

Ordinary Board Meeting

Agenda

Friday 28th June 2019

11.30 am

Memorial Hall (Council Chambers)
6 McCartin Street, Leongatha



West Gippsland
Libraries

#IHEARTWGL
wgrlc.vic.gov.au

Our mission and strategy

West Gippsland Libraries provide library services, programs and collections that are accessible and equitable. We create partnerships to improve our service, share our knowledge and facilitate interaction within our communities and continuously strive to improve our value to the community. We are a library service that is constantly listening, testing and adapting to the changing needs of our community.

Values

We will **bravely** adapt with the changing needs of our communities.

We will build **relationships** with our stakeholders, communities and each other.

We will deliver **excellence** in everything we do.

We are West Gippsland Libraries and we are here to change lives.

Notice of meeting

Notice is hereby given pursuant to section 84 of the *Local Government Act (Vic) 1989* that an Ordinary Meeting of the West Gippsland Libraries Board will be held at the Memorial Hall (Council Chambers), 6 McCartin Street, Leongatha on Friday, 28th June 2019 at 11.30 am.

Date of notice: Monday 24th June 2019

Leanne Williams

Chief Executive Officer



Contents

1.	Statement of acknowledgement	4
2.	Our Child Safety Commitment	4
3.	Apologies	4
4.	Declarations of interest/conflict of interest	4
5.	Farewell and thanks to Cr Skinner	4
6.	Nominations for Deputy Chair	4
7.	Minutes of previous meeting	4
8.	Standing items	5
8.1.	Business arising from the previous meeting	5
8.2.	Update from the Community Advisory Committee	5
9.	Questions from the gallery	5
10.1.	Audit Strategy	5
10.2.	VAGO Interim Management Letter	7
10.3	Procurement Policy	8
10.4.	San Remo Community Library	10
10.5.	Consideration of submissions	17
10.6	Annual Budget 2019.20	21
10.7.	Library Plan 2017.21 (Revised)	26
10.8	Quarter 3 Finance and Performance Report – 31 March 2019	29
11.	General Business	31
12.	For information	31
13.	In camera session – CEO Annual Review	31
14.	Next Meeting	31



1. Statement of acknowledgement

The West Gippsland Libraries respectfully acknowledges the traditional owners of this land, their spirits and ancestors. We would also like to pay respect to elders from other country who may be present here today.

2. Our Child Safety Commitment

West Gippsland Libraries is committed to the safety and wellbeing of all children and young people.

3. Apologies

4. Declarations of interest/conflict of interest

5. Farewell and thanks to Cr Skinner

6. Nominations for Deputy Chair

The Chair will call for nominations for Deputy Chair.

Recommendation

That the Board elect the Deputy Chair

7. Minutes of previous meeting

Recommendation

That the Board adopt the minutes from the Ordinary meeting held 5th April 2019 and the Special meeting held 14th June 2019.

Attachments

Attachment 7.1.1 – Minutes of the Ordinary Board meeting 5th April 2019

Attachment 7.1.2 – Minutes of the Special Board meeting 14th June 2019

8. Standing items

8.1. Business arising from the previous meeting

Nil

8.2. Update from the Community Advisory Committee

Chair – David Lyons to provide a verbal update.

Recommendation

That the Board note the Community Advisory Committee's verbal report and the minutes from its meeting held 5th April 2019.

Attachments

Attachment 8.2.1 – Minutes of the CAC 5.4.19

9. Questions from the gallery

Any member of the public or community addressing the Board must extend due courtesy and respect to the Board and the processes under which it operates and must take direction from the Chairperson whenever called upon to do so.

10. Reports

10.1. Audit Strategy

Report Prepared by Chief Executive Officer

Executive summary

West Gippsland Libraries is required to undergo an annual financial audit by the Victorian Auditor General's Office (VAGO) each year. This is to ensure the financial statements prepared are fairly and in all material respects accurate. The financial statements must also be prepared in accordance with Australian Accounting Standards and the financial reporting requirements of the Local Government Act 1989.

The audit is undertaken in two parts. An interim audit was conducted in April where the financial controls were tested to ensure they are working, and ensure the auditors have an understanding of our operations over the last 12 months. As part of the interim stage VAGO prepare and provide an audit strategy (annexed to this report in attachment 8.1.1) which outlines their approach to the audit.

The second part of the audit is undertaken in August, where balances are reviewed and substantiated for the annual financial statements. The annual financial statements are then presented to the Board for adoption in September and submission to the Minister for Local Government Victoria.

Recommendation

That the Board adopt the 2018.19 VAGO Audit Strategy.



Financial implications

The financial audit fee for 2018.19 has been estimated to cost \$10,100 + GST by the Victorian Auditor General's Office. Last year the audit fee was \$9,900 + GST.

Crowe Horwath prepare the financial statements on West Gippsland Libraries behalf. This is an additional fee on top of their monthly service to provide financial support estimated at \$15,000 and consistent with prior years.

Policy and legislative implications

Section 131 of the Local Government Act 1989 (Annual Report – contents) requires West Gippsland Libraries to prepare audited financial statements each year.

Part 3 of the Audit Act 1994 requires the auditors to prepare a report on the financial statements.

Conclusion

It is recommended that the Board adopt the Audit Strategy for the year ending 30 June 2019.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 10.1.1 – Audit Strategy Memorandum

Attachment 10.1.2 – VAGO Audit Fee Letter

Attachment 10.1.3 – VAGO Signed Engagement Letter

10.2. VAGO Interim Management Letter

Report Prepared by Chief Executive Officer

Executive summary

As part of the overall annual audit conducted by the DMG Audit and Advisory on behalf of the Victorian Auditor General's Office, an interim audit was conducted in April 2019. During this visit the auditors conducted testing of the financial controls and then provided an Interim Management Letter to the Board outlining their findings, if any.

The purpose of this report is to provide the Board with the Interim Management Letter for 2018.19 received on 16 May 2019 and highlight that there were no issues of significance that arose during the interim audit visit.

Recommendation

That the Board accept the VAGO Interim Management Letter for 2018.19.

Conclusion

It is recommended that the Board accept the Interim Management Letter 2018.19.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 10.2.1 – Interim Management Letter



10.3 Procurement Policy

Report Prepared by Manager People and Culture

Executive summary

The Procurement Policy is an important document that provides policy and guidance to allow consistency and control over procurement activities, ensure compliance with legislation, provides a framework for West Gippsland Libraries to achieve best outcomes, demonstrates best practice in purchasing and demonstrates accountability.

The Procurement Policy is required to be reviewed each year and this year a minor review has been undertaken as outlined in the draft Procurement Policy 2019 that shows tracked changes.

Recommendation

The Board adopt the amended Procurement Policy 2019.

Background

West Gippsland Libraries Procurement Policy requires that purchasing and contract management activities support the corporate strategies, aims and objectives.

The objectives of the Procurement Policy are to:

- Achieve value for money;
- Ensure open and fair competition;
- Ensure openness and transparency of the decision making process;
- Achieve compliance with legislation;
- Promote environmental sustainability;
- Seek to support local procurement; and
- Progress West Gippsland Libraries commitment to continuous improvement and collaboration.

Review undertaken

A review of the 2018 Procurement Policy was conducted May 2019.

Reviewing policies and procedures keeps our organisation up to date with regulations, technology, and industry best practices. In collaboration with the finance officer we have reviewed the policy and compared to industry standards. We have included an e-procurement section to allow for a process to be followed by staff for any e-commerce transactions to minimise risk.

Policy and legislative implications

West Gippsland Libraries Procurement Policy is developed under Section 186A of the Local Government Act 1989. This section of the Act requires the Corporation to prepare, approve and comply with a procurement policy encompassing the principles, processes and procedures applied to all purchases of goods, services and works by the Corporation. Section 186A (7) requires a review of this policy at least once in each financial year.

Conclusion

An extensive review has been undertaken of the Procurement Policy this year. It is recommended that the revised Procurement Policy be adopted.



Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 10.3.1 – Procurement Policy 2019 (inclusive of tracked changes)

10.4. San Remo Community Library

Report Prepared by Chief Executive Officer

Executive Summary

This report presents an overview and recommendation to the Board about the establishment of a Community Library in San Remo. West Gippsland Libraries sees an opportunity to provide an enhanced library service to the San Remo community. Providing greater access to a new collection, longer opening hours, continued ongoing support from a librarian and a self-checkout unit that increases the convenience for patrons reflects the changing needs of library users. This proposed delivery of library services also allows for growth to the service with an increase in population expected in the area in coming years.

Extensive analysis and community engagement for a community library in San Remo has been undertaken. Establishing the community library at the San Remo Recreation Reserve is an excellent opportunity because:

- The South Coast Mobile already stops at this location on Tuesdays and Wednesdays each week;
- The Recreational Reserve Committee has expressed an interest to provide a suitable space in the building pending approval from DELWP and their other stakeholders;
- Services aligned with the library including the primary school and kindergarten are within walking distance;
- There is scope for West Gippsland Libraries to apply for a small Living Libraries Infrastructure Grant to provide out of hours access next financial year, further progressing West Gippsland Libraries values of providing more access to more people; and
- Other locations investigated would be unaffordable due to commercial rent requirements.

The resolution by the Board for the location of the San Remo Community Library will be provided to Bass Coast Council for final endorsement as outlined by Bass Coast Council at its March 2019 meeting.

Recommendation

That the Board:

- a) Recommends to Bass Coast Council the San Remo Recreational Reserve be the preferred location for the Community Library in San Remo;
- b) Delegate the Chief Executive Officer to undertake negotiations with the San Remo Recreation Committee of Management and Department of Land, Water and Planning to establish a lease agreement within the constraints of the annual budget;
- c) Allocate a budget of \$60,000 expenditure in the 2019.20 Budget to be funded from the Bass Coast Facilities Reserve to fit out the library space; and
- d) The CEO explore grant opportunities in consultation with the San Remo Recreational Reserve Committee to provide a 24/7 library model consistent with operations of the Foster Library, to support more library access to more people in the community.

Background

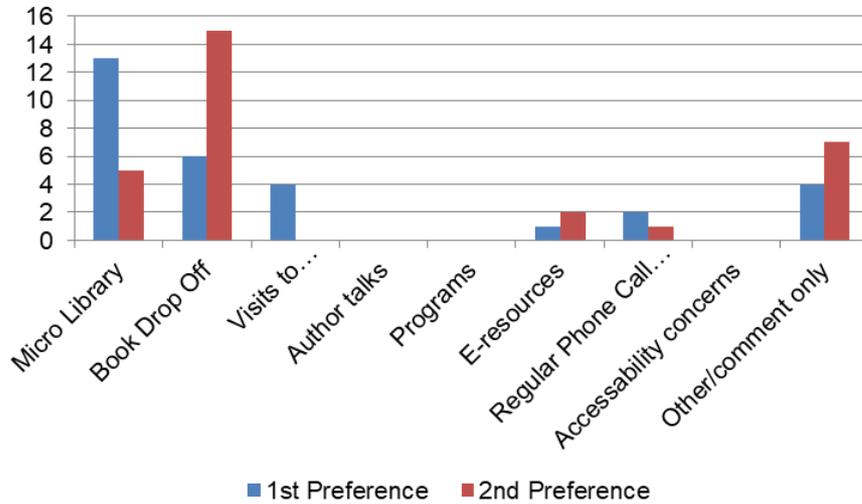
The Board noted its December 2018 ordinary meeting that San Remo be an option to establish a community library based on analysis and community engagement undertaken. At that time, options for a preferred location were still being explored and so the Board deferred its decision to a later date with the aim of undertaking further consultation.



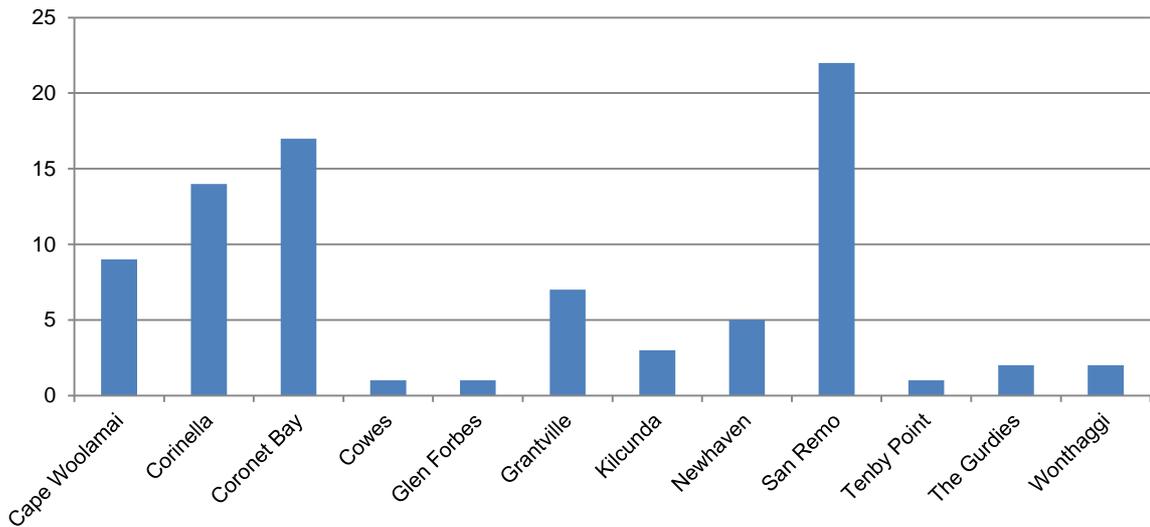
Consultation and survey

At the time of December 2018 report, San Remo represented 27% of the total loans and 23% of the total users of the South Coast Mobile (SCM) across both Bass Coast and South Gippsland Shires and all mobile library stops. San Remo being a high use area was also supported by the respondents to the survey conducted from 23rd October to 30 November 2018 who represented 35% in the San Remo, Kilcunda and Newhaven areas received in the Bass Coast area.

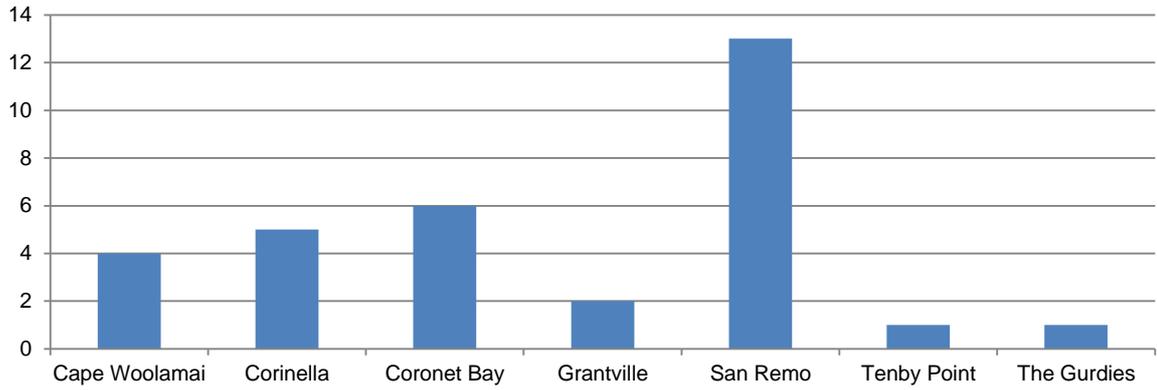
The first and second preference results from the 30 respondents to the survey in the San Remo, Kilcunda and Newhaven areas are summarised in the following graph:



BC Surveys by Town



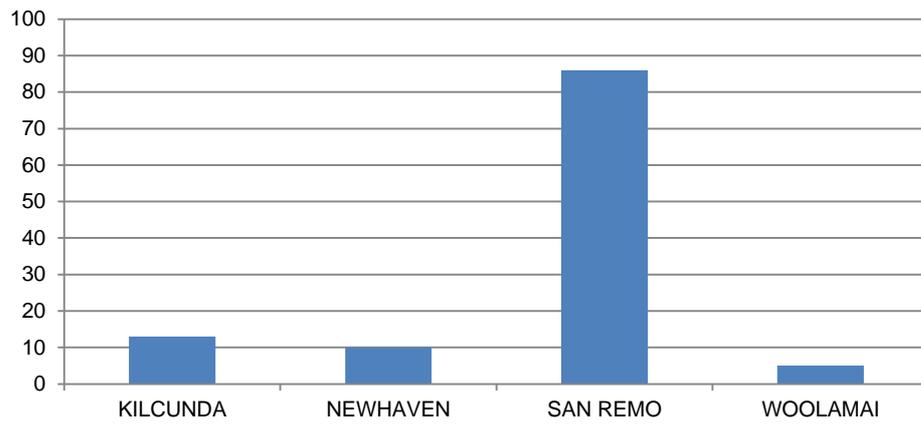
Community library 1st Pref - total 32/75



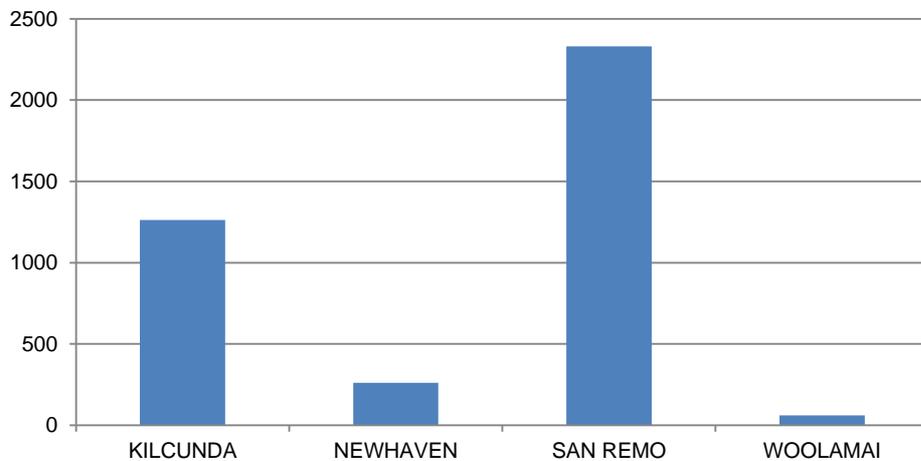
Membership and loans overview

In preparation for this report, an analysis was undertaken of the active members who have borrowed from the South Coast Mobile who reside in the San Remo, Newhaven, Woolami and Kilcunda areas in the past 12 months. The graph below provides an overview.

active users lasst 12 months



loans last 12 months



Analysis of services

Benefits to the library service by providing a range of services outlined in the report include:

Details	Current service	Proposed Service
Hours the librarian is in attendance.	San Remo – 7.25 hours per week	1 x 6 hour library session 1 x 5.5 hour session (an additional 4.25 hours per week).
Programs	Nil	<ul style="list-style-type: none"> • A Community Library will offer a permanent space for the community to attend various programs for all ages and connect in with programs already delivered at the facility. • Author talks as requested. • Early years programs and connection with the primary school and kindergarten.
Outreach	Nil	Opportunities to connect with existing groups including planned activity groups, maternal child health and aged care facilities.
Self-checkout access to the collection	Nil	<ul style="list-style-type: none"> • Seeking partnership opportunities in the San Remo Community to provide greater access to library services within existing facilities. • Explore a living libraries grant to support 24/7 access similar to Foster.
Enhanced collection	N/A	<ul style="list-style-type: none"> • Purchase of approximately 500 new collection items supported by an additional 1,000 items reallocated from the SCM. • New procedure developed to support curating the collection to ensure it remains fresh and caters to the demands of the local community. • Monthly email newsletter that promotes new collection items and personalised interests of members and programs on offer. • Ongoing monitoring of collection and users needs.

