



Goldfields  
Libraries

NORTH CENTRAL GOLDFIELDS REGIONAL LIBRARY  
CORPORATION TRADING AS  
**GOLDFIELDS LIBRARY CORPORATION**

# 2020 / 2021 BUDGET



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## 1: INTRODUCTION

The North Central Goldfields Regional Library Corporation (trading as Goldfields Library Corporation [GLC]), was established in January 1996 to provide library services for the City of Greater Bendigo (CoGB), Loddon Shire Council (LSC), Macedon Ranges Shire Council (MRSC) and Mount Alexander Shire Council (MASC).

The GLC is a Library Corporation under section 196 of the Local Government Act 1989.

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. GLC has approximately 52.6 EFT (including casuals) and reaches a population of approximately 180,000. There are almost 300,000 items in the collection including an increasing number of electronic resources. The Corporation's libraries support almost 1.4 million visitors per year, 1.65 million collection utilisations, 80,000 public internet sessions, 86,000 wireless internet session and more than 120,000 information enquiries.



The GLC comprises ten libraries - Bendigo, Castlemaine, Eaglehawk, Gisborne, Heathcote, Kangaroo Flat, Kyneton, Romsey and Woodend. The Corporation also provides Library Agency services to small towns in; Axedale, Boort, Dingee, Elmore, Inglewood, Pyramid Hill, Tarnagulla and Wedderburn. A Home Library Service for housebound patrons is being progressively rolled out across the region.

The Corporation is governed by a Board that establishes strategic direction. The four member Councils Board have two representatives each, one Councillor and one officer. The Chief Executive Officer reports to the Library Board and is responsible for the management of the Corporation.

The Corporation is funded by the four member Councils (approximately 75%), the State Government (approximately 20%) and other income sources (approximately 5%).

Council funding is based on an amount collectively agreed to as part of the Service and Funding Agreement. The State Government funding is calculated primarily on a per capita basis. The State Government specifies a number of conditions on the grant, including annual reporting requirements, free core library services and reciprocal membership of all other Victorian public libraries.

The Corporation explores alternative sources of funding and endeavours to make Governments aware of the importance of funding for libraries.

The budget is presented in a format which demonstrates the proposed 2020/21 Operating result and forecast Operating result for the 2019/20 Budget. A Budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Capital Works and Statement of Human Resources are provided.

## 2: [THE LIBRARY PLAN](#)

The Library Plan provides a series of key priorities that are based around the outcomes of our Member Council Plans and State Government Regional Partnership Priorities. The link is noted in the diagram below.



### 3. SERVICE PERFORMANCE OUTCOME INDICATORS

The Victorian Auditor General’s Office (VAGO) has recently released an audit report on Council Libraries.

The report introduction notes that in delivering library services,

*“Councils find it challenging to meet these expectations in a financially sustainable way. Under Victoria’s Local Government Act 1989 (the Act), councils must use their resources efficiently and effectively, and services they deliver must meet community needs. The introduction of rate capping in 2015, which restricts councils’ ability to increase revenue, adds to the challenge.*

*Councils may contribute to their obligation by sharing library services. The Act allows two or more councils to do this by forming regional library corporations (RLC).*

*This audit examines whether councils and RLCs deliver services efficiently and effectively. We used library data to identify whether shared services are more efficient, and assessed how well selected councils plan, monitor and review their library services to ensure maximum efficiency and effectiveness.”*

Outcomes of the audit included the following key points:

1. Goldfields Libraries is ranked as the most efficient library service in the State, delivering services and programs at the lowest possible cost per use of all 46 services (see table).

#### Results

Figure D4 shows the efficiency scores for all library services across the two DEA combinations. An efficiency score of one means the library service is the most efficient of the group, but does not mean it could not become more efficient.

Figure D4  
Data envelopment analysis results, Victorian Libraries 2017-18

Library	Service delivery model	Core library services	Programs and events
Goldfields Library Corporation	RLC	1.00	1.00
Glendy Shire	Council	1.00	1.00
East Gippsland Shire	Council	1.00	1.00
Lowang Shire	Council	1.00	1.00
Drochop Shire	Council	1.00	1.00
RLC 9 <sup>1</sup>	RLC	1.00	1.00
Whitfoss Warrington Regional Library Corporation	RLC	0.90	0.70
Yarra Valley Regional Library	RLC	0.82	1.00

2. The RLC model is noted as being generally superior in efficiency to the stand-alone Council model. The audit noted the following:

*“We analysed council library efficiency using data on library staff numbers, collection size, loan numbers and opening hours. We did not cover additional services that libraries provide such as home library visits, computer access or customer service. Our analysis showed that:*

- *RLCs and co-operative models are, overall, more efficient than standalone council libraries, because their longer opening hours and high volume of loans offset their larger investments*
- *rural standalone councils tend to be more efficient than metropolitan ones. They have found ways to deliver core library services to their communities with less financial investment, for example, by sharing facilities with other council or community services.”*

