)	(124,781)	(114,905)
GST submitted to the ATO	(623,039)	<b>(640,286)</b>	(646,994)	(673,170)	(693,026)
Member Contributions	4,938,099	<b>5,127,725</b>	5,415,388	5,623,337	5,839,271
Grants - Operating	1,428,969	<b>1,416,824</b>	1,449,411	1,482,747	1,516,850
User Fees, Charges and Fines	484,611	<b>303,026</b>	251,700	260,066	267,060
Interest	70,000	<b>58,300</b>	60,632	63,057	65,580
Other Revenue	1,751	<b>875</b>	438	219	109
GST Received from Investing Activities	-	<b>17,700</b>	-	3,500	-
GST received from the ATO	227,612	<b>224,439</b>	230,476	248,056	212,067
<b>Net cash provided by/(used in) operating activities</b>	<u>1,250,859</u>	<u><b>1,026,120</b></u>	<u>1,125,614</u>	<u>1,181,547</u>	<u>1,257,907</u>
<b>Cash Flows from Investing Activities</b>					
Proceeds from Sale of Assets	-	<b>177,000</b>	-	35,000	-
Payment for Plant, Resources and Equipment	(1,087,915)	<b>(1,105,536)</b>	(1,110,789)	(1,247,815)	(1,149,054)
<b>Net Cash provided by / (used in) Investing Activities</b>	<u>(1,087,915)</u>	<u><b>(928,536)</b></u>	<u>(1,110,789)</u>	<u>(1,212,815)</u>	<u>(1,149,054)</u>
<b>Net Increase/(Decrease) in Cash Held</b>	162,944	<b>97,584</b>	14,824	(31,268)	108,853
Cash & Equivalents at the Beginning at Year	<u>1,896,298</u>	<u><b>2,059,242</b></u>	<u>2,156,826</u>	<u>2,171,650</u>	<u>2,140,383</u>
<b>Cash &amp; Equivalents at the End of the Year</b>	<u>2,059,242</u>	<u><b>2,156,826</b></u>	<u>2,171,650</u>	<u>2,140,382</u>	<u>2,249,236</u>

## Budgeted Statement Capital Works

For the four years ending 30 June 2020

	Forecast Actual	<b>Budget</b> <b>2016/17</b>	Strategic Resource Plan Projections		
	2015/16		2017/18	2018/19	2019/20
	\$	\$	\$	\$	\$
Resources	943,579	877,018	889,399	903,044	916,665
Plant and Vehicles	-	60,000	-	90,000	-
Computer Equipment	113,430	163,600	226,072	248,593	211,165
Furniture and Equipment	30,906	30,000	20,400	20,808	21,224
<b>Total Capital Works Expenditure</b>	<b>1,087,915</b>	<b>1,130,618</b>	<b>1,135,871</b>	<b>1,262,446</b>	<b>1,149,054</b>
Represented by:					
Renewal	1,087,915	1,070,618	1,135,871	1,262,446	1,099,054
Upgrade	-	-	-	-	-
Expansion	-	-	-	-	-
New Assets	-	60,000	-	-	50,000
<b>Total Capital Works Expenditure</b>	<b>1,087,915</b>	<b>1,130,618</b>	<b>1,135,871</b>	<b>1,262,446</b>	<b>1,149,054</b>



**Budgeted Statement of Human Resources**  
For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$	\$	\$	\$	\$
<b>Staff expenditure</b>					
Employee costs - operating	3,861,326	<b>4,119,192</b>	4,210,986	4,345,462	4,766,323
Employee costs - capital	0	<b>0</b>	0	0	0
<b>Total staff expenditure</b>	<b>3,861,326</b>	<b>4,119,192</b>	<b>4,210,986</b>	<b>4,345,462</b>	<b>4,766,323</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	52.37	<b>52.62</b>	52.62	52.62	52.62
Total staff numbers	52.37	<b>52.62</b>	52.62	52.62	52.62