Financial Implications

Budget allocation to establish a community library and fit out the location, including carpet, furniture, shelving and additional power is proposed to be \$60,000 and recommended for allocation in the 2019.20 budget.

Staffing opening hours for the library will increase due to the travel time previously allocated driving the truck from Foster to Wonthaggi and San Remo. Operating costs previously allocated to the running and maintaining the truck and trailer will be allocated to the San Remo and Waterline Community Libraries. The annual Budget and contribution sought from Bass Coast Council will remain consistent with prior years.

Risk analysis

The following principles and factors have been considered when determining a location for a community library include:

- Housing a collection in a comfortable environment;
- Ability to provide computers and wifi;
- Ability to increase access by any or all of the following means:
 - Partnership opportunities with other community organisations;
 - A location in walking proximity to primary schools, kindergarten, aged care facilities or shopping precincts;
 - Unstaffed access and utilisation of self-check out; and
 - Size of space available.
- Existing library membership
- Rental requirements
- WGL budget constraints

The following table provides an overview of the risks, their impact and possible mitigation as part of establishing a community library in San Remo.

Risk	Impact	Mitigation
Strategic risk – Partnership agreement and lease arrangement with San Remo Committee of Management	Facility managed by a Committee of Management (CoM) that reports to DELWP and agreement is still required to be sought.	<p>Discussions have taken place with the San Remo CoM. Correspondence received from the CoM is outlined as follows:</p> <p><i>The Committee of Management considered this matter at its meeting on 3 June 2019 and agreed in principal to the proposed occupancy subject to:</i></p> <ul style="list-style-type: none"> • <i>The grant of a planning permit (if applicable) from Bass Coast Shire Council.</i> • <i>Approval from Department of Environment, Land, Water and Planning for a Licence/Lease Agreement between West Gippsland Libraries and the San Remo Recreation Centre Inc</i>

Risk	Impact	Mitigation
		<p><i>Committee of Management.</i></p> <ul style="list-style-type: none"> <i>A schedule of terms and conditions for the occupancy yet to be negotiated between the parties.</i> <p><i>The CoM considers this proposal to be an important initiative in maintaining and potentially enhancing library services for the San Remo and broader community.</i></p>
Reputational risk	Loss of patrons to our service	Consultation with patrons on how the service can be enhanced will continue. The proposed location of the Community Library is the same as where the mobile library currently stops so this option reduces the inconvenience to existing patrons.
People risk	Negative impact on staff culture and morale.	Information updates to staff continues. The past nine months has been difficult for mobile library staff. A decision on a San Remo location is the final requirement in retiring the mobile library.
People risk	Staff and patrons may not like change due to not understanding what that change means.	This option for a community library provides significantly more opportunities for the community to engage with library services. Clear communications plan and detailed FAQ's provided and promoted.
People risk	Patrons may not be able to physically get to a static library.	<p>The San Remo Community Library is proposed to be located where the truck already stops.</p> <p>Patrons in surrounding areas and conversations had with patrons by staff indicate a community library accompanied by click and collect options meets the needs and expectations of existing patrons.</p>
Strategic risk	Perception and negative media attention indicating this is a cost cutting exercise.	<p>Proactive engagement with the media and social media videos explaining the new and enhanced service.</p> <p>Work with community organisations to provide flyers and promote the new community library.</p>

Conclusion

West Gippsland Libraries sees this as an opportunity to provide an enhanced library service to the San Remo community. Providing greater access to a new collection, longer opening hours, continued ongoing support from a librarian and a self-checkout unit that increases the convenience for patrons reflects the changing needs of library users.

his proposed delivery of library services also allows for growth to the service with an increase in population expected in the area in coming years. It is recommended that the Board adopt the recommendation.

Conflict of Interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Nil

10.5. Consideration of submissions

Report Prepared by Chief Executive Officer

Executive summary

West Gippsland Libraries received one submission as part of the community consultation undertaken pursuant to section 223 of the *Local Government Act (Vic) 1989*. The submission was received by the Community Advisory Committee (CAC) who presented to the Board at the Special Meeting held 14th June 2019.

The CAC is governed by Terms of Reference that outlines the CAC be committed to:

- Improving the quality of the library service for residents of the region;
- Meeting the needs and interests of the users/potential users of the service;
- Achieving the best possible standard of service;
- Communicating effectively, supporting each other and working in a partnership based on mutual respect; and
- Recognising the vital role each party plays and their reliance upon each other in meeting service objectives.

Recommendation

That the Board:

- a) Thank the Community Advisory Committee for their time taken to prepare and present their submission pursuant to section 223 of the *Local Government Act (Vic) 1989*;
- b) Work with the CAC to develop a community engagement program that works with the community to shape what services look like in the short and long term future; and
- c) The community engagement program be developed within the constraints of the Draft Annual Budget 2019.20.

The CAC provided a strategic submission that is focused both on the short term and long term objectives and services offered by WGL. The three top strategic points raised in the submission were address below.

One – Build relationships

The submission raised a number of points in relation to how WGL engages with missing demographics, government agencies, programs that meet the needs of the community and the ability to engage in community events. The overarching value here is increasing access to library services to more people to build a healthy community.

WGL will develop a community engagement program that works with the community to shape what our services look like in the short and long term future. This work will help shape the next four year strategic Library Plan (2021 – 2024). It is intended that the CAC will work with the WGL Leadership Team to develop the engagement program to ensure WGL hears from more people in the community and strengthens our relationships across West Gippsland.

Two – Growth and branding

The CAC in their submission makes reference to the need for a re-brand. More specifically:

- Is the name appropriately representing the geographical area of the service; and
- Questioning the term 'Library' as being reflective of the current services.

WGL notes this and will research and consider these points in more detail over the next six months and report back to the CAC with the findings.



Three – Community needs

The submission highlighted the need for transparency and community input at all stages of service review and development. WGL recognizes this and will develop a community engagement program in consultation with the CAC. WGL also highlights that one of its strengths is the ability to adapt to the changing needs of the community. This is done by the daily interactions between staff and patrons who know and use the service.

Detailed response

The table below was submitted as part of the CAC’s submission. WGL has provided responses to each priority in addition to the three strategic points already outlined.

Priorities	Detail	WGL Actions
Support to seniors	<p>More tech talks</p> <p>Alternative to online bookings</p> <p>Hard copy PR (font size)</p> <p>Outreach (aged care)</p>	<p>Grant funded Social Seniors ‘digital story’ and social media workshops to be delivered at Foster Library, Phillip Island Library and Wonthaggi Library.</p> <p>Ongoing Tech Talks throughout the region.</p> <p>Staff to advise customers they can ring or drop into a branch anytime for event booking assistance.</p> <p>Expanded age care visits 19/20 as part of enhanced transition services.</p> <p>Printed flyers are available in branch promoting upcoming events.</p>
Decision making	<p>Community input at all stages</p> <p>Transparency</p>	<p>CAC shares the thoughts and ideas of their communities with the Board and CEO.</p> <p>CAC participate in working parties and forums on library issues.</p> <p>CAC assist in the development of positive relationships between the community and the library service to improve the responsiveness of the service.</p> <p>CAC attend board meetings.</p> <p>CAC respond to requests for advice from the board.</p> <p>CAC provide an additional avenue for dissemination of information about the library service.</p>
Under staffing and supervision	<p>Observation that staff are busy</p> <p>Improved security e.g. Panic button from the desk being able to see the whole library</p> <p>Teaching people how to self-checkout</p>	<p>Security cameras are positioned strategically at branches.</p> <p>Branch layouts reviewed and OH&S assessments made on an ongoing basis.</p> <p>Ongoing staff training and roving model adopted throughout branches.</p>
	<p>New volunteer strategy coverage of roles and valuing and updating the policy 2002</p> <p>Support to friends groups valuable and programs</p>	<p>Create Volunteer strategy in line with Outreach Framework and Services.</p> <p>Friends groups to actively communicate program ideas to Branch Managers for development throughout the year.</p>

Priorities	Detail	WGL Actions
	much loved and value.	
Planning for growth	<p>Budget for growth</p> <p>Branding for better engagement</p> <p>Is library the best term</p> <p>Is West Gippsland the best branding</p> <p>Change in mindset around e-resources</p> <p>Need to expand & differentiate library spaces</p> <p>'Freemium & 'Premium'???</p>	<p>'MEET UP' branding tested as part of youth week Grant. Adoption of this branding for future MEET UP events.</p> <p>Signage audit to be completed by Branch Managers to ensure consistent use of the modern WGL branding.</p> <p>New Website Launch with e-resource focus.</p> <p>'Freemium' versus 'Premium' (strategy 8) will continue to be explored.</p>
Community engagement: build relationships	<p>Van & activities at community events</p> <p>Missing demographics (middle aged?)</p> <p>Partnerships/community relationships</p> <p>Access to government agencies</p> <p>Programs tailors to community needs</p>	<p>New marketing and social media campaign promoting library services to missing demographics.</p> <p>Ongoing partnership and external stakeholder relationships reviewed and developed.</p> <p>Outreach focus will continue in the coming year and connect with more community events.</p>
Library visits and information sharing	<p>Visiting other services</p> <p>Library tours</p>	<p>Consideration given to developing an annual library tour for the CAC.</p> <p>Continue staff connections with PLV and State library for sector wide updates.</p> <p>Provide video updates to CAC highlighting sector developments and modern spaces in lieu of physical tours.</p>

Conclusion

The CAC provided a strategic submission that is focused both on the short term and long term objectives and services offered by WGL. WGL appreciates the feedback, time and preparation taken to prepare the submission. It is recommended that the Board support the development of a community engagement program.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 10.5.1 – Submission 1 – CAC Plan – Future Priorities

10.6 Annual Budget 2019.20

Report Prepared by Chief Executive Officer

Executive summary

This report presents the 2019.20 Budget for adoption. The Budget has been developed to build on the significant work undertaken in 2018.19 to ensure that West Gippsland Libraries is a modern and dynamic place to discover, connect and enjoy. This is made possible by the dedication and support of all staff at West Gippsland Libraries. They are the heart of the service and their delivery of high quality library services to the community is second to none.

The 2019.20 Budget has been developed to support the team at West Gippsland Libraries delivery on the strategies and actions set out in the Library Plan. It has also been developed from scratch to ensure all income and expenditure is reviewed to ensure long term financial sustainability.

The major initiative proposed for the year and ongoing into the future is the removal of fines on overdue items. Overdue fines are a barrier to people coming to our libraries. The people who can least afford to pay fines are often the ones who need the library most. There is no evidence that suggests overdue fines encourage meaningful compliance.

The Budget also makes provision for increases in the e-resources collection, programs, outreach and renewal of furniture and equipment to ensure our libraries are modern and vibrant.

One submission was received for the 2019.20 Annual Budget.

Recommendation

That the Board:

- a) Adopt the West Gippsland Libraries 2019.20 Annual Budget and Long Term Financial Plan subject to the following amendments:
 - i. Inclusion of an additional nine opening hours equalling \$24,800 for the Drouin library and subsequent effects on the Long Term Financial Plan;
 - ii. Inclusion of \$60,000 for fit out of the San Remo Community Library, funded from the Bass Coast facilities reserve; and
 - iii. Inclusion of \$30,000 for fit out of the Waterline Area Community Libraries.
- b) Authorise the Chief Executive Officer to make typographical corrections to the budget document.
- c) Authorise the Chief Executive Officer to give public notice of the adoption of the 2019.20 Annual Budget and forward a copy to the Minister in accordance with section 130 of the Local Government Act 1989.

Major initiative – Removal of fines on overdue items

- That the recurring budget initiative for 2019.20 is to remove fines from being imposed on overdue items. The revenue derived from fines in 2017.18 was \$23,194.
- This recurring initiative is funded from efficiency savings within the service.
- That this is an ongoing program.

The West Gippsland Libraries focus is to ensure it is pioneering modern and adaptive library services for its community. To facilitate adaptability, we strive to create a culture that is inclusive and welcoming and is accessible for all. A barrier to achieving this is having fines on overdue items that prevent people from coming back to the library and it can create an adversarial relationship between staff and patrons. It takes resources to manage this process and anecdotally staff would spend more time administering the fine than the dollar amount collected.

West Gippsland Libraries has in place fines for overdue items (\$0.25 per day up to \$5.00 per item) for



adults, while children do not incur overdue fines on print items. While it remains unpopular with customers and staff, it is not clear that the fine process currently in place actually encourages library users to comply with borrowing terms.

West Gippsland Libraries has tried to limit the impact of fines on customers and staff have been encouraged to exercise discretion, particularly when there is obvious hardship. Over the years there have been a number of other initiatives put in place such as Fine Free February 2018 which forgave a total of \$20,128 including lost items and overdue fines. The amount of revenue being collected from fines has also been declining and in the 2017.18 financial year represented \$23,194 (budgeted at \$30,000) and is YTD tracking lower than last year. Following the Fine Free February campaign there was a spike in active users of 556 in the following two months.

WGL is actively working hard to successfully bring in new patrons however there is a big challenge to maintain existing members. Every six months we undertake a win back user's campaign. The most recent email campaign also included a survey as to why they had not been using the library. Analysis of the campaign, lending history and fine history were undertaken. Of the 380 people who responded, 120 had fines. The estimated total (conservative estimate) was \$2,196 in fines owing. The Manager of Strategy and Communications estimates that it would cost at least \$800 to reacquire these people as members if their fines were not cleared. Members in their survey made it clear they would not use the service to avoid paying them altogether, so the fines serve as a barrier to using the library, not a deterrent for late returns.

At the Annual Staff Development Day in 2018, when asked what West Gippsland Libraries looks like in the future there was a collective view from staff that they would be fine free.

Library fines undermine one of the core principles of public libraries - the provision of free and universal access to information. The people who can least afford to pay fines are often the ones who need the library service the most. There is no evidence that overdue fines encourage meaningful compliance.

The City of Port Phillip Library service has not charged overdue fines for nearly 8 years. There was no discernible increase in the number of items long overdue and lost when fines were removed. They report no ongoing issues with compliance. Reminder notices continue to be issued to borrowers, and non-compliance is managed through temporary reductions to loan entitlements, and in extreme cases members are prevented from borrowing entirely.

Casey Cardinia Libraries have now been fine free for just over a year and have reported benefits including an increase in loans, lost items being down, long term overdue items being stable and the appreciation within the staff and community has skyrocketed.

The removal of overdue fines will enable West Gippsland Libraries to redefine its relationship with the community to more truly reflect our shared values.

Who will the proposal benefit?

West Gippsland Libraries vision is to support everyone in our community. Our mission is to provide library services, programs and collections that are accessible and equitable and to continuously improve our value to the community. Our values include being universally accessible centres for reading, learning and enjoyment.

West Gippsland Libraries has in place fines for overdue items (\$0.25 per day up to \$5.00 per item) for adults, while children do not incur overdue fines on print items. This proposal aligns with Library Plan Strategies one and five as outlined below:

Strategy one – enhance our library service models to better meet the needs of our community.

Strategy five – test alternative engagement approaches to promote true inclusivity and accessibility.

Benefactors of this proposal are:

- Patrons who use the service, particularly the patrons who can least afford to pay fines.
- Staff will benefit by creating a more welcoming and inclusive environment where disagreements over overdue fines will be a thing of the past.
- Good will also be achieved by the implementation of donation tap points as part of the removal of fines that means contributing to the service is voluntary rather than imposed.

What are the financial impacts of the proposal?

This proposal is anticipated to be a cost neutral exercise. Revenue from fines has been declining, and in many cases more time is spent collecting a fine than the amount being paid. There will be increased efficiency and wellbeing from staff by not having to confront and request payment for fines.

A proposal to be implemented at the same time as the removal of fines is to introduce donation tap points at the customer service desk as well as online. This will provide a seamless transition for patrons who see their fine as a donation to the library. Initially it is unknown what revenue donation tap points may bring, so it is not being factored into the budget.

Measures of success

As part of removing fines (if adopted) a number of KPI's will be monitored to measure success:

- Number of loans (physical and virtual)
- Number of visits (physical and virtual)
- Customer feedback (Net Promoter Score)
- Turnover rate of stock
- Active membership
- Number of lost items
- Staff satisfaction survey

Programs and Outreach

Programs and outreach are an increasing focus for West Gippsland Libraries due to the changing nature of libraries and the expectations of the communities we serve. Programs in 2018.19 year to date have increased by 29% to more than 35,000 attendees in just eight months (June 2018 to February 2019). Investing in programs and outreach is part of delivering on strategy two (Enable and facilitate new learning opportunities led by the community), strategy three (Improve our engagement with early years and young people) and strategy six (support our community to explore and learn about new and emerging trends).

Renewal of furniture and equipment

It is recognised that some of our libraries are dated and do not have modern furniture that is comfortable to support our vision of discover, connect and enjoy. Strategy four of the library plan (Explore new and renovated spaces that reflect modern learning approaches) supports the investment in renewal of our furniture and equipment. A renewal plan will be developed as well as funds allocated for new furniture to support West Gippsland Libraries vision. This will be an ongoing strategy over the next few years as those spaces most used and in need are targeted first. This year will see \$95,000 allocated to the budget for renewal of furniture and equipment.

Investment in the collection

E-resources are seeing the biggest increase in loans with a 60% increase in 2018.19 year to date (eight months from June 2018 to February 2019) to more than 65,000 loans. With this significant increase we want to ensure the e-resource collection is continuing to provide new releases and meet the needs of our patrons.

E-resources are increasingly popular for those with visual impairments as they can enlarge the text to suit their needs. E-resources also cater to a much wider group of patrons in our community who cannot visit a static branch as they are available any time of the day or night. E-resources are free for our members and provide an alternative to subscriptions such as audible where you pay over \$15 per month for access.

There will be an increase in the e-resource collection of \$35,000 for the year. This will bring the total investment in e-resources for the year to no less than \$180,000. E-resources include e-books, e-audiobooks and e-magazines.

Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Library Plan, is a rolling four year plan that outlines the financial and non-financial resources that West Gippsland Libraries requires to achieve the strategic objectives described in the Library Plan.

The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives that contribute to achieving the strategic objectives specified in the Library Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Library Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election of Councillors. The Strategic Resource Plan is reviewed each year in advance of the commencement of the Annual Budget process.

Financial Goals

It is important for West Gippsland Libraries to set financial goals to provide guidance and structure to the budget process and assist with maintaining consistent financial planning year on year. West Gippsland Libraries financial goals are to:

- Operate in a financially sustainable manner;
- Operate within the rate cap, with new initiatives that require funding above the rate cap being supported by well-developed and costed business cases;
- Minimise fluctuations in increments from year to year that affect the member Councils;
- Reinvest efficiency savings into strategies identified in the Library Plan and the Collection; and
- Provide transparency and accountability.

Rate cap

For the 2019.20 financial year the Minister for Local Government has set the rate cap at 2.5%.