3. The Library Collection Service provided by State Government (LibraryLink) is to be de-funded from June 30, 2020- this impacts all library services with specific impact to the 26 library services that are not currently part of the Swift shared collection service. GLC is currently not part of the shared collection service, based on the inefficiencies inherent in this system that were highlighted by the audit as noted below:

*“Although Swift increases community access to collection items, libraries need to weigh these benefits against potential costs and limitations. For example, users can request items from Swift libraries in a distant location—increasing courier costs—even when their home library has that item. In 2018–19, this occurred for 8 per cent of Swift ILL requests.*

*In addition, members may not collect items that libraries have moved across the state. In 2018–19, members failed to collect 48 600 items—9 per cent of all ILLs through Swift.*

*In part because of these issues, ERLC withdrew from Swift in 2015 following an internal review. The review noted that though the cost of Swift membership was low, processing ERLC’s Swift ILLs created an internal cost of approximately 2.4 FTE staff.”*

In terms of the Goldfields Library Corporation, the VAGO report reflects a highly active and efficient service delivery across a range of activities and services.

The challenge in maintaining this high level of service in a rate capped environment is one that the board and the Corporation is planning for as consideration is given to future funding requirements.

Our key services areas and performance outcome indicators are provided on the following page.

## Goldfields Library Corporation Core Services Plan 2020-21

**Vision:** Explore, Engage and Create with Goldfields Libraries

**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	Core Services Priorities Indicators / Performance measures
<p><b>Collections:</b> A collection that encourages learning, enjoyment, imagination and enriches our culture.</p> <p><b>Strategies</b> We will achieve this:</p> <ol style="list-style-type: none"> <li>1. By providing equitable access to quality collections,</li> <li>2. With collections that meet local needs, and</li> <li>3. Through skilled staff maximising access to collections and information.</li> </ol>	<p>Effective management of collections through the implementation of the Collection Plan</p> <p>Collection access;</p> <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> <p>Assessment of first year of new service model for 'Collection Delivery to Institutions and Housebound Individuals'</p>



Goals	Core Services Priorities Indicators / Performance measures
<p><b>Programs:</b> Programs that support enjoyable opportunities for social connection, creativity and learning opportunities.</p> <p><b>Strategies</b> We will achieve this through:</p> <ol style="list-style-type: none"> <li>1. Partnerships that expand benefit and reach,</li> <li>2. Providing equitable access to programs,</li> <li>3. Contributing to our learning and creative communities, and</li> <li>4. Hosting community events that support progressive social inclusion.</li> </ol>	<p>Partnerships that focus on early years learning, digital literacy, creativity, health and community capacity building.</p> <hr/> <p>Impact evaluation – skill development, engagement and knowledge building of participants</p> <hr/> <p>Number of attendances at programs</p> <ul style="list-style-type: none"> <li>○ Early years learning</li> <li>○ Digital literacy</li> <li>○ Reading culture</li> <li>○ Creative and healthy communities</li> </ul>
<p><b>Technology:</b> Innovative infrastructure and digital services that inspire and excite our community and enhance service provision.</p> <p><b>Strategies</b> We will achieve this:</p> <ol style="list-style-type: none"> <li>1. By maintaining an efficient and innovative ICT network,</li> <li>2. With systems that support operational efficiency for staff workflows and procedures, and</li> <li>3. By enhancing the customer experience with technology.</li> </ol>	<p>Facilitate self-service for the effective circulation of collections</p> <ul style="list-style-type: none"> <li>• Percentage of loans self-service</li> </ul> <hr/> <p>Implement the IT plan that includes projects funded in 2017/18 budget</p> <hr/> <p>Provide access to the internet through bookable computers and wi-fi</p> <ul style="list-style-type: none"> <li>• Number of computer sessions</li> <li>• Number of internet enabled devices</li> </ul>

Goals	Core Services Priorities Indicators / Performance measures
<p><b>Spaces:</b> Welcoming and functional spaces.</p> <p><b>Strategies</b> We will achieve this:</p> <ol style="list-style-type: none"> <li>1. With an eLibrary that has ease of access to collections and library information, and</li> <li>2. By providing welcoming and flexible physical spaces that enable people to work, connect, learn and relax.</li> </ol>	<p>Effective management of the eLibrary through the implementation of the eLibrary Plan;</p> <ul style="list-style-type: none"> <li>• Number of visits to the eLibrary</li> <li>• Increased usage of eLibrary resources</li> </ul> <hr/> <p>Well utilised libraries;</p> <ul style="list-style-type: none"> <li>• Number of physical visits</li> </ul> <hr/> <p>Assessment and improvement of new service model for Library Agencies.</p>
<p><b>Our people:</b> Engaged and motivated staff that enable our communities to benefit from our collections, technology, programs and spaces.</p> <p><b>Strategies</b> We will achieve this:</p> <ol style="list-style-type: none"> <li>1. With a culture of continuous learning and improvement,</li> <li>2. By engagement of our staff in planning for the future, and</li> <li>3. With plans, policies and communications that provide clarity and direction.</li> </ol>	<p>Our people will be able to deliver on the vision and mission into the future through the implementation of the Our People plan;</p> <ul style="list-style-type: none"> <li>• Work planning for all staff that provides clarity and direction</li> <li>• Ensure skills match requirements of Library Plan through the implementation of a staff development plan that includes two professional development days</li> </ul>