## 7. SCHEDULE OF FEES & CHARGES

<b>Schedule of Fees &amp; Charges</b>		
<b>Products and Services</b>	<b>2016/2017</b>	
Overdue material Per Item Per Day. Up to a maximum of \$5.00 per item	\$0.25	
Replacement Cards	\$3.00	
Lost items replacement cost plus processing	\$5.00	
Lost Items	Replacement cost	
Printing Per Page	\$0.20	
Photocopying - Colour (A4) & (A3)	\$0.50 and \$1.00	
Black & White (A4) and (A3)	\$0.20 and \$0.50	
Inter Library Loan (per item) Items ordered but not collected will still be charged the ILL fee.	ILLs from Victorian Public Libraries cost \$3.00 ILLs from the Victorian State Library cost \$3.00 and must be read in the library ILLs from NSW Public Libraries cost \$15.00, including postage ILLs from University and Special Libraries including The National Library of Australia start at \$16.50, plus \$10.00 postage Items returned after the due date incurs a fine. The overdue fine for ILLs is \$1.00 per day, per item	
<b>Bendigo Library Room Hire</b>		
<u>Community Rate</u>	<u>Full Day (9am – 6pm)</u>	<u>Session Rate (2 hour )</u>
Activity Room 1	\$150.00	\$52.00
Activity Room 2	\$120.00	\$40.00
Activity Area 1 & 2	\$240.00	\$64.00
Meeting Room 1	\$120.00	\$48.00
Meeting Room 2	\$100.00	\$40.00
Meeting Room 3	\$100.00	\$40.00
Video/ Teleconference Setup & Management	Flat Rate \$200.00 Variable	Flat Rate \$200.00 Variable
Performance Space	Variable	Variable
Meeting Room 4		
<u>Commercial Rate</u>		
Activity Room 1	\$250.00	\$70.00
Activity Room 2	\$200.00	\$50.00
Activity Area 1 & 2	\$400.00	\$100.00
Meeting Room 1	\$220.00	\$60.00
Meeting Room 2	\$200.00	\$50.00
Meeting Room 3	\$200.00	\$50.00
Video/ Teleconference Setup & Management	Flat Rate \$200.00 Variable	Flat Rate \$200.00 Variable
Performance Space	Variable	Variable
Meeting Room 4		

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

## 8. GOLDFIELDS LIBRARY CORPORATION PLAN 2015-19

### **Vision**

Goldfields Libraries: Where Communities Explore, Engage and Create

### **Mission**

We will enrich our communities by providing;

- Welcoming and inclusive spaces
- Friendly helpful and knowledgeable staff
- Access to information, collections and technology
- Programs for learning, creativity and recreation

### **Goals**

**Collections:** We provide access to a collection that is relevant and responsive to build knowledge, enrich our culture and for enjoyment.

**Programs:** We offer and enable the delivery of programs, activities, workshops and learning opportunities that enable people to explore their interests, connect with others and expand their thinking.

**Technology:** We provide innovative infrastructure and digital services that inspire and excite our community and enhance service provision.

**Spaces:** We create welcoming and functional spaces that are both physical and virtual, that enable people to work, connect, learn and relax.

**Our people:** We invest in our people through training, development and recruitment to build a highly skilled team that adds value to our collection and spaces, user experience and community engagement.

**Governance:** The Board and staff work collaboratively to deliver organisational sustainability whilst achieving strategic investment in areas that optimise equity in community access and services across the region

## Corporation Plan 2015 – 2019



Goals	Strategies	Performance measures
<p><b>Collections:</b></p> <p>We provide access to a collection that is relevant and responsive to build knowledge, enrich our culture and for enjoyment.</p>	<p>We will achieve this by:</p> <ol style="list-style-type: none"> <li>1. promoting and providing equitable access to quality collections,</li> <li>2. providing access to collections of local significance, and</li> <li>3. maximising community access to collections and information through staff support.</li> </ol>	<ul style="list-style-type: none"> <li>• Total collection utilisation</li> <li>• Number of e-utilisations</li> <li>• Collection turnover</li> <li>• Number of reference enquiries</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Collection Plan implemented</li> <li>• Support the Implementation of the BRAC Corporate Plan</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Outreach review completed</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Implementation of the programs plan                             <ul style="list-style-type: none"> <li>◦ Reading Culture &amp; Family and Local History</li> </ul> </li> </ul>
<p><b>Programs:</b></p> <p>We offer and enable the delivery of programs, activities, workshops and learning opportunities that enable people to explore their interests, connect with others and expand their thinking.</p>	<p>We will achieve this by:</p> <ol style="list-style-type: none"> <li>1. building partnerships with others,</li> <li>2. providing equitable access to programs, and</li> <li>3. contributing to our learning and creative communities.</li> </ol>	<ul style="list-style-type: none"> <li>• Number of programs delivered</li> <li>• Number of attendances at programs</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• policies and procedures completed</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Programs Plan implemented</li> </ul>
<p><b>Technology:</b></p> <p>We provide innovative infrastructure and digital services that inspire and excite our community and enhance service provision</p>	<p>We will achieve this by:</p> <ol style="list-style-type: none"> <li>1. providing internet access for learning, leisure and information,</li> <li>2. providing opportunities to explore and learn about new technologies,</li> <li>3. enhancing customer experience with technology, and</li> <li>4. utilising systems that support operational efficiencies for staff workflows and procedures.</li> </ol>	<ul style="list-style-type: none"> <li>• Number of computer sessions</li> <li>• Number of gigabytes of data used</li> <li>• Number of internet enabled devices</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• IT Plan implemented</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Implementation of the programs plan                             <ul style="list-style-type: none"> <li>◦ Digital Literacy &amp; Emerging Technologies</li> </ul> </li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Percentage of loans self-service</li> </ul>
<p><b>Spaces:</b></p> <p>We create welcoming and functional spaces that are both physical and virtual, that enable people to work, connect, learn and relax.</p>	<p>We will achieve this by:</p> <ol style="list-style-type: none"> <li>1. facilitating access to online spaces to explore, learn, create and socialise, and</li> <li>2. providing welcoming and flexible physical spaces that deliver areas for individual and collaborative work, learning and leisure.</li> </ol>	<ul style="list-style-type: none"> <li>• Number of physical visits</li> <li>• Number of visits to the E-library</li> <li>• Nexus Survey 'Presentation of the Library Building'</li> <li>• Nexus Survey 'Ease of using library website'</li> <li>• Completion of OH&amp;S compliance inspections</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• E-library Plan implemented</li> </ul>