Budget development

The Budget has been developed from first principles and incorporates savings that have been achieved over the past two years. Key assumptions that have influenced the development of the budget are:

- Fees and charges income is estimated to decrease due to the removal of overdue fines. This represented just over \$23,000 in 2017.18 and is forecast to further reduce in 2018.19.
- The increase in base wage rate for employees under the new Enterprise Agreement is directly linked to the rate cap set by the Minister for Local Government. The rate cap in 2019.20 is 2.5%. The increase applied to the base wage rate will be 2.18% in 2019.20 (1.96% in 2018.19).
- Materials and services costs have been reviewed based on changes to systems, new contract arrangements and past expenditure trends. Efficiency reductions have been incorporated as well as allowing for inflation of 5% based on historical trends.
- The budget provides for an increase in the collection of \$65,000 to ensure West Gippsland Libraries continues to provide a collection that is under five years old as identified in the Local Government Performance Reporting Indicators. New collection items will also be invested in e-resources to support their exponential utilisation by patrons.
- Renewal of furniture and equipment has been included in the financial statements to ensure our libraries are modern and vibrant places for our patrons to discover, connect and enjoy.

Policy and legislative implications

The Budget 2019.20 is prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

Section 196 – Regional libraries

- Section 127 – Council must prepare a budget
- Section 129 – Public notice
- Section 130 – Adoption of budget or revised budget
- Section 223 – Right to make a submission

Conclusion

Significant work has been undertaken in the past 12 months to review expenditure, automate back end processes and ensure that West Gippsland Libraries can maximise the use of its funds to invest back into valued services.

Overall, West Gippsland Libraries is in a strong financial position and it is recommended that the Board adopt the 2019.20 Annual Budget.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 10.6.1 – 2019.20 Draft Annual Budget (as presented on exhibition)

10.7. Library Plan 2017.21 (Revised)

Report Prepared by Chief Executive Officer

Executive summary

The report presents the revised of the West Gippsland Libraries Library Plan 2017-21 (Revised 2019). The Library Plan is the guiding strategic document for the organisation, setting out our commitment to delivering library services to the communities of Baw Baw, South Gippsland and Bass Coast shires. It features eight strategic objectives and supporting actions to ensure that an accessible and dynamic library service is delivered to the community.

The revised plan includes a number of new actions, incorporating feedback from the Board, library staff and the Community Advisory Committee. The Board also undertook a values workshop to help West Gippsland Libraries deliver on its promise to the community. The revised Library Plan has amended what was previously outlined as its values (page 9) to become 'Our Purpose' that explains to the community what West Gippsland Libraries will provide. The organisations new values and commitment to the community are bravery, relationships and excellence.

We will bravely adapt with the changing needs of our communities.

We will build relationships with our stakeholders, communities and each other.

We will deliver excellence in everything we do.

We are West Gippsland Libraries and we are here to change lives.

The revised plan acknowledges and continues to focus on library services changing at a rapid and exciting pace, and that adapting is essential so more people can access library services for reading and learning, connecting or being creative and innovative.

Recommendation

That the Board:

- a) Adopt the West Gippsland Libraries Library Plan.
- b) Adopt the Strategic Resource Plan incorporated in the Library Plan incorporating the amendments made to the adopted budget outlined in report 10.6.
- c) Authorise the Chief Executive Officer to make typographical corrections to the Library Plan document.
- d) Authorise the Chief Executive Officer to give public notice of the adoption of the Library Plan and forward a copy to the Minister in accordance with section 130 of the Local Government Act 1989.

Highlights of the Revised Library Plan

The Library Plan 2017-21 (Revised 2019) celebrates new values and a commitment to these values when delivering library services to the community. The Board undertook a values workshop and by agreeing on the cultural values of **brave**, **relationships** and **excellence** we are setting a standard that we will use as our compass. We are telling our communities and staff that these three values are important to us and we strive to respect them in our everyday activities.

The revised Library Plan has amended what was previously outlined as its values (page 9) to become 'Our Purpose' that explains to the community what West Gippsland Libraries will provide. The organisations new values and commitment to the community are:

*We will **bravely** adapt with the changing needs of our communities.*

*We will build **relationships** with our stakeholders, communities and each other.*

*We will deliver **excellence** in everything we do.*

We are West Gippsland Libraries and we are here to change lives.



The revised plan also includes a number of new actions for the organisation, incorporating feedback from the Board, library staff and the Community Advisory Committee.

The Library Plan will continue to focus on the following strategic objectives.

- Strategy One – Enhance our library service models to better meet the needs of our community.
- Strategy Two – Enable and facilitate new learning opportunities lead by the community Strategy
- Three – Improve our engagement with early years and teen members
- Strategy Four – Experiment with new and renovated spaces that reflect modern learning approaches
- Strategy Five – Test alternative engagement approaches to promote true inclusivity and accessibility
- Strategy Six – Support our community to explore and learn about new and emerging trends
- Strategy Seven – Promote a culture that encourages flexibility, experimentation and personal growth
- Strategy Eight – Explore diverse revenue opportunities to complement our service

The 2019.20 actions within the plan will continue to build on the achievements of previous years. The biggest action for 2019.20 and change to the service is the removal of fines on overdue items.

Strategy 1 – Remove fines on overdue items

Overdue fines are a barrier to people coming to our libraries. The people who can least afford to pay fines are often the ones who need the library most. There is no evidence that suggests overdue fines encourage meaningful compliance.

Additional actions that have been included to address important areas of focus and build on existing work already being undertaken within the library service are:

Strategy 1 – Deploy accessible and modern community libraries in San Remo, Welshpool and the Bass Coast Waterline Area (encompassing Coronet Bay, Corinella and Grantville);

Many people in the community have not been able to access library services due to the short times the mobile library was available. Community libraries provide greater access to services with longer hours and the convenience of self-checkout. Our librarians will continue to staff community libraries to support our patrons.

Strategy 1 – Pilot click and collect points across the region.

The West Gippsland region is large and our communities are looking for flexibility and convenience in locations where there is no static library.

Strategy 5 – Continue to enhance the user experience of the website.

Over 20,000 users visit our website each month. We want to make sure it continues to meet their needs.

Strategy 7 – Continue to develop our people with the skills to confidently engage with our diverse community.

Our communities are diverse and people visit our libraries for a range of services. Our success is determined by the quality of services those who use our services experience.

Completed actions from the 2018 revised plan have been removed where they are not ongoing in nature or have become business as usual. The revised plan also contains the latest demographic and statistical information to reflect the membership and trends of the service.

Policy and Legislative Implications

The West Gippsland Libraries Library Plan 2017-21 is prepared in accordance with the Local Government Act 1994 and the Local Government (Planning and Reporting) Regulations 2014.

- Section 196 – Regional Libraries

- Section 125 – Council Plan
- Section 126 – Strategic Resource Plan
- Section 223 – Right to make a submission.

Conclusion

The revised plan aspires and challenges West Gippsland Libraries to be a service that is equipped to respond to the changing needs of our communities. The strategies within the plan are designed to motivate the organisation to think differently and ensure that we are prepared for the future. It is recommended that the revised Library Plan be adopted by the Board.

Conflict of Interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 10.7.1 – Revised Library Plan

10.8 Quarter 3 Finance and Performance Report – 31 March 2019

Report Prepared by Chief Executive Officer

Executive summary

This report presents to the Board the Quarterly Finance and Performance Report for the quarter ending 31 March 2019. This report highlights how West Gippsland Libraries delivered on its actions in the Library Plan and performed against budget for the quarter.

Progress for the quarter include:

- Ongoing consultation with the community about where community libraries will be established in the South Coast areas currently serviced by the mobile library;
- Development of a partnership agreement with Welshpool Transaction Centre to provide a community library;
- Planning work undertaken for the Foster Library redevelopment and 24/7 access model; and
- Development work for the new West Gippsland Libraries website.

Recommendation

That the Board adopt the Quarter 3 Finance and Performance Report for the quarter ending 31 March 2019.

Background

West Gippsland Libraries adopted its four year strategic plan in June 2017 in consultation with the community and staff and revised it again in June 2018. Eight key strategies were identified and actions were developed for each strategy. The Library Plan provides greater detail regarding why these actions have been chosen.

West Gippsland Libraries reports quarterly on its performance against budget and progress of actions pertaining to delivery of the strategies in the Library Plan and Annual Budget. The eight strategies are:

Strategy One – Enhance our library service models to better meet the needs of our community.

Strategy Two – Enable and facilitate new learning opportunities lead by the community.

Strategy Three – Improve our engagement with early years and teen members.

Strategy Four – Experiment with new and renovated spaces that reflect modern learning approaches.

Strategy Five – Test alternative engagement approaches to promote true inclusivity and accessibility.

Strategy Six – Support our community to explore and learn about new and emerging trends.

Strategy Seven – Promote a culture that encourages flexibility, experimentation and personal growth.

Strategy Eight – Explore diverse revenue opportunities to complement our service.

Financial implications

The financial implications are outlined in the attached Quarterly Finance and Performance Report.

In its Annual Budget, West Gippsland Libraries has set financial goals to provide guidance and structure to the budget process and assist with maintaining consistent financial planning year on year. West Gippsland Libraries financial goals are to:

- Operate in a financially sustainable manner;
- Operate within the rate cap, with new initiatives that require funding above the rate cap being supported by well-developed and costed business cases;
- Minimise fluctuations in increments from year to year that affect the member Councils;



- Reinvest efficiency savings into strategies identified in the Library Plan and the Collection; and
- Provide transparency and accountability.

Policy and legislative implications

The finance report contained within the Quarterly Report is prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

Section 196 – Regional libraries

Section 136 – Principles of sound financial management

Section 138 – Quarterly statements

The Library Plan is prepared in accordance with the *Local Government Act 1989* (the Act) and the *Local Government (Planning and Reporting) Regulations 2014*. Whilst the quarterly report is not a specific requirement of the Act, the Board has elected to continue to report to the community on its progress during the year.

Conclusion

West Gippsland Libraries has delivered a number of key projects outlined in the Library Plan with great success. There will be a continued focus to build on these successes to deliver excellent outcomes for the community over the rest of the financial year.

It is recommended that the Board adopt the Quarter 3 Finance and Performance Report 2018.19.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 10.8.1 – Quarter 3 Finance and Performance Report 2018.19

11. **General Business**

12. **For information**

Nil

13. **In camera session – CEO Annual Review**

Recommendation

That the Board go in camera on matters relating to the CEO's annual performance review - section 89(2)(a) *Local Government Act 1989*

14. **Next Meeting**

Ordinary Board meeting Friday, 13th September 2019 at the Drouin Library meeting room, 136 Princes Way Drouin.



Ordinary Board Meeting

Minutes

Friday 5th April 2019

11.30 am

Old Post Office

Cnr McBride & Watts Streets, Wonthaggi



Minutes

Ordinary Board Meeting

1.	Statement of acknowledgement	3
2.	Our Child Safety Commitment	3
3.	Apologies	3
4.	Declarations of interest/conflict of interest	3
5.	Minutes of previous meeting	3
6.	Standing items	4
6.1.	Business arising from the previous meeting	4
6.2.	Update from the Community Advisory Committee	4
6.3.	Questions from the gallery	4
7.1.	Library Plan 2017.21 (Revised 2019)	6
7.2.	Draft Budget 2019.20	10
7.3.	Transition of library services and retirement of truck and trailer update	16
8.	Presentation – Meet Up 19 – Festival of events for young people	20
9.	Items for General Business	20
10.	For information	20
11.	Next Meeting	20



In attendance:

Board

Cr Geoff Ellis – Bass Coast Shire Council (Chair)
Mark Brady – Bass Coast Shire Council
Cr Alyson Skinner – South Gippsland Shire Council
Faith Page – South Gippsland Shire Council
Mark Dupe – Baw Baw Shire Council

WGL Officers

Leanne Williams – Chief Executive Officer
Shaun Inguanzo – Manager Strategy and Communications
Linda Fowler – Manager People and Culture

Meeting Opened at 11.40 am

1. Statement of acknowledgement

The West Gippsland Libraries respectfully acknowledges the traditional owners of this land, their spirits and ancestors. We would also like to pay respect to elders from other country who may be present here today.

2. Our Child Safety Commitment

West Gippsland Libraries is committed to the safety and wellbeing of all children and young people.

3. Apologies

Cr Keith Cook – Baw Baw Shire Council

4. Declarations of interest/conflict of interest

Nil

5. Minutes of previous meeting

Recommendation

That the Board adopt the minutes from the Ordinary meeting held 8th February 2019.

Resolution

That the Board adopt the minutes from the Ordinary meeting held 8th February 2019.

Moved: Mark Dupe

Seconded: Cr Alyson Skinner

Carried unanimously



Attachments

Attachment 5.1.1 – Minutes of the Ordinary Board meeting 8th February 2019

6. Standing items

6.1. Business arising from the previous meeting

Nil

6.2. Update from the Community Advisory Committee

President David Lyons to provide a verbal update.

David Lyons, Chair of the CAC provided an overview to the Board of the CAC meeting held earlier that day. The CAC noted the resignation of Gordon Dadswell a long standing CAC member.

David outlined that the CAC would be providing a submission to the Board as part of the Library Plan and Budget consultation that outlined its views for the future of WGL. These areas included support for seniors, transparency of decision making, volunteer strategy, partnerships and engaging with the community, planning for growth, branding and tours for sector wide learning.

Recommendation

That the Board note the Community Advisory Committee's verbal report and the minutes from its meeting held 8th February 2019.

Resolution

That the Board note the Community Advisory Committee's verbal report and the minutes from its meeting held 8th February 2019.

Moved: Faith Page

Seconded: Mark Brady

Carried unanimously

Attachments

Attachment 6.2.1 – Minutes of the CAC 8.2.19

6.3. Questions from the gallery

Any member of the public or community addressing the Board must extend due courtesy and respect to the Board and the processes under which it operates and must take direction from the Chairperson whenever called upon to do so.

Question from Holly Perriam – CAC Member

How are we assisting job seekers in light of recent changes to JobActive?



CEO Response:

WGL provides support through its libraries for job seekers who use the services. A more detailed response relating to the Job Active changes will be taken on notice.

Question from Mary Schooneveldt – CAC Member

What is the revised timeline for the South Coast Mobile replacements?

CEO Response:

WGL is consulting with the Waterline Area over the next four weeks and a recommendation will be brought back to the Board on 14 June 2019. There is no timeline for the San Remo Community Library as yet as WGL does not currently have options for a location. The truck will continue until new services are implemented.

Question from Chris Kemper – CAC Member

What options are there for the Toora and other communities?

CEO Response:

Cr Skinner and myself met with community groups in Toora in January to discuss the service options for Toora. These included click and collect, expanded outreach and working with the community groups to ensure programs are tailored to community demand, Foster 24/7 service and the Welshpool Community Library at the Welshpool Transaction Centre. WGL will continue to work with the community.

7. Reports



7.1. Library Plan 2017.21 (Revised 2019)

Report Prepared by Chief Executive Officer

Executive Summary

The report presents the revised version of the West Gippsland Libraries Library Plan 2017-21 (Revised 2019). The Library Plan is the guiding strategic document for the organisation, setting out our commitment to delivering library services to the communities of Baw Baw, South Gippsland and Bass Coast shires. It features eight strategic objectives and supporting actions to ensure that an accessible and dynamic library service is delivered to the community.

The revised plan includes a number of new actions, incorporating feedback from the Board, library staff and the Community Advisory Committee. The Board also undertook a values workshop to help West Gippsland Libraries deliver on its promise to the community. The revised Library Plan has amended what was previously outlined as its values (page 9) to become 'Our Purpose' that explains to the community what West Gippsland Libraries will provide. The organisations new values and commitment to the community are bravery, relationships and excellence.

We will bravely adapt with the changing needs of our communities.

We will build relationships with our stakeholders, communities and each other.

We will deliver excellence in everything we do, either for each other, with each other or because of each other.

We are West Gippsland Libraries and we are here to change lives.

The revised plan acknowledges and continues to focus on library services changing at a rapid and exciting pace, and that adapting is essential so more people can access library services for reading and learning, connecting or being creative and innovative.

Recommendation

- a) Endorse the proposed Library Plan 2017-21 (Revised 2019), including the Strategic Resource Plan, for the purposes of section 125 of the Local Government Act 1989 (the Act).
- b) Authorise the Chief Executive Officer to:
 - i. Give public notice of the preparation of the West Gippsland Libraries Library Plan 2017-21 (Revised 2019) in accordance with section 125 of the Act; and
 - ii. Make available for public inspection the information required to be made available in accordance with the Local Government (Planning and Reporting) Regulations 2014 (the Regulations).
- c) Submissions received under section 223 of the Act will close at 3pm, Wednesday 29th May 2019.
- d) Consideration be given to any submission on any proposal contained in the Library Plan 2017-21 (Revised 2019) under section 223 of the Act at a special meeting of the Board on Friday, 14 June 2019 at 11.30 am under section 84 of the Act.
- e) A recommendation to adopt the Library Plan 2017-21 (revised 2019) will be presented to the Board at its ordinary meeting on Friday, 28 June 2019.

Minutes

The CEO presented the report for the Board's consideration. The following points were raised:

- Font size of the Library Plan is small and could be larger to be more accessible. (Mark Brady)
- The proposal of the removal of overdue fines is not a huge impact to revenue but delivers in spades to the community. (Cr Alyson Skinner)
- Punishing people with fines is embarrassing. (Faith Page)
- Staff appreciate the changes and ability to build relationships with patrons. (Leanne Williams)



- Board seeks to encourage as many submissions as possible.

Resolution

- a) Endorse the proposed Library Plan 2017-21 (Revised 2019), including the Strategic Resource Plan, for the purposes of section 125 of the Local Government Act 1989 (the Act).
- b) Authorise the Chief Executive Officer to:
 - i. Give public notice of the preparation of the West Gippsland Libraries Library Plan 2017-21 (Revised 2019) in accordance with section 125 of the Act; and
 - ii. Make available for public inspection the information required to be made available in accordance with the Local Government (Planning and Reporting) Regulations 2014 (the Regulations).
- c) Submissions received under section 223 of the Act will close at 3pm, Wednesday 29th May 2019.
- d) Consideration be given to any submission on any proposal contained in the Library Plan 2017-21 (Revised 2019) under section 223 of the Act at a special meeting of the Board on Friday, 14 June 2019 at 11.30 am at the Regional Support Centre, 65 Victoria Street Warragul under section 84 of the Act.
- e) A recommendation to adopt the Library Plan 2017-21 (revised 2019) will be presented to the Board at its ordinary meeting on Friday, 28 June 2019.
- f) Amend the values of WGL to:

*We will anticipate and **bravely** adapt with the changing needs of our communities.*

*We will build **relationships** with our stakeholders, communities and each other.*

*We will deliver **excellence** in everything we do.*

Moved: Cr Alyson Skinner

Seconded: Mark Dupe

Carried unanimously

Highlights of the Revised Library Plan

The Library Plan 2017-21 (Revised 2019) celebrates new values and a commitment to these values when delivering library services to the community. The Board undertook a values workshop and by agreeing on the cultural values of **brave**, **relationships** and **excellence** we are setting a standard that we will use as our compass. We are telling our communities and staff that these three values are important to us and we strive to respect them in our everyday activities.

The revised Library Plan has amended what was previously outlined as its values (page 9) to become 'Our Purpose' that explains to the community what West Gippsland Libraries will provide. The organisations new values and commitment to the community are:

*We will **bravely** adapt with the changing needs of our communities.*

*We will build **relationships** with our stakeholders, communities and each other.*

*We will deliver **excellence** in everything we do, either for each other, with each other or because of each other.*

We are West Gippsland Libraries and we are here to change lives.