Goals	Core Services Priorities Indicators / Performance measures
<p><b>Governance:</b> The Board and staff work collaboratively to ensure organisational sustainability and equity of access.</p> <p><b>Strategies</b> We will achieve this:</p> <ol style="list-style-type: none"> <li>1. With strategic planning in the context of financial sustainability,</li> <li>2. By implementing systems that support operational effectiveness, and</li> <li>3. By actively promoting and building a culture of good governance.</li> </ol>	<p>Effective communications to maximise participation in library services and programs through the production of collateral, social media updates and media releases;</p> <ul style="list-style-type: none"> <li>• Promotion of library programs by publishing seasonal programs guide</li> <li>• Percentage increase in library membership</li> <li>• Publication of the electronic newsletter</li> </ul>
	<p>Expand services and programs by accessing grants and other funding opportunities.</p>
	<p>Support the implementation of the BRAC Corporate Plan</p>
	<p>Develop and review governance policies</p>
	<p>Undertake reporting to meet statutory requirements</p> <ul style="list-style-type: none"> <li>• Publication of the Annual Report</li> <li>• Local Government Reporting Framework</li> </ul>

### 3.1: STATISTICAL OVERVIEW

The three year statistical overview demonstrates that the standard service of loaning books has either remained static or reduced whilst program attendance and use of wireless internet connection has grown considerably. Visitation has remained static or reduced slightly in most libraries however membership has increased and continues to represent about 36 percent of the entire population for our region.

#### Three Year Overview

Indicator	2016/17	2017/18	2018/19	% change since last year	% change over last 3 years
Population - Regional (ABS ERP)	177,153	188,731	192,460	2%	9%
Library opening hours weekly	335.5	356	356	0%	6%
Agency opening hours weekly	110	128.5	128.5	0%	17%
Library floor space* (m2)	5,846	5,846	5,936	2%	2%
Staff EFT	51.6	49.6	49.9	1%	-3%
Collection items	296,921	288,302	286,407	-1%	-4%
Public access Internet computers	116	126	128	2%	10%
<b>Activity</b>					
Visits	1,462,286	1,435,881	1,403,515	-2%	-4%
Members	68,019	67,818	69,507	2%	2%
Collection Utilisation	1,776,767	1,733,874	1,652,414	-5%	-7%
Computer bookings	77,140	77,885	78,702	1%	2%
Wireless internet access	53,167	82,361	86,167	5%	62%
Program attendance	51,766	53,425	66,412	24%	28%
Number of Programs	2,338	2,817	2,867	2%	23%
<b>Expenditure</b>					
Total operating expenditure	\$ 4,986,291	\$ 4,968,764	\$ 5,207,618	5%	4%
Total capital expenditure	\$ 1,061,994	\$ 1,092,264	\$ 845,755	-23%	-20%
Capital expenditure on collections	\$ 912,315	\$ 855,259	\$ 733,051	-14%	-20%
Total collections expenditure	\$ 1,316,741	\$ 1,337,311	\$ 1,169,293	-13%	-11%
Total Expenditure (excludes depreciation)	\$ 6,048,285	\$ 6,061,028	\$ 6,053,373	0%	0%
<b>Cost of Service</b>					
Cost per loan	\$ 3.40	\$ 3.50	\$ 3.66	3%	2%
Cost per visit	\$ 4.14	\$ 4.22	\$ 4.31	2%	1%
<b>Activity Per Capita</b>					
Loans per capita	10.0	9.2	8.6	-7%	-14%
Visits per capita	8.3	7.6	7.3	-4%	-12%
<b>Activity Per Staff member</b>					
Loans per EFT staff member	34,433	34,936	33,115	-5%	-4%
Visits per EFT staff member	28,339	28,932	28,127	-3%	-1%
<b>Activity Per Opening Hour</b>					
Loans per operating hour*	102	94	89	-8%	-3%
Visits per operating hour*	84	78	76	-7%	-2%

\*excludes agencies

### 3.3: BUDGET PROCESS

This section describes the budget processes undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

Under the Act, the Corporation is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the fees and charges that the Corporation intends to levy as well as a range of other information required by the Regulation which support the Act.