<p><b>Our people:</b></p> <p>We invest in our staff through training, development and recruitment to build a highly skilled team that adds value to our collection and spaces, user experience and community engagement.</p>	<p>We will achieve this through:</p> <ol style="list-style-type: none"> <li>1. plans and policies that provide clarity and direction for our people,</li> <li>2. a culture of continuous improvement and staff contributing to future directions, and</li> <li>3. exploring partnership opportunities with volunteers.</li> </ol>	<ul style="list-style-type: none"> <li>• Our People Plan implemented <ul style="list-style-type: none"> <li>◦ Staff training implemented</li> </ul> </li> <li>• Nexus Survey 'Staff Knowledge'</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Completed volunteering policy and plan</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Completed and embed HR policies and procedures</li> </ul>
<p><b>Governance:</b></p> <p>The Board and staff work collaboratively to deliver organisational sustainability whilst achieving strategic investment in areas that optimise equity in community access and services across the region.</p>	<p>We will achieve this by:</p> <ol style="list-style-type: none"> <li>1. strategically planning and budgeting for services in a financially sustainable manner,</li> <li>2. complying with Government policy and legislation and,</li> <li>3. advocating on behalf of our communities.</li> </ol>	<ul style="list-style-type: none"> <li>• Communications Plan implemented <ul style="list-style-type: none"> <li>◦ Nexus Survey 'Satisfaction with Communications'</li> </ul> </li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Successful grant and funding applications and in-kind support</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Adherence to the Budget</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Nexus Survey 'Overall satisfaction'</li> <li>• PLVN Performance Indicators</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Percentage increase in library membership</li> </ul>

## 9. BUDGET PROCESS

In accordance with Section 129 (1) of the Local Government Act 1989 the Corporation must prepare a budget for each financial year commencing 1<sup>st</sup> July.

As soon as practicable after the Corporation has prepared its Budget, the Corporation must advertise via a public notice that the budget has been prepared. The notice must:

- (a) contain the prescribed particulars.
- (b) advise that copies of the budget are available for inspection on the library website and at the Corporation's libraries during normal business hours for at least twenty eight days after the publication of the public notice;

The public notice will also include the date on which the Corporation will meet to adopt its Budget. A person may make a written submission on any proposal contained in the Budget, not less than twenty eight days after the date on which the public notice is published.

After the Corporation has complied with this procedure under the Act, the Corporation may adopt the Budget. The Corporation must then give public notice that it has adopted the Budget. The Budget must be adopted by 30<sup>th</sup> June, 2016.

### **Proposed Public Notice of Preparation of Budget.**

Notice of intention to adopt a budget pursuant to Section 129 (1) of the Local Government Act 1989. Copies of the 2016-2017 Budget are available for inspection on the library website and at the public libraries in Bendigo, Castlemaine, Eaglehawk, Gisborne, Heathcote, Kangaroo Flat, Kyneton, Pyramid Hill RTC, Romsey, Woodend and Mobile Library. Any person may make a written submission to the Board on any proposal contained in the Budget by Friday 29<sup>th</sup> April 2016 and sent to the address below. Submitters may request to present at the meeting of the Corporation Board to be held at the Castlemaine Library, 212 Barker Street Castlemaine, Friday, 27<sup>th</sup> May 2015, at 3.00pm.

### **Chris Kelly**

CHIEF EXECUTIVE OFFICER

North Central Goldfields Regional Library Corporation,  
PO Box 887,  
Bendigo, 3552.

### Proposed Notice of Motion to Adopt the Corporation Budget

That the 2016-2017 Budget be adopted by the Corporation and the Chief Executive Officer be authorised to give public notice of this decision to adopt such Budget, in accordance with Section 130(2) & (3) of the Local Government Act 1989.

### Proposed Public Notice of Adoption of Budget

In accordance with Section 130(9) of the Local Government Act 1989 notice is given that the Goldfields Regional Library Corporation at its meeting held on Friday, 27th May 2016 at 3.00 pm adopted its Budget for the year July 1, 2016 to June 30, 2017.

**Chris Kelly**

CHIEF EXECUTIVE OFFICER

Goldfields Library Corporation



**Goldfields  
Libraries**