The revised plan also includes a number of new actions for the organisation, incorporating feedback from the Board, library staff and the Community Advisory Committee.



The Library Plan will continue to focus on the following strategic objectives.

- Strategy One – Enhance our library service models to better meet the needs of our community.
- Strategy Two – Enable and facilitate new learning opportunities lead by the community Strategy
- Three – Improve our engagement with early years and teen members
- Strategy Four – Experiment with new and renovated spaces that reflect modern learning approaches
- Strategy Five – Test alternative engagement approaches to promote true inclusivity and accessibility
- Strategy Six – Support our community to explore and learn about new and emerging trends
- Strategy Seven – Promote a culture that encourages flexibility, experimentation and personal growth
- Strategy Eight – Explore diverse revenue opportunities to complement our service

The 2019.20 actions within the plan will continue to build on the achievements of previous years. The biggest action for 2019.20 and change to the service is the removal of fines on overdue items.

Strategy 1 – Remove fines on overdue items

Overdue fines are a barrier to people coming to our libraries. The people who can least afford to pay fines are often the ones who need the library most. There is no evidence that suggests overdue fines encourage meaningful compliance.

Additional actions that have been included to address important areas of focus and build on existing work already being undertaken within the library service are:

Strategy 1 – Deploy accessible and modern community libraries in San Remo, Welshpool and the Bass Coast Waterline Area (encompassing Coronet Bay, Corinella and Grantville);

Many people in the community have not been able to access library services due to the short times the mobile library was available. Community libraries provide greater access to services with longer hours and the convenience of self-checkout. Our librarians will continue to staff community libraries to support our patrons.

Strategy 1 – Pilot click and collect points across the region.

The West Gippsland region is large and our communities are looking for flexibility and convenience in locations where there is no static library.

Strategy 5 – Continue to enhance the user experience of the website.

Over 20,000 users visit our website each month. We want to make sure it continues to meet their needs.

Strategy 7 – Continue to develop our people with the skills to confidently engage with our diverse community.

Our communities are diverse and people visit our libraries for a range of services. Our success is determined by the quality of services those who use our services experience.

Completed actions from the 2018 revised plan have been removed where they are not ongoing in nature or have become business as usual. The revised plan also contains the latest demographic and statistical information to reflect the membership and trends of the service.

Policy and Legislative Implications

The West Gippsland Libraries Library Plan 2017-21 (Revised 2019) is prepared in accordance with the Local Government Act 1994 and the Local Government (Planning and Reporting) Regulations 2014.

- Section 196 – Regional Libraries
- Section 125 – Council Plan
- Section 126 – Strategic Resource Plan



- Section 223 – Right to make a submission.

Conclusion

The revised library plan aspires and challenges West Gippsland Libraries to be a service that is equipped to respond to the changing needs of our communities. The strategies within the plan are designed to motivate the organisation to think differently and ensure that we are prepared for the future. It is recommended that the Board endorse the Library Plan 2017-21 (Revised 2019) and place on public exhibition for input and submissions.

Conflict of Interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 7.1.1 – Library Plan 2017-21 (Revised 2019)



7.2. Draft Budget 2019.20

Report Prepared by Chief Executive Officer

Executive summary

This report presents the 2019.20 Draft Budget for consideration, endorsement and to seek approval for community consultation by the Board.

The Draft Budget has been developed to build on the significant work undertaken in 2018.19 to ensure that West Gippsland Libraries is a modern and dynamic place to discover, connect and enjoy. This is made possible by the dedication and support of all staff at West Gippsland Libraries. They are the heart of the service and their delivery of high quality library services to the community is second to none.

The 2019.20 Draft Budget has been developed to support the team at West Gippsland Libraries delivery on the strategies and actions set out in the Library Plan. It has also been developed from scratch to ensure all income and expenditure is reviewed to ensure long term financial sustainability.

The major initiative proposed for the year and ongoing into the future is the removal of fines on overdue items. Overdue fines are a barrier to people coming to our libraries. The people who can least afford to pay fines are often the ones who need the library most. There is no evidence that suggests overdue fines encourage meaningful compliance.

The Draft Budget also makes provision for increases in the e-resources collection, programs, outreach and renewal of furniture and equipment to ensure our libraries are modern and vibrant.

Recommendation

That the Board:

- a) Endorse the Draft Budget 2019.20 contained in attachment 7.2.1 for the purposes of section 127(1) of the Local Government Act (the Act).
- b) The Chief Executive Officer be authorised to:
 - i. Give public notice of the preparation of the West Gippsland Libraries Draft Budget 2019.20 in accordance with section 129(1) the Act; and
 - ii. Make available for public inspection the information required to be made available in accordance with the Local Government (Planning and Reporting) Regulations 2014.
- c) Submissions received under section 223 of the Act will close at 3pm, Wednesday 29th May 2019.
- d) Consideration be given to any submission on any proposal contained in the Draft Budget 2019.20 under section 223 of the Act at a special meeting of the Board on Friday, 14 June 2019 at 11.30 am under section 84 of the Act.
- e) A recommendation to adopt the Draft Budget 2019.20 will be presented to the Board at its ordinary meeting on Friday, 28 June 2019

Minutes

The Board discussed the Draft Budget and noted that WGL is in a strong financial position, deriving surpluses and is investing \$95K - \$100K in furniture and fittings renewal. The Board noted that it is reflecting the new values by being brave and proposing to remove overdue fines.

Mark Dupe noted that Drouin is growing and Baw Baw Shire supports increased opening hours for Drouin Library.

Mark Brady noted that a challenge will be revenue growth opportunities when Council's revenue is capped.

Faith Page noted that it is a strong budget that balances the need for financial sustainability with the need for new assets.

The Board noted the hard work from staff on developing the budget and congratulated the team.



Resolution

That the Board:

- a) Endorse the Draft Budget 2019.20 contained in attachment 7.2.1 for the purposes of section 127(1) of the Local Government Act (the Act).
- b) The Chief Executive Officer be authorised to:
 - i. Give public notice of the preparation of the West Gippsland Libraries Draft Budget 2019.20 in accordance with section 129(1) the Act; and
 - ii. Make available for public inspection the information required to be made available in accordance with the Local Government (Planning and Reporting) Regulations 2014.
- c) Submissions received under section 223 of the Act will close at 3pm, Wednesday 29th May 2019.
- d) Consideration be given to any submission on any proposal contained in the Draft Budget 2019.20 under section 223 of the Act at a special meeting of the Board on Friday, 14 June 2019 at 11.30 am at the Regional Support Centre, 65 Victoria Street Warragul under section 84 of the Act.
- e) A recommendation to adopt the Draft Budget 2019.20 will be presented to the Board at its ordinary meeting on Friday, 28 June 2019
- f) Amend the values of WGL to:

*We will anticipate and **bravely** adapt with the changing needs of our communities.*

*We will build **relationships** with our stakeholders, communities and each other.*

*We will deliver **excellence** in everything we do.*

Moved: Faith Page

Seconded: Cr Alyson Skinner

Carried unanimously

Major initiative – Removal of fines on overdue items

- That the recurring budget initiative for 2019.20 is to remove fines from being imposed on overdue items. The revenue derived from fines in 2017.18 was \$23,194.
- This recurring initiative is funded from efficiency savings within the employee budget.
- That this is an ongoing program.

The West Gippsland Libraries focus is to ensure it is pioneering modern and adaptive library services for its community. To facilitate adaptability, we strive to create a culture that is inclusive and welcoming and is accessible for all. A barrier to achieving this is having fines on overdue items that prevent people from coming back to the library and it can create an adversarial relationship between staff and patrons. It takes resources to manage this process and anecdotally staff would spend more time administering the fine than the dollar amount collected.

West Gippsland Libraries has in place fines for overdue items (\$0.25 per day up to \$5.00 per item) for adults, while children do not incur overdue fines on print items. While it remains unpopular with customers and staff, it is not clear that the fine process currently in place actually encourages library users to comply with borrowing terms.

West Gippsland Libraries has tried to limit the impact of fines on customers and staff have been encouraged to exercise discretion, particularly when there is obvious hardship. Over the years there have been a number of other initiatives put in place such as Fine Free February 2018 which forgave a total of \$20,128 including lost items and overdue fines. The amount of revenue being collected from fines has also been declining and in the 2017.18 financial year represented \$23,194 (budgeted at \$30,000) and is YTD tracking lower than last year. Following the Fine Free February campaign there was a spike in active users of 556 in the following two months.



WGL is actively working hard to successfully bring in new patrons however there is a big challenge to maintain existing members. Every six months we undertake a win back user's campaign. The most recent email campaign also included a survey as to why they had not been using the library. Analysis of the campaign, lending history and fine history were undertaken. Of the 380 people who responded, 120 had fines. The estimated total (conservative estimate) was \$2,196 in fines owing. The Manager of Strategy and Communications estimates that it would cost at least \$800 to reacquire these people as members if their fines were not cleared. Members in their survey made it clear they would not use the service to avoid paying them altogether, so the fines serve as a barrier to using the library, not a deterrent for late returns.

At the Annual Staff Development Day in 2018, when asked what West Gippsland Libraries looks like in the future there was a collective view from staff that they would be fine free.

Library fines undermine one of the core principles of public libraries - the provision of free and universal access to information. The people who can least afford to pay fines are often the ones who need the library service the most. There is no evidence that overdue fines encourage meaningful compliance.

The City of Port Phillip Library service has not charged overdue fines for nearly 8 years. There was no discernible increase in the number of items long overdue and lost when fines were removed. They report no ongoing issues with compliance. Reminder notices continue to be issued to borrowers, and non-compliance is managed through temporary reductions to loan entitlements, and in extreme cases members are prevented from borrowing entirely.

Casey Cardinia Libraries have now been fine free for just over a year and have reported benefits including an increase in loans, lost items being down, long term overdue items being stable and the appreciation within the staff and community has skyrocketed.

The removal of overdue fines will enable West Gippsland Libraries to redefine its relationship with the community to more truly reflect our shared values.

Who will the proposal benefit?

West Gippsland Libraries vision is to support everyone in our community. Our mission is to provide library services, programs and collections that are accessible and equitable and to continuously improve our value to the community. Our values include being universally accessible centres for reading, learning and enjoyment.

West Gippsland Libraries has in place fines for overdue items (\$0.25 per day up to \$5.00 per item) for adults, while children do not incur overdue fines on print items. This proposal aligns with Library Plan Strategies one and five as outlined below:

Strategy one – enhance our library service models to better meet the needs of our community.

Strategy five – test alternative engagement approaches to promote true inclusivity and accessibility.

Benefactors of this proposal are:

- Patrons who use the service, particularly the patrons who can least afford to pay fines.
- Staff will benefit by creating a more welcoming and inclusive environment where disagreements over overdue fines will be a thing of the past.
- Good will also be achieved by the implementation of donation tap points as part of the removal of fines that means contributing to the service is voluntary rather than imposed.

What are the financial impacts of the proposal?

This proposal is anticipated to be a cost neutral exercise. Revenue from fines has been declining, and in many cases more time is spent collecting a fine than the amount being paid. There will be increased efficiency and wellbeing from staff by not having to confront and request payment for fines.

A proposal to be implemented at the same time as the removal of fines is to introduce donation tap points at the customer service desk as well as online. This will provide a seamless transition for patrons who see their fine as a donation to the library. Initially it is unknown what revenue donation tap points may bring, so it is not being factored into the budget.

Measures of success



As part of removing fines (if adopted) a number of KPI's will be monitored to measure success:

- Number of loans (physical and virtual)
- Number of visits (physical and virtual)
- Customer feedback (Net Promoter Score)
- Turnover rate of stock
- Active membership
- Number of lost items
- Staff satisfaction survey

Programs and Outreach

Programs and outreach are an increasing focus for West Gippsland Libraries due to the changing nature of libraries and the expectations of the communities we serve. Programs in 2018.19 year to date have increased by 29% to more than 35,000 attendees in just eight months (June 2018 to February 2019). Investing in programs and outreach is part of delivering on strategy two (Enable and facilitate new learning opportunities led by the community), strategy three (Improve our engagement with early years and young people) and strategy six (support our community to explore and learn about new and emerging trends).

Renewal of furniture and equipment

It is recognised that some of our libraries are dated and do not have modern furniture that is comfortable to support our vision of discover, connect and enjoy. Strategy four of the library plan (Explore new and renovated spaces that reflect modern learning approaches) supports the investment in renewal of our furniture and equipment. A renewal plan will be developed as well as funds allocated for new furniture to support West Gippsland Libraries vision. This will be an ongoing strategy over the next few years as those spaces most used and in need are targeted first. This year will see \$95,000 allocated to the budget for renewal of furniture and equipment.

Investment in the collection

E-resources are seeing the biggest increase in loans with a 60% increase in 2018.19 year to date (eight months from June 2018 to February 2019) to more than 65,000 loans. With this significant increase we want to ensure the e-resource collection is continuing to provide new releases and meet the needs of our patrons.

E-resources are increasingly popular for those with visual impairments as they can enlarge the text to suit their needs. E-resources also cater to a much wider group of patrons in our community who cannot visit a static branch as they are available any time of the day or night. E-resources are free for our members and provide an alternative to subscriptions such as audible where you pay over \$15 per month for access.

There will be an increase in the e-resource collection of \$35,000 for the year. This will bring the total investment in e-resources for the year to no less than \$180,000. E-resources include e-books, e-audiobooks and e-magazines.

Planning and accountability framework

The Strategic Resource Plan (next four years) and Long Term Financial Plan (next ten years) are part of and prepared in conjunction with the Library Plan, and are a rolling four to ten year plans that outline the financial and non-financial resources that West Gippsland Libraries requires to achieve the strategic objectives described in the Library Plan.

The Annual Budget is framed within the Strategic Resource Plan and Long Term Financial Plan, taking



into account the services and initiatives that contribute to achieving the strategic objectives specified in the Library Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Library Plan, including the Strategic Resource Plan, is required to be completed by 30 June each year. West Gippsland Libraries reviews its Strategic Resource Plan and Long Term Financial Plan each year as part of the annual budget process.

Financial Goals

It is important for West Gippsland Libraries to set financial goals to provide guidance and structure to the budget process and assist with maintaining consistent financial planning year on year. West Gippsland Libraries financial goals are to:

- Operate in a financially sustainable manner;
- Operate within the rate cap, with new initiatives that require funding above the rate cap being supported by well-developed and costed business cases;
- Minimise fluctuations in increments from year to year that affect the member Councils;
- Reinvest efficiency savings into strategies identified in the Library Plan and the Collection; and
- Provide transparency and accountability.

Rate cap

For the 2019.20 financial year the Minister for Local Government has set the rate cap at 2.5%.

Budget development

The Draft Budget has been developed from first principles and incorporates savings that have been achieved over the past two years. Key assumptions that have influenced the development of the budget are:

- Fees and charges income is estimated to decrease due to the removal of overdue fines. This represented just over \$23,000 in 2017.18 and is forecast to further reduce in 2018.19.
- The increase in base wage rate for employees under the new Enterprise Agreement is directly linked to the rate cap set by the Minister for Local Government. The rate cap in 2019.20 is 2.5%. The increase applied to the base wage rate will be 2.18% in 2019.20 (1.96% in 2018.19).
- Materials and services costs have been reviewed based on changes to systems, new contract arrangements and past expenditure trends. Efficiency reductions have been incorporated as well as allowing for inflation of 5% based on historical trends.
- The budget provides for an increase in the collection of \$65,000 to ensure West Gippsland Libraries continues to provide a collection that is under five years old as identified in the Local Government Performance Reporting Indicators. New collection items will also be invested in e-resources to support their exponential utilisation by patrons.
- Renewal of furniture and equipment has been included in the financial statements to ensure our libraries are modern and vibrant places for our patrons to discover, connect and enjoy.

Policy and legislative implications

The Budget 2019.20 is prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

- Section 196 – Regional libraries
- Section 127 – Council must prepare a budget
- Section 129 – Public notice
- Section 130 – Adoption of budget or revised budget



Conclusion

Significant work has been undertaken in the past 2 years to review expenditure, automate back end processes and ensure that West Gippsland Libraries can maximise the use of its funds to invest back into valued services. Upon completion of this significant work we are now able to allocate these saving into the collection and spaces that ensure our libraries continue to be a place where patrons can discover, connect and enjoy.

Overall, West Gippsland Libraries is in a strong financial position and it is recommended that the Board endorse the Draft Budget 2019.20, as outlined in the recommendation, for community consultation.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 7.2.1 – Draft Budget 2019.20



7.3. Transition of library services and retirement of truck and trailer update

Report Prepared by Chief Executive Officer

Executive summary

This report provides to the Board an update on the progress of changes to the library services that were instigated by the retirement of the South Coast Mobile Library truck and trailer. As part of the transition there are a number of different service solutions being provided across South Gippsland and Bass Coast Shires.

This report also recommends that the Board endorse further consultation with the Bass Coast Waterline area encompassing a catchment of Coronet Bay, Corinella, Bass, Pioneer Bay and Grantville and determine the most suitable location for a community library at a special meeting of the Board on 14th June 2019.

Recommendation

That the Board:

- a) Note the update on the transition of services;
- b) Endorse the four options outlined in this report for consultation with the Waterline Community; and
- c) Consider and determine the location for a Waterline Community Library at a special meeting of the Board on Friday, 14 June 2019 at 11.30 am under section 84 of the Act.

The Board discussed the report.

Cr Skinner suggested what models could be developed to engage with the community in areas without facilities.

Mark Brady noted that Council wishes to endorse the service model resulting from the further consultation and that an update on the services be provided in six month's time from implementation. It was also requested that an update on the progress of the San Remo Community Library options be provided at the next ordinary meeting.

Resolution

That the Board:

- a) Note the update on the transition of services;
- b) Endorse the four options outlined in this report for consultation with the Waterline Community; and
- c) Consider and determine the location for a Waterline Community Library at a special meeting of the Board on Friday, 14 June 2019 at 11.30 am at the Regional Support Centre 65 Victoria Street Warragul under section 84 of the Act.
- d) Receive an update on the progress of the San Remo Community Library options at its next ordinary meeting.

Moved: Mark Brady

Seconded: Mark Dupe

Carried unanimously



Waterline Community Library

Consultation with communities of the Waterline areas including Coronet Bay, Corinella and Grantville continues following a resolution from Bass Coast Council responding to a petition regarding the retirement of the mobile library truck and trailer. The resolution from Bass Coast Council was:

That Council:

1. *Confirms its support of the decision by West Gippsland Libraries to cease the South Coast Mobile Library Truck service by 30 June 2019;*
2. *Requests West Gippsland Libraries to finalise the proposed alternative service delivery model and obtain Council's endorsement at the earliest opportunity;*
3. *Informs West Gippsland Libraries that the South Coast Mobile Library Truck is to remain in service after 30 June 2019 if the alternative service delivery is not operational;*
4. *Requests West Gippsland Libraries to monitor and review the implementation of the service delivery models and report to Council by 31 December 2019;*
5. *Consider any subsequent or further changes to the service delivery model as part of the 2020/21 Budget process;*
6. *Work with the West Gippsland Regional Library Corporation to ensure adequate community consultation in regards to the alternative service delivery model;*
7. *Advise the Head Petitioner of Council's decision.*

To ensure West Gippsland Libraries is able to provide the best possible Waterline Community Library within the existing financial constraints and encompassing a catchment area of Coronet Bay, Corinella, Bass, Pioneer Bay and Grantville the following factors will be considered:

- Opportunity for partnerships to provide mutual benefits for community organisations and West Gippsland Libraries helping to ensure a vibrant and sustainable service.
- Increased access that supports unstaffed access for patrons to maximise usage, flexibility and convenience and support the opportunity to grow active members.
- Consideration of the investment required to make building adjustments (if any).
- Ability to house a collection of not less than five bays of shelving (approximately 1,000 items).
- Ability to provide free computer and wifi usage.
- Circulation pod desk for the librarian.
- New furniture.