The 2020/21 Budget, which is included in this report, is for the year 1 July 2020 to 30 June 2021 and is prepared in accordance with the Act and Regulations. The budget includes the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Human Resources and Statement of Capital Works.

These statements have been prepared for the year ending 30 June 2021 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the fees and charges, the capital works program to be undertaken, the human resources required, and other financial information the Corporation requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, there is a review and update to the Corporation's long term financial projections. Financial projections for at least four years are ultimately included in the Corporation's Strategic Resource Plan, which is the key medium-term financial plan produced by the Corporation on a rolling basis.

The draft budget is placed on public exhibition seeking submissions from the community. Any person has a right to make a submission on any proposal contained in the Budget under Section 223 of the Act.

The final step is for the Board to adopt the budget after receiving and considering any submissions from interested parties. On 9 April, 2020, the Minister for Local Government extended the date of budget adoption from 30 June 2020 to 31 August 2020 in response to the declaration of the COVID-19 pandemic.

The key dates for the budget process are summarised in the table below.

<b>Budget process</b>	<b>Timeline</b>
Draft Budget Presented to Finance Subcommittee	6 February 2020
Final Draft Budget Presented to Finance Subcommittee	5 March 2020
Draft Budget for advertising presented to Library Board	9 April 2020
Draft Budget Advertised for Public Comment / Submissions	16 April 2020
Submissions Received in 28 day period from date of advertising	18 May 2020
Submissions Considered/ Heard (Special Board meeting if required)	20 May 2020
Board meeting to consider submissions and to adopt budget	22 May 2020

Adopted budget submitted to the Minister	August 2020
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### 3.4: BUDGET PRINCIPLES

The 2020/21 budget has been prepared incorporating the following principles:

- A balanced cash budget – operating and capital budgets have been framed so that there is a minimum surplus,
- All expenditure has been thoroughly reviewed based on previous budgets and forecast with some reallocation of capital expenditure into operations in order to ensure service levels are maintained,
- Reduction of service levels within physical collection size, and
- Operating income has been reviewed to ensure accuracy in relation to fees, charges and fines.
- **It is noted that this budget assumes a model of service not affected by COVID-19. The Board reserve the right to modify this budget as required and re-advertise based on progressive updates on COVID-19 requirements that, at this stage, remain unknown.**

## 4: FINANCIAL STATEMENTS

### 4.1 COMPREHENSIVE INCOME STATEMENT



#### Comprehensive Income Statement For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual 2019/20 \$	2020/21 \$	2021/22 \$	Projections 2022/23 \$      2023/24 \$	
<b>Income</b>					
Member Contributions	5,187,744	5,291,499	5,397,329	5,505,275	5,615,381
Grants - Operating	1,373,280	1,396,889	1,426,224	1,456,174	1,486,754
Grants - Capital	47,064	-	-	-	-
User Fees, Charges and Fines	215,201	220,653	226,769	233,099	239,651
Interest	57,800	79,157	80,740	82,355	84,002
Other Income	59,500	42,404	44,498	46,696	49,004
Assets Received Free of Charge	2,000	2,000	2,000	2,000	2,000
Net Gain / (Loss) on Disposal of Assets	23,636	-	10,000	10,000	-
<b>Total Income</b>	<b>6,966,225</b>	<b>7,032,601</b>	<b>7,187,559</b>	<b>7,335,598</b>	<b>7,476,792</b>
<b>Expenses</b>					
Employee Costs	4,713,227	4,850,113	5,004,448	5,163,710	5,328,056
Plant and Equipment Costs	298,770	325,084	332,623	340,366	348,319
Depreciation	1,176,862	1,204,968	1,160,648	1,119,756	1,088,436
Administration and Maintenance Charges	460,312	473,482	484,396	495,598	507,099
Other Expenses	390,650	399,293	408,199	417,322	426,668
<b>Total Expenses</b>	<b>7,039,822</b>	<b>7,252,941</b>	<b>7,390,314</b>	<b>7,536,753</b>	<b>7,698,576</b>
<b>Surplus/(Deficit) for the year</b>	<b>(73,597)</b>	<b>(220,339)</b>	<b>(202,755)</b>	<b>(201,154)</b>	<b>(221,785)</b>
<b>Total Comprehensive Result</b>	<b>(73,597)</b>	<b>(220,339)</b>	<b>(202,755)</b>	<b>(201,154)</b>	<b>(221,785)</b>

### ANALYSIS OF COMPREHENSIVE INCOME STATEMENT

This section of the budget analyses the expected revenue and operating expenditure of the Corporation for the 2020/21 year.

#### Income / Revenue

Income is made up of the following; Member Council Contributions, grants – operating (state government), grants – capital (state government), user fees, charges and fines, interest, other income and assets received free of charge.