Services to be provided

Services to be provided as part of the Waterline Community Library will include:

- Visiting librarian twice per week for 3 hours each visit, totaling 6 hours per week (days and times will be considered as part of community consultation);
- Additional outreach services (already commenced) for 3 hours per week out of the Bass Valley Children's Centre and the opportunity to visit local play groups and other early years groups; and
- Two additional click and collect locations.

Locations for consideration

A number of locations will be considered and expressions of interest sought after. The locations include:

- Corinella Community Centre



- Coronet Bay Community Hall
- Bass Valley Community Centre
- Grantville Transaction Centre

Corinella Community Centre has previously expressed an interest in partnering with West Gippsland Libraries to provide a community library, however over the past few months there have been changes to the management of the Centre and its Committee of Management. A number of discussions have taken place as part of ongoing consultation, but no agreement has been made.

Corinella Community Centre will be considered as an option and does provide for increased access (as the centre is open from 10am to 4pm five days per week) and it has a community bus, however building works would need to be completed. An expression of interest outlining the terms of the partnership would need to be provided by resolution from the Committee of Management for the Board to consider.

Coronet Bay Hall has presented as an option but no formal discussions have taken place with its Committee of Management as the focus for the community had been on retaining the truck and trailer. With Bass Coast Council's resolution outlined in the report, West Gippsland Libraries will approach the Coronet Bay Hall Committee of Management to gauge their interest.

This option also provides partnership opportunities including a kinder that is already being run out of the centre on Monday mornings. Ability for unstaffed access may be difficult and consideration for existing use of the hall can not be jeopardised. Again an expression of interest outlining the terms of the partnership would need to be provided by resolution from the Committee of Management for the Board to consider.

Bass Valley Community Centre has not previously been presented as an option but does fall within the Waterline catchment. Therefore the Bass Valley Community Centre Committee of Management should be considered and approached for their expression of interest. Again there are partnership opportunities and it also runs a community bus. West Gippsland Libraries will approach and engage with the Committee of Management to seek an expression of interest and included terms of the partnership by resolution from the Committee of Management for the Board to consider.

Grantville Transaction Centre

Grantville Transaction Centre is owned and operated by Bass Coast Shire Council. It is already staffed and operates during business hours, thus significantly increasing the number of hours the library could be accessed if it resided in the Centre. Grantville township possesses shops and is frequented by most in the Waterline catchment area so would provide a central and convenient Community Library.

Approval from Bass Coast Council would be required and this could be the best option for a community library if partnership agreements were not favourable with other locations.

Consultation

West Gippsland Libraries will undertake the following consultation in preparation for a decision from the West Gippsland Libraries Board at a special meeting on the 14th June 2019:

- Write to residents (not just existing patrons) of the Waterline area outlining the four identified options for a community library;
- Provide a survey (by mail) with a reply paid envelope asking residents their preference out of the four locations; and
- Engage with each of the stakeholders of the four listed locations for a community library. Request a written expression of interest outlining what they would seek from a partnership agreement if they were interested.

San Remo Community Library

West Gippsland Libraries are working with a number of stakeholders to investigate suitable options for a Community Library. Options will be brought back to the Board for consideration when suitable options



have been identified.

As part of Bass Coast Council's resolution outlined earlier in this report, the Mobile Library will continue to visit San Remo until a Community Library has been implemented.

Welshpool Community Library

West Gippsland Libraries initially proposed a click and collect pilot for the Welshpool community. We were then approached by the Welshpool and District Transaction Centre for consideration of a community library and discussions and research have been taking place. Their Committee of Management are meeting in the near future to discuss the options.

Foster Redevelopment

The Foster Library redevelopment is progressing well. In order to complete the works, the library will have to close for one week at the start of May 2019. This will allow for all contractors to gain unrestricted access without safety concerns relating to staff and the public. As per the Boards resolution at its December 2018 meeting, the opening of the open access model was scheduled to begin on Monday 29th April 2019. Due to the school holiday programs being run at the Foster Library in mid April and Easter at the end of April the open access model will be scheduled to begin in Mid May 2019.

The retirement of the mobile library from South Gippsland Shire will occur at the same time as the opening of the Foster Library redevelopment and open access model. Patrons and the community of the mobile library will be notified of the final date the mobile will visit each location towards the end of April in writing.

Click and collect

West Gippsland Libraries has been undertaking an analysis of the available options and their associated costs relating to providing a click and collect service both as a pilot in one location and more broadly across the West Gippsland region. The review is due for completion in coming weeks.

Conclusion

Significant work is being undertaken as part of the retirement of the mobile library truck and trailer and the opportunity to provide new services to meet the needs and expectations of a number of different communities. West Gippsland Libraries values and increased accessibility for more members in the community sits at the heart of the work being undertaken. It is recommended that the Board adopt the recommendation outlined in this report and work continue on the implementation of new and alternative service delivery models.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 7.3.1 – Waterline Community Library concept



8. Presentation – Meet Up 19 – Festival of events for young people

Presented by: Manager People and Culture – Linda Fowler

9. Items for General Business

Nil

10. For information

Nil

11. Next Meeting

Special Board meeting Friday, 14th June 2019 at the West Gippsland Libraries Regional Support Centre, 65 Victoria Street Warragul.

Meeting Closed at 12.47 pm.



Special Board Meeting

Minutes

Friday 14th June 2019

11.30 am

Regional Support Centre
65 Victoria Street, Warragul



Minutes

Special Board Meeting

1.	Statement of acknowledgement	3
2.	Our Child Safety Commitment	3
3.	Apologies	3
4.	Declarations of interest/conflict of interest	3
5.	Hearing of Budget and Library Plan Submissions	3
6.	Questions from the gallery	4
7.1.	Waterline Community Library	6
8.	Thank you to Gordon Dadswell	15
9.	Next Meeting	15



In attendance:

Board

Cr Geoff Ellis – Bass Coast Shire Council (Chair)

Cr Keith Cook – Baw Baw Shire Council

Lisa Barham-Lomax – Substitute for Jodi Kennedy, Bass Coast Shire Council

Faith Page – South Gippsland Shire Council

Mark Dupe – Baw Baw Shire Council

WGL Officers

Leanne Williams – Chief Executive Officer

Shaun Inguanzo – Manager Strategy and Communications

Meeting Opened at 11.33 am

1. Statement of acknowledgement

West Gippsland Libraries wants to acknowledge that our libraries are on the traditional country of Gunai, Kurnai, Kurnai Nation, Bun-wurrong, Bunurong, Kullin Nation - people who have lived here for thousands of years. We offer our respect to all first nations people present to day and to Elders, past and present.

2. Our Child Safety Commitment

West Gippsland Libraries is committed to the safety and wellbeing of all children and young people.

3. Apologies

Board

Cr Alyson Skinner – South Gippsland Shire Council

Jodi Kennedy – Bass Coast Shire Council

Linda Fowler – Manager People and Culture

4. Declarations of interest/conflict of interest

Nil

5. Hearing of Submissions

Library Plan 2017 – 2021 (Revised) and Draft Budget 2019.20

Executive Summary

The purpose of this report is for the Board to:

- receive submissions pursuant to section 223 of the *Local Government Act (Vic) 1989*; and
- have the opportunity to hear submitters speak to their submission,

relating to the on the Library Plan 2017.21 (Revised 2019) and the Draft Budget 2019.20.



Recommendation

That the Board consider the submissions received pursuant to section 223 of the *Local Government Act (Vic) 1989*.

Resolution

That the Board consider the submissions received pursuant to section 223 of the *Local Government Act (Vic) 1989*.

Moved: Cr Keith Cook

Seconded: Mark Dupe

Carried unanimously

6. Questions from the gallery

Any member of the public or community addressing the Board must extend due courtesy and respect to the Board and the processes under which it operates and must take direction from the Chairperson whenever called upon to do so.

This is a Special Meeting of the Board pursuant to section 84 of the *Local Government Act (Vic) 1989* and as such the Board will only take questions from the gallery relating to report 7.1 being considered by the Board.

Questions relating to any other matters must be submitted as questions on notice and held over to the ordinary meeting of the Board being held on Friday 28th June 2019.

Questions on notice – Joy Button

According to the Census Statistics from Australian Bureau of Statistics, the Waterline has a population of 80% of the Inverloch township . Inverloch has a static library which gives the community access to 41.5 hours per week compared to the suggested hours for the proposed Corinella library of 6 hours per week. This gives the Waterline community 85% less library access hours than Inverloch. According to the survey measurements of the Waterline townships, quoted by Bass Coast Council, the Waterline townships are 36.6% larger in size than the Inverloch township thereby giving a clear indication of added population growth.

Question 1: Based on the above statistics, do Board members believe, as a matter of equity, that the Waterline should also have a library similar to that in Inverloch?

Board Response

West Gippsland Libraries mission is to provide more access to more people to be able to use our library services. This is why WGL has been working through the changes to its service as a way of offering more to the community.

Under the recommendation in today's agenda, the proposal will provide the community with access to library services for 37.5 hours per week and of those 6 hours per week will be supported by our trained librarian on site. This is a significant increase from the current 1.5 hours currently offered in Grantville,



2.5 in Corinella and 2 in Coronet Bay. This also significantly increases the number of hours, an increase of 31.5 hour per week, that people can access library services within the tight constraints imposed on Local Government by the rate cap.

Inverloch library is open 41.5 hours per week. Under the proposal the Waterline Library will be open for 37.5 hours per week.

The Waterline area currently has 184 active members who borrowed 5,965 items so far this year.

Inverloch library has 2,544 active members (or 1,372% more than the Waterline area) who have borrowed 52,434 items (or 779% more than the Waterline area) so far this year.

West Gippsland Libraries and in working with Bass Coast Council and the community are always reviewing the use of our services and how we can better meet the needs of the community. When significant growth is experienced in our services we respond and allocate our resources accordingly. Examples of this include the move of the Wonthaggi Library from the small Old Post Office only 5 years ago to its current location. Before the move the Wonthaggi Library had over 90,000 visits per year in what was only a small space. Another example is the change in how people are using library services both at WGL and across the State. There is a decline in physical loans and a significant increase in e-resources.

West Gippsland Libraries would love to see more people engaging with and using our services. Increased use is a key demonstrated measure for advocating for more resources and larger library spaces.

Question 2: Do Board members agree that as Grantville is the business, service and public transport centre for the northern part of the Shire, it should be the location for a District Library similar to that of Inverloch?

Board Response

The CEO has made a recommendation in the board report and the Board will discuss the report and make a decision as part of its meeting today.

Question from Nola Thorpe: Who makes the decisions about the library. Is it the Library Corporation or Council?

CEO Response

West Gippsland Libraries is its own legal entity and has decision making power and determines the direction of West Gippsland Libraries. WGL works very closely with its member Councils to ensure the direction is aligned. For decisions that directly impact on member Council's WGL's works collaboratively and respectfully which means that some resolutions will seek endorsement from a member Council, particularly if there are budgetary implications for that member Council. WGL is also bound by the terms of its Library Agreement with the member Councils.

7. Reports



7.1. Waterline Community Library

Report Prepared by Chief Executive Officer

Executive summary

This report presents an overview and recommendation to the Board about the establishment of a Community Library in the Waterline Area of Bass Coast Shire.

Reports were noted by the Board at its December 2018 and April 2019 meetings where continued consultation was to be undertaken. Locations being considered for the Waterline Community Library were Corinella, Coronet Bay and Grantville.

Extensive consultation has been undertaken with existing users, the community more broadly and a number of community organisations in the Waterline Area. A number expressions of interest have been received for the Boards consideration about where the Waterline Community Library should be located and those EOI's have been considered in the writing of this report.

Background, overview and consultation

A number of locations were identified for an opportunity to partner with and deliver library services from. Those locations have been outlined below.

Bass Valley Community Centre

The Bass Valley Community Centre provides a number of services to the wider Bass and Waterline areas including Home & Community Care program (HACC Friendship Group), advertising in the Bass Valley News, bus transport, Bi-Weekly Wonthaggi Shopping Trips, the Hadden House Op Shop, Genealogy group, the Computer Club, Cooking Classes (for Scope clients), Painting & Art Classes, Line Dancing, Square Dancing or for Volunteering and other Employment opportunities. The Centre is also an accredited National Disability Insurance scheme (NDIS) service provider and offers group-based activities to people who are supported by the NDIS. This also includes persons eligible for service under the Home and Community Care Program for Younger People (HACC PYP) scheme. BVCC also have a bus that covers the Waterline area to provide access and support to community members.

Representatives from WGL met with BVCC to explore possible opportunities for collaboration. Opportunities discussed included literacy programs, book clubs and author talks on a regular basis such as monthly.

The BVCC, did not have a suitable space allocation to house a community library on a permanent basis and rather program collaboration opportunities were considered more appropriate. Increased access to library services for vulnerable community members could be supported by WGL working with and going to, the BVCC. An allocation in the 2019.20 budget for monthly program visits to the BVCC has been included.

Coronet Bay Community Hall

The Coronet Bay Hall is a great facility for the community, is well utilised and is also home to a number of community groups, including a playgroup. It is also located next to a park. Representatives from WGL met with representatives from the Hall Committee. It was discussed that the Hall is an ideal location to provide library services based on the community use of the facility, however the hall is already heavily booked each week and there is no space currently available to house a library service. It was also identified that there could be opportunities in the future to incorporate a library into the facility if the centre was expanded and WGL would be open to this opportunity.

On this basis the Coronet Bay hall is not currently an option for consideration by the Board, but should be kept in mind for future opportunities. There are opportunities for WGL to provide outreach and programs such as book clubs at the hall and connect with the play group. An allocation in the 2019.20 budget for a monthly program visit to the Coronet Bay Community Hall has been included.



Pioneer Bay

WGL representatives had discussions with representatives from the Pioneer Bay Progress Association (PBPA) about opportunities to provide a community library in Pioneer Bay. WGL also received an expression of interest from the Association (attachment 7.1.1). Concept plans for a Community Centre in Pioneer Bay have yet to be submitted to Bass Coast Council for consideration, and it was flagged that this presents an opportunity to incorporate a library service. However due to the plans not yet being submitted and no budget allocation to build the centre at this stage, this is not currently considered an option for consideration by the Board.

Grantville Transaction Centre

The Grantville Transaction Centre (GTC) is a Council owned and operated facility in Grantville. It is located next to a park and is home to a council customer service centre. Allied and community health services are also provided at the site by Bass Coast Health including home nursing, family planning and podiatry. The GTC also provides a computer room for community access and small meeting rooms. The centre is currently open and staffed from 8.30 am to 1.00 pm and 1.30 pm to 4.30 pm five days per week.

WGL received an expression of interest from Grantville Business and Community Association (GBCA) requesting that the Grantville Transaction Centre be the location of the Waterline Community Library (see Attachment 7.1.2). The EOI outlined the following:

- *Grantville is the ideal place to locate a community library, it provides the greatest equity of access to waterline residents and is conveniently located amongst a variety of much sought after services on the Bass Hwy.*
- *the Transaction Centre is an attractive building with appropriate toilet facilities and a lovely park that features BBQ facilities, a well utilised children's playground and adult fitness equipment.*
- *the GBCA is the most appropriate body to work with WGL to achieve the above mentioned shared goal. GBCA represents both business and community interests across the waterline region, it has an established positive working relationship with the Bass Coast Shire Council and a track record of delivering improved facilities and services for waterline community residents.*

Representatives from WGL have had discussions with community members in Grantville over the past six months. A public meeting was held that WGL representatives were unable to attend, however Cr Le Serve from Bass Coast Council was in attendance. The GBCA were able to provide an overview to WGL about the discussions at the meeting which was attended by approximately 13 people. WGL also received a letter (attachment 7.1.4) from the Waterline Library Advocacy Group (WLAG), formerly known as the Save our South Coast Mobile. The group's letter proposed from their meeting held on 2nd June 2019 that:

There was overwhelming support for Grantville as the most suitable location for library services as it is the Shire's northern business, service and public transport centre, used by Waterline residents for shopping, banking, medical, Council and other important services.

It is unknown how many people were in attendance at their meeting or how many people are members of this group.

The Grantville Transaction Centre is one of two options to be considered by the Board and a detailed analysis has been summarised later in this report.

Corinella and District Community Centre

The Corinella and District Community Centre (CDCC) is run by a Committee of Management and is funded by the Department of Health and Human Services and Neighbourhood Houses Victoria. The CDCC building is owned by Bass Coast Council. The CDCC offers a range of services including creative, wellbeing and lifestyle programs such as art and craft classes, strength training, just to name a few. The CDCC is also utilised by a number of other community groups including the Corinella Foreshore Committee, Probus, Men's Shed, a Cancer Support Group and the Corinella Ratepayers Association.

The CDCC also provides a community bus (with wheelchair access), office and administration services



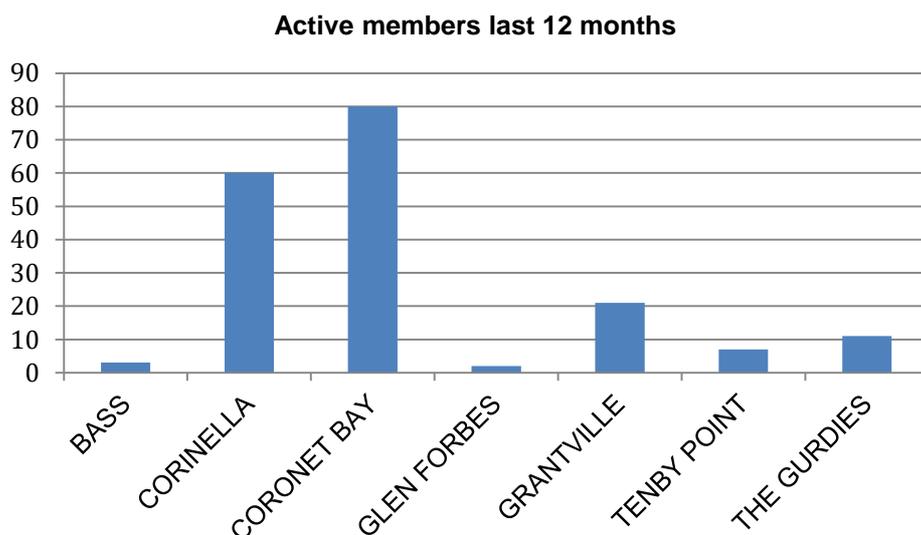
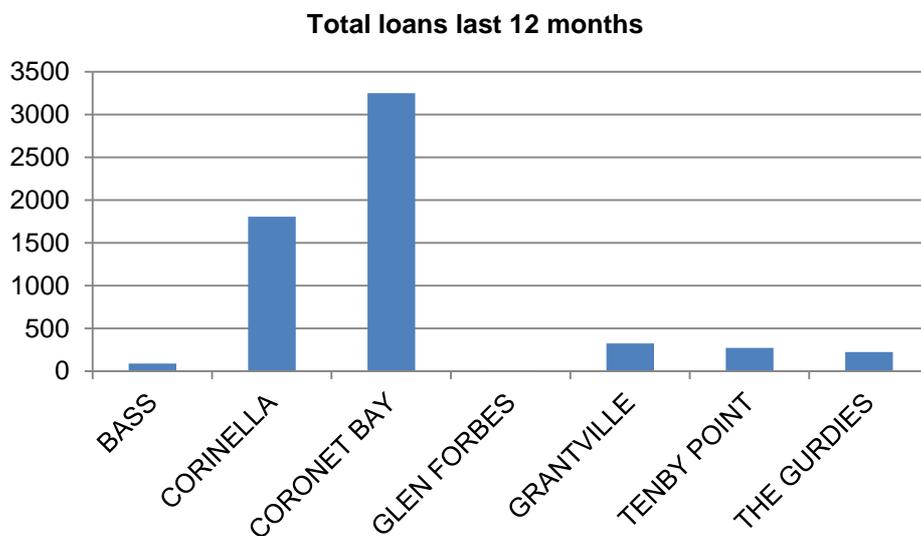
to the general public such as printing, copying, faxing, laminating, binding and internet access.