#### I. Member Council Contributions

The Budget is prepared on a base contribution of \$28.18 per capita from the four member Councils for the provision of library services. Member Councils cover maintenance and utility costs directly associated with operating the library buildings. Population figures are based on ABS statistics and estimated population growth at June 2018.

Member Council	2019/20 at \$27.49 per capita	2020/21 at \$ 28.18 per capita	ABS ERP Population 30/6/2018
City of Greater Bendigo	\$3,123,048	\$3,190,543	116,045
Loddon Shire	\$206,294	\$206,563	7,513
Macedon Ranges Shire	\$1,331,440	\$1,357,875	49,388
Mount Alexander Shire	\$526,963	\$536,518	19,514
<b>Totals</b>	<b>\$5,187,744</b>	<b>\$5,291,499</b>	<b>192,460</b>

## II. Grants - State Government

The State Government grant estimate is 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 2020/21 has been calculated based on the actual funding received from the State Government the previous year with a 2.1% increase

The State Government grant is allocated across all library services.

Grant - State Government (estimate based on previous years)	2019-2020	2020-2021
Core funding & Local Priorities	\$1,368,158	\$1,396,889

## III. User Fees, Charges and Fines:

Forecast income of \$220,653 which includes; revenue from fines on overdue collection resources, charges for printing, photocopying, book recovery (lost and damaged collection items), Room Bookings at the Bendigo Library and interlibrary loans. It also includes \$90,071 from the City of Greater Bendigo for the operation of the Bendigo Regional Archives Centre at the Bendigo Library.

The Bendigo Regional Archives Centre (BRAC) is located within the Bendigo Library and the Nolan street repository and commenced operation in 2009. The Corporation manages and operates the BRAC through funding provided by the City of Greater Bendigo and services provided the Public Record Office Victoria.

## IV. Interest

Forecast income of \$ 79,157 in interest on investments including interest on available cash throughout the year and interest on bequests. Interest on bequests build the funds available for specified projects only and is not available as general library revenue. Cash funds and cash requirements are reviewed on a regular basis to identify funds available and required to meet the Corporation's obligations and surplus cash funds are identified for investment availability.



## **V. Other Revenue / Income**

Forecast income of \$42,404 from sundry charges and materials

## **VI. Assets Received Free of Charge**

Forecast income of \$2,000 from donated collection items / resources.

### **Operating Expenditure**

Operating expenses are made up of the following; Employee Related Costs, plant and equipment cost, depreciation, administration and maintenance and other expenses.

#### **I. Employee Related Costs**

\$ 4,850,113 - Covers salaries, leave loading, sick leave, public holidays, employer superannuation contributions, Long Service Leave, WorkCover premium, Fringe Benefit Taxes and staff training and travel allowances.

The total staffing costs include Enterprise Agreement (EA) increments and the movement of staff within their Bands.

The staffing allotment allows for the delivery of library services and corporate services such as; information technology support for the extensive network of computers etc, collection acquisition and management, community engagement and programming, communications and promotion, governance and human resource support.

#### **II. Plant and Equipment Cost**

\$ 325,084 includes; vehicle operating expenses, automated systems maintenance, general equipment purchases, ABN cataloguing, general maintenance, photocopier lease and operating expenses.

#### **III. Depreciation**

\$ 1,204,968 includes; the depreciation of collection resources, plant and vehicles, information technology equipment and furniture and equipment. Depreciation is a non-cash item which is included in operating expenditure and then removed from the budget to obtain the cash result. Depreciation has no cash impact on the budget.

#### **IV. Administration and Maintenance**

\$ 473,482 includes; finance and administration charges, insurances, headquarters lease, eResources, consultant fees and human resources. eResources have historically be included in this budget as per accounting practices.

eResources 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 and improvements to the eLibrary. eResources are funded from the allocation received from the State Government.

#### **V. Other Expenditure**

\$ 399,293 includes; postage, advertising, marketing and promotions, children's and adults programs, printing and stationary, newspapers and magazines, internet expenses, processing supplies, freight, travelling, library agency, inter library loans, audit fees, bank charges, cleaning, first aid, recycling.