Representatives from WGL have met with the CDCC Committee as well as attended the Corinella Ratepayers and Residents Association (CRRRA). WGL presented an overview of what a Community Library would incorporate at the CRRRA meeting that was attended by approximately 30 people. This meeting received positive engagement from the Corinella community and offered suggestions about possible hours of service from a librarian, consideration of bus drop off times, provision of newspapers and magazines possible programs.

WGL received an expression of interest (see attachment 7.1.3) from the CDCC for WGL to provide library services as the centre. The CDCC is one of two options to be considered by the Board and a detailed analysis has been summarised later in this report.

Membership and loans overview

In preparation of this report, an analysis was undertaken of the active members who have borrowed from the South Coast Mobile who reside in the towns in the Waterline Area. The graph below provides an overview.



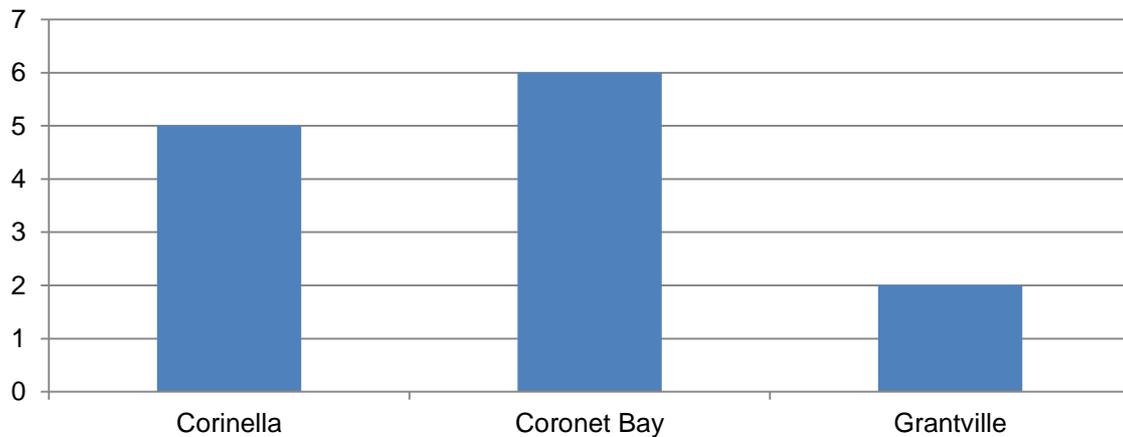
Community survey – November 2018

West Gippsland Libraries undertook a survey of active members in November 2018 asking library

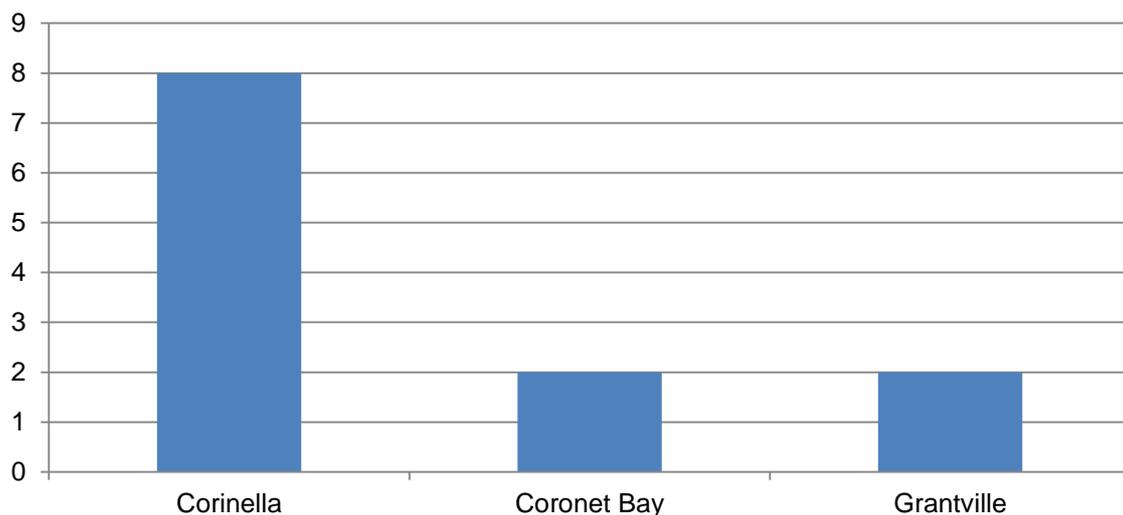


members the preferences for accessing library services in the Bass Coast Shire. A summary of the first preference results are shown below.

**Community library 1st pref - total 32/75
November 2018 Survey**



**Book drop off 1st pref - total 24/75
November 2018 Survey**



Community survey – May 2019

A letter and second survey was undertaken in May 2019. This survey was sent to resident households in Grantville, Corinella and Coronet Bay areas and not just library members (see attachment 7.1.6 for a copy of the survey and letter sent to households). This survey asked respondents about what services they access in the library, their hobbies and interests to better cater to users' needs and which town they would prefer to access a community library.

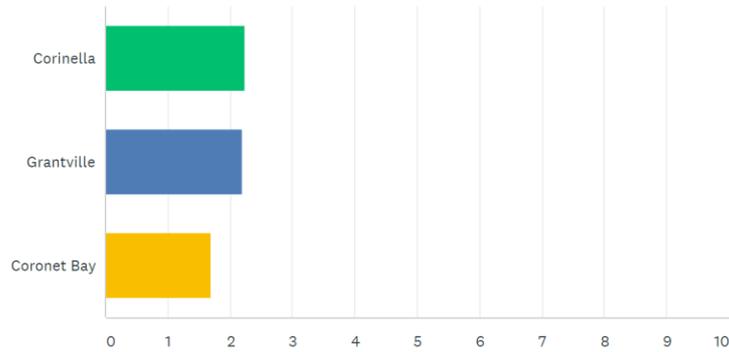
The letter and surveys were sent to approximately 2,200 residents in the area. These were distributed by Australia Post to Corinella, Grantville and Coronet Bay. The letter and survey was delivered by mail box drop to residents in outline areas (approximately 44 of the 2,200). WGL understands that community members also took copies of the survey and distributed it to key locations in the Waterline area for residents to access. The survey was also available on the WGL website.

There were a total of 151 survey responses and results from the survey are shown below.



Please rank your preferences for the location of a Waterline Community Library, with 1 being your greatest preference

Answered: 138 Skipped: 14



	1	2	3	TOTAL	SCORE
Corinella	42.64% 55	37.98% 49	19.38% 25	129	2.23
Grantville	47.29% 61	24.03% 31	28.68% 37	129	2.19
Coronet Bay	17.46% 22	34.13% 43	48.41% 61	126	1.69

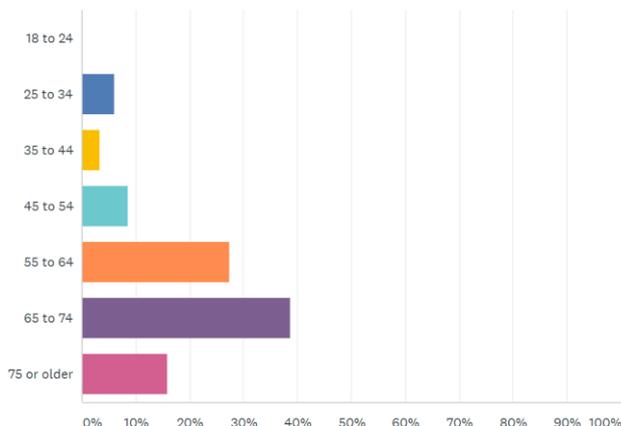
Q5 Please tell us why you selected your first preference?

central location facilities area post office large Gurdies drive also Coronet Bay
 live
 near Corinella easy access town community centre Corinella Bass
 library centre live Corinella Coronet Bay Grantville
 convenient Closest growing Close home think services
 waterline community community available central house need Waterline
 location located go home access walk live Coronet Bay



What is your age?

Answered: 150 Skipped: 2



Options for consideration

The two options for consideration are the Grantville Transaction Centre and the Corinella and District Community Centre. A summary of key information is outlined in the table below:

Details	Grantville Transaction Centre	Corinella & District Community Centre
Population	831 (abs 2016)	791 (abs 2016)
Current # hours library service provided	1.5 hours per week	2.5 hours per week
Space available	approx 30 sq meters and option for space in foyer	approx 50 sq meters
Opening hours	7.5 hours per day	8 hours per day
Bus?	Serviced by PTV three times per day	Serviced by PTV and has a community bus for hire
Facility type	Council owned and operated facility and would not require rental contribution.	Building owned by Council and Managed by a Committee of Management via Department of Health and Human Services and Neighbourhood Houses Victoria
Pros	Located next to a park and main hwy	More central to Waterline Area
	Is the main central business district and is home to shops and cafes	Located next a park and school bus drop off
	Minimal works required to establish a modern library	Co-located with other community groups
	Co-located with other community services	
	Already staffed by Council and can therefore support administrative functions for self checkout.	
Cons	Smaller space resulting in less collection and seating space	CDCC Committee has experienced significant turnover recently



Details	Grantville Transaction Centre	Corinella & District Community Centre
		The EOI is contingent on a vote of their membership and is therefore a risk of not being supported by their membership.
		May be unable to reach agreement on rental amount within WGL budget based on EOI details.
		Building works required to move a false wall, provide air ventilation and relocate art space to accommodate library.
		Increased cost to establish and on an annual recurring basis.

Principles and factors considered when considering and recommending a location for a community library include:

- Housing a collection in a comfortable environment;
- Ability to provide computers and wifi;
- Ability to increase access by any or all of the following means:
 - Partnership opportunities with other community organisations;
 - Unstaffed access and utilisation of self-check out;
 - Size of the space available
- Existing library membership
- Existing utilisation of library services such as loans
- Rental agreement
- WGL budget constraints

Conclusion

Significant work including analysis, consultation and surveys has been undertaken in the past nine months to ensure the best possible community library is established for the Waterline Community Library. On this basis and based on the information provided in this report, it is recommended that the Community Library be established in the Grantville Transaction Centre. This is based on

- An expression of interest from the Grantville Business and Community Association being received requesting and supporting this be the location and further supported by a group known as the Waterline Library Advocacy Group;
- Received the most first preferences (61 respondents) from the community survey;
- The centre being owned and operated by Council;
- Grantville being the biggest township in the Waterline area including shops, cafes and services;
- Grantville is located on the main Hwy and capturing a larger catchment; and
- The Grantville Transaction Centre being the location of the Public Transport Victoria bus stop which is supported by a bus from Coronet Bay and Corinella to Grantville three times per day each way (see timetable and map attached to this report).



The resolution by the Board for the location will be provided to Bass Coast Shire Council for final endorsement as outlined by Bass Coast Council at its March 2019 meeting.

Recommendation

That the Board:

- a) Note the expressions of interest received from Grantville Business and Community Association, Pioneer Bay Progress Association and Corinella and District Community Centre and thank them for their expressions of interest;
- b) Note the letter from the Waterline Library Advocacy Group and thank them for their contribution;
- c) Recommends to Bass Coast Shire Council the Grantville Transaction Centre be the preferred location for the community library in the Waterline Area; and
- d) Supports West Gippsland Libraries to provide click, collect and return points in Coronet Bay, Grantville and Corinella.

Minutes

The Chief Executive Officer presented the report and provided the following introduction:

Over the past 10 months West Gippsland Libraries and the communities it serves have embarked on a journey to change how we deliver our library services. This journey has not been without its challenges from all those involved and including the passionate users of our service. This highlights to all of us how well loved and supported our libraries are and what significant impact libraries have in building healthy communities.

Our vision for a Waterline Community Library is not simply a library that is contained within the four walls of a building and rather expands beyond this and into our community. We know that healthy communities are built on connecting with others which is why we take a number of different approaches to ensuring more people can continue to access the services.

I would like to present this report to the Board recommending that the Waterline Community Library be located at the Grantville Transaction Centre. We will provide all the services that our static libraries provide including a modern collection, magazines, newspapers, dvd's, computers and wifi. The Grantville Transaction Centre will provide access for the community to use the library service for 37.5 hours per week, an increase of 31.5 hours per week. Our librarians will continue to visit each week and support our users with all their library needs. The Grantville Transaction Centre received the most first preferences with 61 respondents preferring that it be home to the library. The Centre is owned and operated by Bass Coast Council, and already provides health and community services. It is also located on the main hwy and in the town centre near shops and cafes.

What is also exciting is the opportunity to deliver more library services tailored to the interests of our members our in the community. For example, respondents to the survey have told us that they are interested in gardening, allowing us to develop and deliver gardening author talks and programs. As we speak, our team is already hard at work organising these events to be rolled out over the next two months.

We recognise that building a great service only happens when we all work together with kindness, compassion and respect and we are committed to working with the community to ensuring our service meets the needs of our members. I now ask the Board to consider the report and recommendation for the location of the Waterline Community Library.

The Board asked the following questions:

Question: Mark Dupe – The majority of respondents are 55 over – do we see opportunities for younger cohorts in this proposal?

CEO's response: Outreach – so yes. BVCC and playgroup. We take the point on focus of older demographic and will develop programs tailored to their interests and delivery these in the community.



Question: Faith Page – Social event creation is about binding the service to the community. How do we create social engagement around library services?

CEO's response: We will be taking events to locations outside the walls of the community library and going where the community are to enhance the service and attract more people.

Resolution

That the Board:

- e) Note the expressions of interest received from Grantville Business and Community Association, Pioneer Bay Progress Association and Corinella and District Community Centre and thank them for their expression of interest;
- f) Note the letter from the Waterline Library Advocacy Group and thank them for their contribution;
- g) Recommends to Bass Coast Shire Council the Grantville Transaction Centre be the preferred location for the community library in the Waterline Area; and
- h) Supports West Gippsland Libraries to provide click, collect and return points in Coronet Bay, Grantville and Corinella.

Moved: Cr Keith Cook

Seconded: Faith Page

Carried unanimously

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 7.1.1 – Expression of interest – Pioneer Bay Progress Association

Attachment 7.1.2 – Expression of interest – Grantville Business and Community Association

Attachment 7.1.2a – Expression of interest – Grantville Business and Community Association

Attachment 7.1.2b – Expression of interest – Grantville Business and Community Association

Attachment 7.1.2 – image 1 – Expression of interest – Grantville Business and Community Association

Attachment 7.1.2 – image 2 – Expression of interest – Grantville Business and Community Association

Attachment 7.1.2 – image 3 – Expression of interest – Grantville Business and Community Association

Attachment 7.1.3 – Expression of interest – Corinella and District Community Centre and includes

Attachment 7.1.3a – Expression of interest – Corinella and District Community Centre and includes

Attachment 7.1.4 – Letter – Waterline Library Advocacy Group

Attachment 7.1.4a – Letter – Waterline Library Advocacy Group

Attachment 7.1.5 – Public Transport Victoria Waterline Timetable

Attachment 7.1.5a – Public Transport Victoria Waterline Map

Attachment 7.1.6 – Letter and survey to residents



8. Thank you to Gordon Dadswell

Today the Board would like to formally recognise the significant contribution to West Gippsland Libraries, the West Gippsland Regional Library Corporation and the pre Council amalgamation West Gippsland Regional Library Service of Gordon Dadswell over a period spanning almost half a century.

More recently Gordon has been a valued member of the Community Advisory Committee and prior to that served as Regional Librarian managing the Regional Library Service from 1972 to 1975 during which time the former Shires of Mirboo and South Gippsland joined the Service.

Gordon is a passionate public library supporter and advocate. This has been a lifelong interest, in both a professional and personal setting.

Gordon has decided its time to hand the reigns over to someone else to join the CAC as he pursues other activities. In more recent years his passion for lifelong education for adults has continued through his commitment to the U3A.

Gordon and his family have been regular patrons at Warragul Library, with many visits on Saturday mornings. Staff there have enjoyed discussions about local issues and public policy with Gordon.

Gordon will be missed by the CAC and we look forward to continuing to see him visit our libraries.

On behalf of the Board and all the staff at West Gippsland Libraries we would like to thank you Gordon and we have a gift for you to show our appreciation.

9. Next Meeting

Ordinary Board meeting Friday, 28th June 2019 at the Memorial Hall (Council Chambers), Leongatha.

Meeting closed: 12.27 pm



CAC Minutes 5.4.19

Hi team,

Here are my draft notes from our meeting, between now and Easter can you please review, indicating which ones you would like put forward as budget submissions and which ones as general submissions to the board. Also suggestion on renaming of prices, additions and alike.

Any questions, please give me a call.

Support to seniors

- tech talks
- alternative to online bookings
- hard copy PR
- outreach

Decision making

- community input at all stages
- transparency

Unstaffing and supervision

- observation that staff are busy
- teaching people how to self check out
- from the desk being able to see the whole library
- support to friends group valuable and programs much loved and value.

Volunteers

- new volunteer strategy coverage of roles and valuing.
- update the policy 2002

Partnership

- growing industry
- knowledge for the region
- program delivers
- relationships with community bodies
- sending mobile libraries and events to events
- community engagement budget

Planning for growth

- budget for growth
- branding for better engagement
- is library the best term.
- is West Gippsland the best branding
- change in mindset around Resources
- warragul

Library visits and information sharing

- visiting other services
- library tours.

Question for today

- response to the timelines questions.

Wombat Lyons



Victorian Auditor-General's Office

West Gippsland Regional Library Corporation (“WGRLC”)

Audit Strategy Memorandum

For the financial year ending 30 June 2019

Background

I enclose for your information the audit strategy memorandum (ASM) for the year ending 30 June 2019.

The ASM provides an overview of our planned approach to the annual audit of the financial report of the West Gippsland Regional Library Corporation. This document covers matters we believe to be significant in the context of our work. This ASM will be discussed at the board meeting on 14 June 2019.

Acknowledgement

I also take this opportunity to thank your executive team and staff for the time they made available to us during planning phase of our audit.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Rwigglesworth', with a long horizontal flourish extending to the right.