## 4.2 BALANCE SHEET



### Balance Sheet For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$
<b>Assets</b>					
<b>Current Assets</b>					
Cash & Cash Equivalents	2,710,302	2,669,497	2,770,803	2,868,447	2,849,594
Trade and Other Receivables	24,249	12,258	8,819	11,104	4,649
Other Assets	154,029	134,005	136,685	150,353	142,836
<b>Total Current Assets</b>	<b>2,888,579</b>	<b>2,815,760</b>	<b>2,916,307</b>	<b>3,029,904</b>	<b>2,997,079</b>
<b>Non-Current Assets</b>					
Plant, Resources and Equipment	3,764,538	3,728,764	3,450,470	3,184,123	2,913,491
<b>Total Non-Current Assets</b>	<b>3,764,538</b>	<b>3,728,764</b>	<b>3,450,470</b>	<b>3,184,123</b>	<b>2,913,491</b>
<b>Total Assets</b>	<b>6,653,116</b>	<b>6,544,523</b>	<b>6,366,777</b>	<b>6,214,027</b>	<b>5,910,570</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Trade and Other Payables	130,442	163,052	177,727	186,613	139,960
Trust Funds	2,300	4,500	4,050	4,860	4,374
Provisions	1,162,046	1,216,489	1,228,654	1,277,800	1,226,688
<b>Total Current Liabilities</b>	<b>1,294,787</b>	<b>1,384,041</b>	<b>1,410,431</b>	<b>1,469,273</b>	<b>1,371,023</b>
<b>Non-Current Liabilities</b>					
Provisions	83,280	95,772	104,391	93,952	100,530
<b>Total Non-Current liabilities</b>	<b>83,280</b>	<b>95,772</b>	<b>104,391</b>	<b>93,952</b>	<b>100,530</b>
<b>Total Liabilities</b>	<b>1,378,067</b>	<b>1,479,813</b>	<b>1,514,822</b>	<b>1,563,225</b>	<b>1,471,552</b>
<b>Net Assets</b>	<b>5,275,049</b>	<b>5,064,710</b>	<b>4,851,955</b>	<b>4,650,802</b>	<b>4,439,018</b>
<b>Equity</b>					
Member Contributions	2,466,638	2,466,638	2,466,638	2,466,638	2,466,638
Asset Revaluation Reserve	1,306,784	1,306,784	1,306,784	1,306,784	1,306,784
Plant & Equipment Reserve	237,918	217,918	202,918	182,918	212,918
Bendigo Local History Bequest Reserve	384,613	372,113	359,763	347,563	335,513
Castlemaine Art Book Bequest Reserve	81,025	80,675	80,375	80,125	79,875
Development Initiative Reserve	-	-	-	-	50,000
Definded Benefits	400,000	450,000	500,000	500,000	500,000
Accumulated (Deficit) / Surplus	398,071	170,582	(64,523)	(233,226)	(512,711)
<b>Total Equity</b>	<b>5,275,049</b>	<b>5,064,710</b>	<b>4,851,955</b>	<b>4,650,802</b>	<b>4,439,017</b>

#### 4.3 STATEMENT OF CHANGES IN EQUITY



#### Statement of Changes in Equity For the four years ending 30 June 2024

	Total	Member Contributions	Accumulated Surplus (deficit)	Revaluation Reserve	Other Reserves
	\$	\$	\$	\$	\$
<b>2019/2020 Forecast Actual</b>					
Balance at beginning of the financial year	5,348,646	2,466,638	328,619	1,306,784	1,246,605
Surplus/(deficit) for the year	(73,597)	-	(73,597)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-	-
Transfer to other reserves	-	-	(118,950)	-	118,950
Transfer from other reserves	-	-	262,000	-	(262,000)
<b>Balance at end of the financial year</b>	<b>5,275,049</b>	<b>2,466,638</b>	<b>398,072</b>	<b>1,306,784</b>	<b>1,103,555</b>
<b>2020/2021 Budget</b>					
Balance at beginning of the financial year	5,275,049	2,466,638	398,071	1,306,784	1,103,556
Surplus/(deficit) for the year	(220,339)	-	(220,339)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-	-
Transfer to other reserves	-	-	(159,150)	-	159,150
Transfer from other reserves	-	-	142,000	-	(142,000)
<b>Balance at end of the financial year</b>	<b>5,054,710</b>	<b>2,466,638</b>	<b>160,582</b>	<b>1,306,784</b>	<b>1,120,706</b>
<b>2021/2022</b>					
Balance at beginning of the financial year	5,054,710	2,466,638	160,582	1,306,784	1,120,706
Surplus/(deficit) for the year	(202,755)	-	(202,755)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-	-
Transfer to other reserves	-	-	(89,350)	-	89,350
Transfer from other reserves	-	-	67,000	-	(67,000)
<b>Balance at end of the financial year</b>	<b>4,851,955</b>	<b>2,466,638</b>	<b>(64,523)</b>	<b>1,306,784</b>	<b>1,143,056</b>
<b>2022/2023</b>					
Balance at beginning of the financial year	4,851,955	2,466,638	(64,523)	1,306,784	1,143,056
Surplus/(deficit) for the year	(201,154)	-	(201,153)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-	-
Transfer to other reserves	-	-	(39,550)	-	39,550
Transfer from other reserves	-	-	72,000	-	(72,000)
<b>Balance at end of the financial year</b>	<b>4,650,802</b>	<b>2,466,638</b>	<b>(233,227)</b>	<b>1,306,784</b>	<b>1,110,606</b>
<b>2023/2024</b>					
Balance at beginning of the financial year	4,650,802	2,466,638	(233,227)	1,306,784	1,110,606
Surplus/(deficit) for the year	(221,785)	-	(221,785)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-	-
Transfer to other reserves	-	-	(89,700)	-	89,700
Transfer from other reserves	-	-	22,000	-	(22,000)
<b>Balance at end of the financial year</b>	<b>4,429,017</b>	<b>2,466,638</b>	<b>(522,711)</b>	<b>1,306,784</b>	<b>1,178,306</b>

## 4.4 STATEMENT OF CASH FLOWS



### Statement of Cash Flows For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual 2019/20 \$	2020/21 \$	Projections		
			2021/22 \$	2022/23 \$	2023/24 \$
	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)
<b>Cash Flows from Operating Activities</b>					
Employee Related Costs	(4,716,657)	(4,780,978)	(4,978,118)	(5,115,307)	(5,396,402)
Plant and Equipment Costs	(328,647)	(335,566)	(367,359)	(389,438)	(374,881)
Administration and Maintenance Charges	(506,344)	(520,831)	(532,835)	(545,158)	(557,809)
Other Expenses	(453,629)	(403,351)	(440,948)	(459,055)	(494,993)
GST paid on Investing Activities	(113,909)	(116,719)	(88,035)	(85,141)	(81,580)
GST submitted to the ATO	(689,442)	(697,344)	(709,826)	(724,896)	(739,724)
Member Contributions	5,706,518	5,820,649	5,937,062	6,055,803	6,176,919
Grants - Operating	1,510,608	1,536,578	1,568,846	1,601,792	1,635,429
Grants - Capital	51,770	-	-	-	-
User Fees, Charges and Fines	223,515	255,908	253,228	253,896	270,716
Interest	57,800	79,157	80,740	82,355	84,002
Other Revenue	65,450	46,644	48,948	51,366	53,904
GST Received from Investing Activities	2,364	1,000	-	1,000	-
GST received from the ATO	231,056	231,242	209,957	211,836	211,370
<b>Net cash provided by/(used in) Operating Activities</b>	<b>1,040,453</b>	<b>1,116,389</b>	<b>981,659</b>	<b>939,053</b>	<b>786,950</b>
<b>Cash Flows from Investing Activities</b>					
Proceeds from Sale of Assets	23,636	10,000	-	10,000	10,000
Payment for Plant, Resources and Equipment	(1,139,088)	(1,167,194)	(880,354)	(851,409)	(815,802)
<b>Net cash provided by/(used in) Investing Activities</b>	<b>(1,115,452)</b>	<b>(1,157,194)</b>	<b>(880,354)</b>	<b>(841,409)</b>	<b>(805,802)</b>
<b>Net Increase/(Decrease) in cash &amp; cash equivalents</b>	<b>(74,999)</b>	<b>(40,805)</b>	<b>101,305</b>	<b>97,644</b>	<b>(18,852)</b>
Cash & cash equivalents at the beginning of the financial year	2,785,301	2,710,302	2,669,497	2,770,803	2,868,446
<b>Cash &amp; cash equivalents at the end of the financial year</b>	<b>2,710,302</b>	<b>2,669,497</b>	<b>2,770,803</b>	<b>2,868,447</b>	<b>2,849,594</b>

Note: the statement of cash flows includes GST, the other statements do not.

### ANALYSIS OF BUDGETED STATEMENT OF CASH FLOWS

This section of the budget analyses the expected cash flows from the operating, investing and financing activities for the 2020/21 year, that constitute the budgeted cash flow position. Budgeted cash flows is a key factor in ensuring the Corporation can meet its strategic and financial commitments and provides a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

**Cash Flows from Operating Activities** refers to the cash generated by or used in the normal service delivery functions of the Corporation. It excludes capital purchases.

**Net Cash provided by (Used In) Investing Activities** is the attribution of capital purchases (i.e. non-operational) and the sale of capital items, if any.

**Cash and Equivalents at the End of the Year** is the anticipated cash held at the end of the 2020/21 year.

**Restricted Funds and Working Capital** in relation to the cash flow statements show that the Corporation is estimating at 30 June 2021 it will have cash and cash equivalents of

\$ 2,666,497 which are restricted as follows:

Employee benefits and Long Service Leave \$ 731,152.

These funds are separately identified as restricted to ensure there are sufficient funds to meet the Corporation's obligations as set out in the former Local Government (Long Service Leave) Regulations 2002 as determined by the Library Board.

Restricted cash includes monies received from two bequests as follows;

- \$ 80,675 Castlemaine Art Books bequest which includes interest on the original bequest
- \$ 372,113 Bendigo Library Local History bequest which includes interest on the original bequest and the use of \$20,000 annually to provide history databases subscriptions.