Rochelle Wrigglesworth
Director
DMG Audit & Advisory
VAGO Audit Service Provider

9 May 2019

Introduction

Purpose of the audit strategy memorandum

- This document outlines our planned approach to the audit of the WGRLC financial report for the financial year ending 30 June 2019
- It is a key document for us to communicate with those charged with governance and management
- This document should be read in conjunction with our engagement letter

Scope of the audit

The *Audit Act 1994* requires the Auditor-General to:

- form an opinion on whether your financial report presents fairly in accordance with the *Local Government Act 1989*
- provide a copy of my auditor's report to the agency, the minister(s) responsible for your entity and to the Minister for Finance

Independence

The Auditor-General is:

- an independent officer of the Victorian Parliament
- appointed under legislation to examine, on behalf of Parliament and taxpayers, the management of resources within the public sector
- not subject to the control or direction by either Parliament or the government.



New for 2018–19



AASB 9 Financial Instruments

This new accounting standard replaces the existing rules-based approach to financial instruments with simplified principles.

AASB 9 introduces an expected credit loss ('ECL') impairment model. The ECL model is forward-looking and no longer requires a credit event to have occurred before credit losses are recognised which effectively requires 'general doubtful debt provisions' to be recognised based on the likelihood of recoverability of a receivable.



Accounting standards on the horizon (Refer **Appendix A** for the details).

Planned audit approach



Risk identification and assessment

Understand your entity and its environment, to:

- set materiality
- identify material transactions, balances, disclosures and significant events
- identify and assess risks of material misstatement and the controls in place to mitigate these risks
- develop our audit strategy, including scope, timing and direction of the audit—refer to **Appendix B** for the details of our planned approach.



Risk response

- Choosing and executing appropriate procedures to obtain audit evidence, including the use of data analytics, where appropriate.



Reporting

- Provide observations and recommendations for improvements of internal controls we identify during our audit through our interim and final management letters.
- Inform you of any significant findings that are not controls related (other financial reporting matters) through our closing report.
- Issue an audit opinion.

Key risks and areas of audit focus

Financial statements

We identified that the following financial statement balances / disclosures / areas pose a higher risk of material misstatement to your financial report. We will focus particular audit attention to these areas. In addition, we will perform procedures to obtain sufficient appropriate audit evidence on other material classes of transactions, balances and disclosures in your financial report in order to obtain assurance that they are fairly presented.

Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response	Significant judgements
1	<p>Management override of controls</p> <p>There is a risk of fraud due to management override of controls.</p> <p>While the level of risk of management override of controls will vary from entity to entity, the risk is nevertheless present in all entities.</p>	No	Assertions, account balances and operating results may be materially misstated.	<p>We will assess the processes in place to prevent and detect fraud.</p> <p>ASA 240 imposes specific audit procedures, including:</p> <ul style="list-style-type: none"> → Testing the appropriateness of journal entries and other adjustments made in preparing the financial report → Reviewing accounting estimates for biases, and → Reviewing significant unusual transactions 	Yes

Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response	Significant judgements
2	<p>Going concern</p> <p>The sustainability of the Corporation is largely dependent upon the continued contribution by the three Councils.</p>	No	<p>The management agreement states that should there be any changes to the nature of the current arrangements; twelve months' notice must be given. In addition, our understanding is that the agreement is due for review in October 2019.</p>	<p>We will obtain letters from the three Council members confirming their continued support for 12 months from the date of signing of the audit report.</p>	Yes
3	<p>Grant revenue</p> <p>Significant revenue is received through government grants.</p>	No	<p>Revenue may be materially misstated due to the failure to correctly recognise and measure it in accordance with accounting standards.</p>	<p>Assess whether treatment of revenue is consistent with AASB 1004 <i>Contributions</i>.</p>	No
4	<p>Revenue recognition - contributions by Members</p> <p>Contributions by councils should be recognised as revenue when received where the contribution is non-reciprocal.</p>	No	<p>Risk of contributions received in advance not being accounted for as income.</p> <p>Risk of material misstatement of contributions income.</p>	<p>We will:</p> <ul style="list-style-type: none"> ➔ Confirm the accounting for contributions. ➔ Identify any material arrears or in advance contributions. 	No

Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response	Significant judgements
5	<p>Fair value of property, plant and equipment</p> <p>Non-current physical assets represent a material component of the total assets of the entity and must be assessed annually by management to ensure they continue to be carried at fair value.</p> <p>Fair value measurement involves complex assessments and significant judgements, including the need for experts to provide estimates. The library conducts an examination of the likelihood of a material change in the underlying replacement cost of its buildings. If this examination concludes that a material change has occurred since the last formal valuation, a revaluation of the assets is conducted.</p> <p>No formal revaluations of the library's asset classes are due this year.</p> <p>In addition the asset register may not be up to date to reflect the most recent valuations and remaining useful lives of assets, which could result in a misstatement in depreciation and the carrying value of assets.</p>	No	<p>The financial report may include a material misstatement if the valuation is not performed in line with appropriate methodology and/or based on sound assumptions and judgements.</p> <p>Fair value measurements and related disclosures may be incorrect or insufficient.</p>	<p>Review management's annual assessment of fair value, including reasonableness of underlying assumptions, taking into consideration estimated useful lives, indexation factors and any impairment indicators.</p> <p>Where assets are revalued, review the reports of independent (expert) valuers, and/or in-house experts, considering the reasonableness of assumptions applied, the process for consultation, plus procedures to ensure underlying data integrity, including data accuracy and the completeness thereof.</p> <p>Test the asset register to ensure additions, disposals and depreciation have been appropriately recognised, and the validity of classification of expenditure between major maintenance and capital improvements. Confirm that the asset register reconciles to the general ledger, plus financial report disclosures.</p> <p>Ensure any adjustments are accurately recognised and disclosed in the financial report.</p>	Yes

Materiality

We use our professional judgement to decide what is material by considering qualitative and quantitative factors.

We use materiality to make judgements about the:

- balances and disclosures that require detailed audit attention
- amount of audit work we perform
- effect of misstatements.

We start with an **overall materiality** for the financial report. Our view is that uncorrected errors above this amount, either individually or in aggregate, would mislead the users of the financial report.

For our audit we use amounts less than overall materiality, to reduce the probability that the aggregate of uncorrected and undetected misstatements exceeds overall materiality. We call this '**performance materiality**'. We will need you to correct any errors above performance materiality before we issue our opinion.

We will not need you to correct any errors that are **clearly trivial**—an amount below which we judge that misstatements are of no quantitative consequence. If we identify such misstatements, we will not communicate these to you.

We will reassess materiality before providing our audit opinion.

Our planning materiality levels are shown in the table.

Description	Benchmark	Amount (\$)
Overall materiality	5% of expenditure	\$293k
Performance materiality	75 % of overall materiality	\$220k
Clearly trivial threshold		\$3k

Other audit considerations

The following factors are also key to our audit approach and will be used at various stages of the audit process.

Using the work of internal audit	<p>To deliver the most efficient audit, we consider any relevant internal audit ('IA') work performed.</p> <p>We have reviewed your internal audit plan and determined that there is no coverage that will directly reduce our audit program.</p>
Where services are provided by a service organisation	<p>Our audit approach takes into consideration services that you have outsourced such as parking fees and property management. You are responsible for creating clear service agreements and monitoring their effectiveness.</p> <p>We will assess the risks associated with these outsourced service arrangements and tailor our audit approach in relation to these areas accordingly.</p>
Use of specialists / experts	<p>You have relied on the work of experts to assist with the fair value estimate of property, plant and equipment. We will assess the work of the expert (including their competence and capabilities) to determine whether or not we can place reliance on their report.</p>
Data analytics	<p>VAGO's data analytics team is focusing on improvements in the way we collect, analyse and interpret your data for audit purposes. Data analytics enables us to conduct a more targeted audit, improve the efficiency and effectiveness of our audit process and to share key insights with you.</p>

Other responsibilities

Refer to our engagement letter for a complete list of responsibilities.

Internal control

Management is responsible for maintaining suitable accounting records and designing and operating internal controls that prevent and detect fraud and error.

The control environment is an integral part of the governance framework. It represents management's commitment to establishing and executing well-controlled business operations. Our ability to rely on systems of control is directly related to how effective we assess they are.

Our preliminary assessment of your control environment is that it supports our reliance on your internal systems of controls.

We will communicate to those charged with governance in writing any significant internal control deficiencies that come to our attention during the audit promptly.

Fraud

During our audit we ask those charged with governance, management and others to identify any known instances of fraud. We also make enquiries to understand where you consider the risks are in relation to fraud and if you have any knowledge of actual or suspected fraud. This also includes considering the risk of management override of controls. Our audit is not designed to detect fraud. However, should instances of fraud come to our attention, we will report them to you.

Suspected corrupt conduct

The *Audit Act 1994* requires us to notify the Independent Broad-based Anti-corruption Commission (IBAC) where we become aware of any matter in the course of our audit that we reasonably suspect involves corrupt conduct occurring or having occurred. If we need to notify IBAC, this will override the existing confidentiality provisions in the *Audit Act 1994*.

Waste, probity and financial prudence

If we become aware of any wastage of public resources or any lack of probity and financial prudence in the management or application of public resources, we will report it to management and/or Parliament via our reports.

Audit timetable

Milestone	Date	Responsibility
Planning audit visit commences	March 2019	DMG
Interim audit visit commences	March 2019	DMG
Interim management letter issued by	June 2019	DMG
Draft financial report submitted to audit after being subjected to internal quality assurance	August 2019	WGRLC
Final audit visit commences	August 2019	DMG
Closing meeting with auditors	August 2019	WGRLC & DMG
Closing report discussed at Audit committee meeting	August 2019	WGRLC & DMG
Financial report adopted and signed by governing body	September 2019	WGRLC
Independent Auditor's Report signed	September 2019	VAGO
Annual report printers proof provided to audit for review	October 2019	WGRLC
Final management letter issued by	September 2019	DMG

Audit fee and key contacts

Fees

- We will advise you of the estimated audit fee in separate letter.
- Fees are based on our planned audit approach and will be billed progressively based on work complete.
- Fees are subject to change if the scope, volume and complexity of the audit changes.
- Fees may change if agreed milestones are not met such as limited availability of key staff to assist the audit process.

Key contacts

Signing officer

Jonathan Kyvelidis
Sector Director, Local Government and Planning
jonathan.kyvelidis@audit.vic.gov.au
(03) 8601 7182

Engagement leader

Rochelle Wrigglesworth
Director, DMG Audit & Advisory
rwrigglesworth@dmgfinancial.com.au
(03) 5144 4422

Other information

Reports to Parliament



Results of Financial Audits

VAGO will table two reports summarising the results of the 2018–19 financial audits: *Auditor-General's Report on the Annual Financial Report of the State of Victoria: 2018–19* (covering all sectors other than Local Government) and *Results of 2018–19 Audits: Local Government*.

For 2018–19, our focus will include a follow-up on the financial close process maturity self-assessments from the prior year, and a review of an aspect of financial governance or management of select agencies. Details will be available in early 2019.



Performance Audits

A list of performance audits in progress are on [our website](#)

Details of planned performance audits are in our [Annual Plan](#)

Key VAGO links and resources



[Financial Audit Process](#)

[Annual Plan](#)

[Reports and Publications](#)

[Audits in Progress](#)

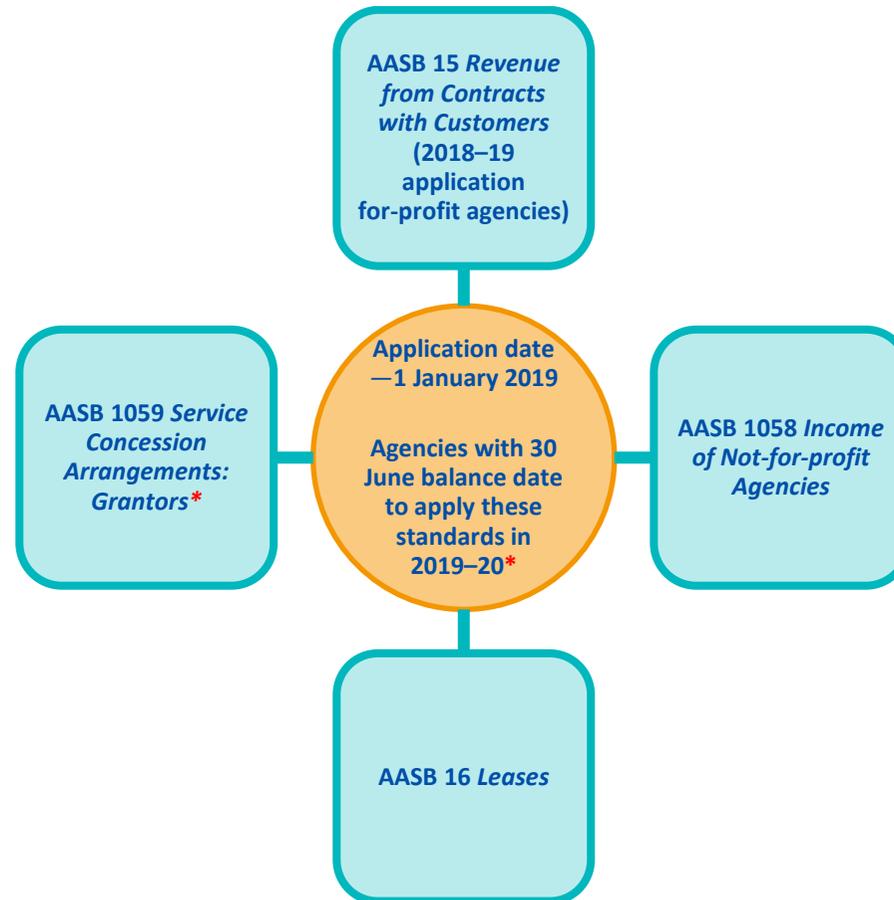
[Corporate Information](#)

[Information privacy](#)

[Complaints about VAGO](#)

Appendix A. New Accounting Standards

The illustration below shows significant changes to accounting standards that will come into effect in the public sector during 2019–20. Agencies, if not already, need to plan for these changes. Given the variety of sources and the complexity of the new standards, agencies should not underestimate the effort required to prepare. It may result in changes to systems, processes, accounting policies and in some instances, contracts.



*AASB has deferred the effective date of AASB 1059 *Service Concession Arrangements: Grantors* to annual periods beginning on or after 1 January 2020, However, DTF has proposed to early adopt this standard for 2019–20.

Appendix B. Planned audit approach

Material component (\$)	Inherent risk assessment (H/M/L)	Controls reliance (Yes/No)	Planned internal audit reliance (Yes/No)	Planned reliance on substantive audit procedures (H/M/L)
Income				
Grants (\$864k)	L	No	No	M
Contributions – monetary (\$4.96mil)	L	No	No	M
Expenditure				
Employee costs (\$3.6mil)	L	Yes	No	L
Materials and services (\$748k)	L	No	No	M
Depreciation and amortisation (\$763k)	L	No	No	M
Assets				
Cash/ other financial assets (\$2.3mil)	H	No	No	H
Property, infrastructure, plant and equipment (\$4.1mil)	M	No	No	H
Liabilities				
Trade and other payables (\$313k)	L	No	No	M
Employee provisions (\$824k)	L	Yes	No	L
Borrowings (\$1.18mil)	L	No	No	M
Notes to the accounts				
Cash flow statement	L	No	No	M

Material component (\$)	Inherent risk assessment (H/M/L)	Controls reliance (Yes/No)	Planned internal audit reliance (Yes/No)	Planned reliance on substantive audit procedures (H/M/L)
Related parties	L	No	No	M
Commitments and contingencies	L	No	No	M

18 April 2019

Ms Leanne Williams
Chief Executive Officer
West Gippsland Regional Library Corporation
65 Victoria Street
Warragul VIC 3820

File No: 34054/01

Dear Ms Williams

WEST GIPPSLAND REGIONAL LIBRARY CORPORATION – FINANCIAL AUDIT FOR 30 JUNE 2019

I am writing to advise you of the audit arrangements for the financial year ending 30 June 2019.

Rochelle Wrigglesworth of DMG Audit and Advisory will undertake the annual financial audit as a service provider for the Victorian Auditor-General.

The estimated audit fee is \$10 100 plus applicable GST, based on assumptions that:

- no substantial problems or delays will be encountered in performing the audit
- key agency staff are available at the time of the agreed audit visits
- no significant weaknesses in internal control systems are detected during the audit
- the agency's accounting records which support the financial report are of appropriate standard and are provided to the audit team on a timely basis
- a complete version of the draft financial report, which has been subject to an internal quality assurance review, is provided within the agreed time frame.

The identification of significant accounting issues that warrant further investigation and analysis also has the potential to impact our estimated audit fee.

The on-going co-operation of your staff is appreciated.

Yours sincerely



Jonathan Kyvelidis
Sector Director, Financial Audit

7 May 2019



Victorian Auditor-General's Office

Level 31 / 35 Collins Street
Melbourne Vic 3000

T 03 8601 7000

enquiries@audit.vic.gov.au
www.audit.vic.gov.au

Email: leannew@wgrlc.vic.gov.au

Ms Leanne Williams
Chief Executive Officer
West Gippsland Regional Library Corporation
65 Victoria Street
Warragul VIC 3820

File No: 34054/01

Dear Ms Williams

Audit engagement letter – External financial report audit of West Gippsland Regional Library Corporation

This letter addresses the Victorian Auditor-General's role as the statutory auditor, the nature of the relationship between West Gippsland Regional Library Corporation and the Victorian Auditor-General's Office (VAGO), and our respective responsibilities and expectations arising from this relationship. The audit relationship between VAGO and West Gippsland Regional Library Corporation is subject to the requirements of the *Audit Act 1994*.

The *Local Government Act 1989* requires each council to prepare a financial report and submit it to the Auditor-General for audit each financial year. The audit will be conducted with the objective of expressing an opinion on the financial report.

I am authorised by the *Audit Act 1994* to appoint an audit service provider to assist in the conduct of the audit. Rochelle Wrigglesworth of DMG Audit and Advisory has been appointed to assist in the conduct of the audit for the current financial year.

Scope of the engagement

Your responsibility

Our audit will be conducted on the basis that the management acknowledge and understand their responsibility for:

- the preparation and fair presentation of financial report of the West Gippsland Regional Library Corporation in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989, the Regulations and Local Government Victoria*.
- establishing and maintaining such internal controls as the West Gippsland Regional Library Corporation determine is necessary to enable the preparation and fair presentation of the financial report that are free from material misstatement, whether due to fraud or error.
- providing VAGO with:
 - access to all information of which management are aware that is relevant to the preparation of the financial report such as records, documentation and other matters;
 - additional information that we may request for the purpose of the audit; and
 - unrestricted access to persons within the West Gippsland Regional Library Corporation from whom we determine it is necessary to obtain audit evidence.

- for correctly publishing the financial report as reported upon by VAGO, together with the associated auditor's report, in the West Gippsland Regional Library Corporation's annual report and, where applicable, for the electronic presentation of the financial report together with the auditor's report, on the West Gippsland Regional Library Corporation's website. Where you electronically present the audited financial report and auditor's report on your website, you should also address the security and controls over information on the website to maintain the integrity of the data presented.

As part of the audit process, you may be requested to provide written confirmation concerning representations made to VAGO in connection with the audit.