Restricted cash includes monies set aside in a reserve account to assist with the purchase (replacement) of capital items as follows;

- Development Initiative for ICT equipment
- Plant Replacement of \$ 237,918 for vehicles and other equipment.

Defined Benefits \$ 450,000

The Corporation has set aside \$ 450,000 for future Defined Benefits payment as previously determined by the Library Board. A call for payment was made during the GFC and the Corporation was required to pay approximately \$750,000. A further call may be required based on COVID-19 economic implications however this is unknown at this point.

#### 4.5 STATEMENT OF CAPITAL WORKS

 <b>Goldfields Library Corporation</b>	<b>Statement of Capital Works For the four years ending 30 June 2024</b>				
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$
Resources	730,000	625,797	637,769	649,929	662,279
Plant and Vehicles	51,316	-	45,000	50,000	-
Information Technology	320,000	233,878	115,016	116,166	117,328
Furniture and Equipment	70,000	65,000	34,452	35,314	36,196
<b>Total Capital Works Expenditure</b>	<b>1,171,316</b>	<b>924,675</b>	<b>832,238</b>	<b>851,409</b>	<b>815,803</b>
<b>Expenditure types represented by:</b>					
Renewal	1,171,316	924,675	832,238	851,409	815,803
New Assets	-	-	-	-	-
<b>Total Capital Works Expenditure</b>	<b>1,171,316</b>	<b>924,675</b>	<b>832,238</b>	<b>851,409</b>	<b>815,803</b>

#### ANALYSIS OF STATEMENT OF CAPITAL WORKS

This section of the budget analyses the expected capital expenditure of the Corporation for the 2020/21 year.

#### Expenditure Capital

##### I. Capital Resources: \$ 625,797

Expenditure under this item is the library collection resources 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 valued at \$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 and DVDs. Excluded are non-capital items such as newspapers, periodicals 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 funded from the allocation received from the State Government.

**II. Plant and Vehicles: \$ 0**

This relates specifically to the replacement of the vehicle for the Corporation as part of a three year cycle and no vehicle changeovers are expected in 2020/21.

**III. I.T. Capital Expenditure: \$233,878**

Information Technology capital expenditure includes; network infrastructure, major computer hardware, servers, some minor hardware and other associated equipment.

The wide area network consists of over 160 computers and a complex array of associated equipment. The replacements this year will continue the rollout of solid state hard drives with Windows 10 installed and other network equipment. This allows for fast reboots of computers 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.

**IV. Furniture and Equipment: \$ 65,000**

In the 20120/21 year there is an amount of \$65,000 allocated for replacement furniture and fittings to all sites as well as a focus on providing new furnishings at Kangaroo Flat Library as they begin operation at a new site.

### 13: SCHEDULE OF FEES & CHARGES

<b>Schedule of Fees &amp; Charges</b>		
Fees and Charges inclusive of GST, as it applies.		
<b>Products and Services</b>	<b>2020/21</b>	
Overdue material Per Item Per Day (Up to a maximum of \$7.00 per item)	\$0.25	
Lost Items	Replacement cost plus \$6 administration & processing	
Replacement Cards	\$3.00	
Printing Per Page	\$0.20	
Photocopying - Colour (A4) and (A3) - B&W (A4) and (A3)	\$0.50 and \$1.00 \$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 \$5.00 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	Flat Rate \$200.00	Flat Rate \$200.00
Performance Space	Variable	Variable
Meeting Room 4	Variable	Variable
<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	Flat Rate \$200.00	Flat Rate \$200.00
Performance Space	Variable	Variable
Meeting Room 4	Variable	Variable



## 15: PUBLIC NOTICE IN RELATION TO BUDGET PROCESSES

In accordance with Section 127 (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 Board 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, 2020.

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

Notice of intention to adopt a budget pursuant to Section 127 (1) of the Local Government Act 1989. Copies of the Draft 2020-2021 Budget are available for inspection on the library website and at the libraries in; Bendigo, Castlemaine, Eaglehawk, Gisborne, Heathcote, Kangaroo Flat, Kyneton, Romsey and Woodend. Any person may make a written submission to the Board on any proposal contained in the Budget by Friday 15<sup>th</sup> May 2020 and send to the address below. Submitters may request to present at the meeting of the Board to be held at the Bendigo Library, 251-259 Hargreaves Street Bendigo, Friday, 22<sup>nd</sup> May 2020, at 3.00pm.

#### **Mark Hands**

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 2020-2021 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 Library Corporation at its meeting held on Friday, 22<sup>nd</sup> May 2020 at 3.00 pm adopted its Budget for the year July 1, 2020 to June 30, 2021.

#### **Mark Hands**

CHIEF EXECUTIVE OFFICER  
Goldfields Library Corporation