The financial report must be prepared in sufficient time and of sufficient quality to allow audit reports to be included in the annual report to be provided to the minister for tabling in Parliament by the statutory deadline. The *Financial Management Act 1994* requires the accountable officer (Chief Executive Officer) to submit the financial report to the Auditor-General within eight weeks after the end of the financial year and the report of operations to the Auditor-General as soon as practicable after it has been prepared.

The audit does not relieve management or those charged with governance of their responsibilities.

The *Constitution Act 1975* and the *Audit Act 1994* provide complete discretion for the Auditor-General to report to Parliament on findings arising from audits VAGO or its service provider's conducts.

If we were to find a significant issue that warrants reporting to Parliament, the *Audit Act 1994* prohibits the Auditor-General from including in an audit report any information that would prejudice any criminal investigation or proceeding, or any Independent Broad-Based Anti-Corruption Commission (IBAC) or Victorian Inspectorate investigation. If at any stage prior to our audit report being published, you become aware of any such investigation or proceeding in relation to this audit or associated parliamentary report, please notify us immediately (to the extent you are legally able to in accordance with the requirements of the *Independent Broad-Based Anti-Corruption Commission Act 2011*).

Our responsibility

The audit will be conducted in accordance with Australian Auditing Standards. The Standards require VAGO to comply with relevant ethical requirements relating to audit engagements and to plan and perform the audit to obtain reasonable assurance about whether the financial report is free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. An audit also includes evaluating the appropriateness of the financial reporting framework, accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial report.

Because of the test nature and other inherent limitations of an audit, together with the inherent limitations of any accounting and internal control system, there is an unavoidable risk that some material misstatements may remain undiscovered.

VAGO is required to conclude on the appropriateness of the Corporation's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the West Gippsland Regional Library Corporation's ability to continue as a going concern.

In making audit risk assessments, VAGO considers internal controls relevant to your Corporation's preparation of the financial report to design appropriate audit procedures, but not to express an opinion on the effectiveness of the internal control. However, we will communicate to you any material weaknesses identified in the design or implementation of internal control over financial reporting that come to our attention during the audit.

The examination of the controls over the electronic presentation of audited financial information on your website is beyond the scope of the audit of the financial report.

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor General is not subject to direction by any person about the way in which their powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, their staff and delegates comply with all applicable independence requirements required by Australian Auditing Standards (issued by the Australian Auditing and Assurance Standards Board).

Our deliverables to you

We will provide:

- an audit strategy that sets out our approach to the audit;
- an interim and final management letter, where applicable, reporting on matters relating to the audit or identified as a result of the audit procedures performed (including matters relating to compliance with legislative and other regulatory requirements, probity and waste that, whilst not the objective of the audit, may come to our attention during the course of conducting the financial report audit), as they arise and including management's comments;
- a closing report to communicate significant issues arising from the audit; and
- an auditor's report on the financial report.

The form and content of our reports may vary in light of the audit findings.

Confidentiality

We look forward to the full cooperation of your staff in making available whatever records, documentation and other information as requested in connection with the audit. Information acquired during the audit process is subject to strict confidentiality requirements and will not be disclosed to other parties, except as required or allowed for by law or mandatory professional standards. The *Audit Act 1994*:

- requires us to notify IBAC of any matter that appears to be corrupt conduct. If we need to notify IBAC, this will override the existing confidentiality provisions in the Act
- allows us to report matters warranting urgent investigation or attention to other authorities, such as the Chief Commissioner of Police
- allows us to collaborate with the Auditor-General of another jurisdiction with respect to any matter that is the subject of an agreement between Victoria and the other jurisdiction.

Procedures relating to meetings with VAGO

We need to ensure that a person with whom we meet face to face during an audit is provided with appropriate support in order to understand and answer our questions. This obligation applies if the person:

- is under the age of 18
- does not have sufficient English language skills to understand or answer questions or

- if the person has a mental impairment.

Therefore, if you are aware of any person with whom we will need to meet with face to face during the audit that requires additional support based upon these characteristics, it would be appreciated if you could let us know.

Fees and billing arrangements

Our fees are based on each individual staff member's hourly rate and estimated time required for them to complete the assignment, with hourly rates varying according to the experience and skill of the individual. Where we use an audit service provider to conduct the audit, fees will be billed by VAGO. The fees quoted will be exclusive of GST and advised by separate correspondence. The audit fee will be billed progressively during the course of the audit, or as one fee, as appropriate, and is inclusive of out-of-pocket expenses.

Fees are subject to change as a result of changes in the scope, volume and complexity of the audit and changes in circumstances of your Corporation. You will be consulted in relation to any changes in the advised fee, including the reasons for any increase in fees.

Administration arrangements

In order to ensure that your audit runs as smoothly as possible and to reduce our environmental footprint, we will communicate all our correspondence to you electronically. This includes using email to send the accountable officer of West Gippsland Regional Library Corporation key audit documents.

Once you sign this engagement letter, you accept to receiving all our audit correspondence electronically.

Term of engagement

This letter will be effective for future years unless we advise you of its amendment or replacement.

Confirmation

Please sign and return the attached duplicate of this letter to indicate your acknowledgement of an agreement with the audit engagements, including our respective responsibilities.

This letter has also been sent to Board Members.

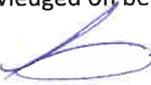
Yours sincerely



Jonathan Kyvelidis
Sector Director, Local Government and Planning

Acknowledged on behalf of West Gippsland Regional Library Corporation by

Name:



Title:

CEO

Date:

7/5/19

16 May 2019

Victorian Auditor-General's Office

Cr Geoff Ellis
Board Chair
West Gippsland Regional Library Corporation
PO Box 304
Warragul VIC 3820

Level 31 / 35 Collins Street
Melbourne Vic 3000
T 03 8601 7000
enquiries@audit.vic.gov.au
www.audit.vic.gov.au

Dear Geoff

INTERIM MANAGEMENT LETTER 2018-19

The purpose of this correspondence is to bring to your attention matters arising from the audit of the financial report of West Gippsland Regional Library Corporation for the year ending 30 June 2019.

No issues of significance arose during the interim phase of the audit, which need to be brought to your attention in a management letter.

I have also provided copies of the Interim Management Letter to the CEO.

If you have any queries concerning this interim management letter, please contact one of the following:

Rochelle Wrigglesworth on ☎ (03) 5144 4422 ✉ rwrigglesworth@dmgfinancial.com.au
Jonathan Kyvelidis (VAGO) on ☎ (03) 8601 7182 ✉ jonathan.kyvelidis@audit.vic.gov.au

The assistance provided by management and staff during the course of the audit is acknowledged.

Yours sincerely



Rochelle Wrigglesworth

Director

VAGO Audit Service Provider

16 May 2019

Leanne Williams
CEO
West Gippsland Regional Library Corporation
65 Victoria Street
Warragul VIC 3820

Victorian Auditor-General's Office

Level 31 / 35 Collins Street
Melbourne Vic 3000

T 03 8601 7000

enquiries@audit.vic.gov.au
www.audit.vic.gov.au

Dear Leanne

INTERIM MANAGEMENT LETTER 2018-19

The purpose of this correspondence is to bring to your attention matters arising from the audit of the financial report of West Gippsland Regional Library Corporation for the year ending 30 June 2019.

No issues of significance arose during the interim phase of the audit, which need to be brought to your attention in a management letter.

I have also provided copies of the Interim Management Letter to the Board Chair.

The assistance provided by management and staff during the course of the audit is acknowledged.

If you have any queries concerning this interim management letter, please contact one of the following:

Rochelle Wrigglesworth on ☎ (03) 5144 4422 ✉ rwrigglesworth@dmgfinancial.com.au

Jonathan Kyvelidis (VAGO) on ☎ (03) 8601 7182 ✉ jonathan.kyvelidis@audit.vic.gov.au

Yours sincerely



Rochelle Wrigglesworth

Director

VAGO Audit Service Provider

Procurement Policy 2019~~8~~

Procurement Policy 2018

1. TITLE	4
2. POLICY STATEMENT	4
3. PURPOSE	4
4. SCOPE	4
5. OBJECTIVES	4
6. POLICY DETAILS	4
i. PRINCIPLES	4
ii. METHODS AND THRESHOLDS	65
iii. PROCUREMENT PROCEDURES MANUAL FINANCE POLICY AND PROCEDURES MANUAL	6
iv. INTERNAL CONTROLS	6
v. PROCEDURAL EXEMPTIONS	76
vi. DELEGATED OFFICER APPROVAL LEVELS	7
vii. GIFTS AND HOSPITALITY	7
7. RISK MANAGEMENT	7
i. GENERAL	7
ii. SUPPLY BY CONTRACT	87
iii. CONTRACT TERMS	8
iv. CONTRACT MANAGEMENT	8
v. CONFLICT OF INTEREST	8
vi. DISCLOSURE OF INFORMATION	8
8. SUPPORTING DOCUMENTS	98
9. EFT AND CHEQUE SIGNATORIES	9
10. HUMAN RIGHTS CHARTER	9
11. MONITORING, EVALUATION AND REVIEW	9
12. NON COMPLIANCE, BREACHES AND SANCTIONS	109
13. DEFINITIONS AND ABBREVIATIONS	109
APPENDIX A – PROCEDURAL EXEMPTION FORM	1312

Document Creator: Michelle Carrigy Finance Officer	Approved: Next Review Date:
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Document Control	
Date 21 st June 2018	Version 1
<u>June 2019</u>	<u>Version 2</u>



1. TITLE

Procurement Policy

2. POLICY STATEMENT

West Gippsland Libraries Procurement policy requires that the purchasing and contract management activities support the corporate strategies, aims and objectives.

3. PURPOSE

Section 186A of the *Local Government Act 1989* requires WGL to prepare, approve and comply with a procurement policy.

The purpose of the Procurement Policy is to:

- Provide policy and guidance to allow consistency and control over procurement activities;
- Ensure compliance with legislation;
- Establish a framework for WGL to achieve best outcomes;
- Demonstrate the application of elements of best practice in purchasing; and
- Demonstrate accountability to rate payers.

4. SCOPE

This policy applies to all purchases and contracts to purchase, goods, services and works.

It is binding upon West Gippsland Libraries staff and all persons undertaking procurement on behalf of the organisation.

5. OBJECTIVES

The objectives of the Procurement policy are to:

- Achieve value for money for ratepayers
- Ensure open and fair competition
- Ensure openness and transparency of the decision making process
- Achieve compliance with legislation
- Promote Environmental Sustainability
- Seek to support local procurement
- Progress West Gippsland Libraries commitment to continuous improvement and collaboration.

6. POLICY DETAILS

i. PRINCIPLES

West Gippsland Libraries will apply the following principles to all procurement activities:

Value for Money

Ensure value for money on all purchase decisions is maximised.

Factors such as quality, quantity, risk, timeliness and cost on a whole-of-contract and whole-of-asset-life basis will be considered to achieve the optimum combination which defines best value.

Open and fair competition

Prospective suppliers will be afforded an equal opportunity to tender or quote. Impartiality will be maintained in selecting suppliers.

Probity and transparency

Procurement activities will be performed with integrity and in a manner able to withstand the closest possible scrutiny.

Procedures will be implemented to ensure fairness and impartiality towards suppliers,



consistency and transparency of process, identification and management of conflict of interest and security and confidentiality of commercial interests of existing and potential suppliers.

Accountability

West Gippsland Libraries will ensure responsibilities and requirements for compliance are communicated to all staff.

All procurement activities will be documented to provide an audit trail for monitoring and audit purposes.

Risk Management

West Gippsland Libraries will manage all aspects of its procurement processes ~~in accordance with its risk management policy~~ to ensure all risks are identified, analysed, evaluated, treated, monitored and communicated to the standard required.

West Gippsland Libraries will ensure:

- systems are in place that limit the risk of unethical behaviour and clearly set the parameters of responsibility and authority;
- more than one person is involved in, and responsible for each transaction; and
- appropriate authorisations are obtained and documented.

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e-Procurement

e –Procurement is integral to the overall development of procurement processes and involves the use of an electronic systems/s to acquire, manage and pay for goods, services and works

Reporting

The procurement policy and implementation of related internal controls will be monitored and reviewed by West Gippsland Libraries. Limited testing of these controls may be undertaken by the external auditor annually.

Environmental sustainability

WGL will aim to make purchases that have the least impact on the environment and human health, within the context of purchasing on a value for money basis.

Preference will be given to purchasing products and services which:

- Minimise waste;
- Minimise greenhouse emissions;
- Minimise habitat destruction;
- Minimise pollution;
- Minimise soil degradation; and
- Maximise water and energy efficiency.

Local sourcing

Consistent with the value for money and fit for the purpose principles, where equivalent value can be sourced both locally and elsewhere, the goods or services should be procured from the local supplier.

Continuous improvement

West Gippsland Libraries will seek continual operational and process improvement including innovative and technological initiatives with the objective of reducing overall activity costs, improving management reporting capabilities and achieving best practice.

Collaboration

West Gippsland Libraries will seek and encourage the development of procurement collaboration with other Library Corporations and organisations including contracts available through the Victorian State Government, The Municipal Association of Victoria, Procurement Australia and other aggregated procurement providers as applicable.



ii. **METHODS AND THRESHOLDS**

West Gippsland Libraries will apply the following purchasing methods and conditions to all procurement activities within the nominated spend threshold:

Spend Thresholds	Purchasing Method	Conditions
<u>Transaction limits on Corporate Credit cards determined the need for purchase orders or quotes</u>	<u>Corporate Credit Cards</u>	<u>No purchase order required unless spend is over the individual transaction limit of the credit card</u>
Up to \$1,000	No quote	No purchase order required
>\$1,000 up to \$5,000	Written quotation	Seek and receive at least one quote Purchase order required
>\$5,000 up to \$25,000	Request for Quotation (RFQ)	Seek and receive at least three quotes Purchase order required
>\$25,000 up to \$149,999	Request for Quotation (RFQ)	Seek an RFQ from at least three suppliers Contract and purchase order required
\$150,000 and over	Invitation to Tender (ITT)	ITT published in newspaper ITT published on WGL's website ITT open to response from any supplier Contract and purchase order required

Note:

- 1) All \$ sums include GST
- 2) The total value of a purchase over the life of the contract must be considered to determine the correct procurement method.
- 3) West Gippsland Libraries may choose to publicly invite tenders for purchases with less than \$150,000 if it is of the opinion that it may produce a better outcome.
- 4) All quotations and tenders will be evaluated in accordance with the methodology outlined in WGL Methodology outlined in the Procurement Procedures Manual.

iii. **PROCUREMENT PROCEDURES MANUAL FINANCE POLICY AND PROCEDURE MANUAL**

West Gippsland Libraries will maintain a manual in which the Procurement Procedures Manual that will be sets out in detail, highlighting the purchasing processes that must be followed.

iv. **INTERNAL CONTROLS**

West Gippsland Libraries will install and maintain a framework of internal controls over procurement processes that will ensure:

- more than one person is involved in and responsible for a transaction end to end;



- transparency in the procurement process;
- a clearly documented audit trail exists for procurement activities;
- appropriate authorisations are obtained and documented; and
- systems are in place for appropriate monitoring of procedures.

v. PROCEDURAL EXEMPTIONS

The situation may arise where insufficient quotations are received to satisfy the above requirements. This may occasionally occur where there are few suppliers for the goods and services being sought or the work is highly specialised. In this case, the details of the contacted suppliers and an appropriate comment must be recorded, using a Procedural Exemption Form (Appendix A).

vi. DELEGATED OFFICER APPROVAL LEVELS

Authority granted is within the delegated thresholds outlined in Table B, and within the approved Annual Budget. All purchases require review and authorisation from two officers outlined in Table B.

Table B

Delegated Officer	Amount
Chief Executive Officer	Up to \$149,999
Manager Organisational Development <u>People and Culture</u>	\$10,000
Manager Technology and Collections	\$10,000
Manager Library Services - Northern	\$10,000
Manager Library Services - Southern	\$10,000
Manager Strategy and Communications	\$10,000
Facilities Coordinator	\$3,000
Executive Assistant	\$3,000
Technical Services Officers	\$3,000

vii. GIFTS AND HOSPITALITY

No Board member or member of staff shall, either directly or indirectly solicit or accept gifts or presents from any member of the public involved with any matter that is connected with the duties of the officer, or in which the organisation is interested.

Board members and staff must exercise the utmost discretion in accepting hospitality from contractors or their representatives, or from organisations, firms or individuals with whom they have official dealings. Board members and staff should also avoid the ambiguous situation created by visiting the premises of a contractor, organisation, firm or individual uninvited and /or not on official business.

Offers of bribes, commissions or other irregular approaches from organisations or individuals (no matter how flimsy the evidence available), must be promptly brought to the attention of the CEO.

7. RISK MANAGEMENT

i. GENERAL

Risk Management is to be appropriately applied at all stages of procurement activities which will be properly planned and carried out in a manner that will protect and enhance the Corporation's capability to prevent, withstand and recover from interruption to the supply of goods, services and works.



ii. **SUPPLY BY CONTRACT**

The provision of goods, services and works by contract potentially exposes West Gippsland Libraries to risk. Risk exposure will be minimised by measures such as:-

- Standardising contracts to include current, relevant clauses;
- Requiring security deposits or bank guarantees where appropriate;
- Referring specifications to relevant experts;
- Requiring contractual agreement before allowing the commencement of work;
- Use of or reference to relevant Australian Standards (or equivalent); and
- Effectively managing the contract, including monitoring and enforcing performance.

iii. **CONTRACT TERMS**

All contractual relationships must be documented in writing based on standard terms and conditions. To protect the best interests of West Gippsland Libraries, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to this expose the West Gippsland Libraries to risk and such requests for exception must be supported with appropriate procurement and if necessary legal advice and therefore must be authorised by the CEO.

iv. **CONTRACT MANAGEMENT**

The purpose of contract management is to ensure that West Gippsland Libraries receives the goods and services provided to the required standards of quality and quantity as intended by the contract by:

- establishing a system monitoring and achieving the responsibilities and obligations of both parties under the contract;
- providing a means for the early recognition of issues and performance problems and the identification of solutions; and
- Adhering to the risk management framework and relevant Occupational Health and Safety and Contractor Compliance procedures.

All WGL contracts are to include contract management requirements as appropriate.

v. **CONFLICT OF INTEREST**

Board members and staff shall at all times avoid situations in which private interests conflict, or might reasonably be thought to conflict, or have the potential to conflict, with their employment duties.

Board members and staff shall not participate in any action or matter associated with the arrangement of a contract (i.e. evaluation, negotiation, recommendation, or approval) where that person or any member of their immediate family has a significant interest, or holds a position of influence or power in a business undertaking tendering for the work.

The onus is on the Board members and staff involved being alert to and promptly declaring an actual or potential conflict of interest to the Chief Executive Officer. Senior Officers of West Gippsland Libraries are required to complete a Pecuniary Interests Return that is held by the Chief Executive Officer.

vi. **DISCLOSURE OF INFORMATION**

Commercial in-confidence information received by the Corporation must not be disclosed and is to be stored in a secure location.

Board members and Corporation staff are to protect confidentiality by refusing to release or discuss the following:

- information disclosed by organisations in tenders, quotations or during tender negotiations;
- all information that is Commercial in Confidence information; and
- pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations.



Board members and staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised other than authorised pre-contract negotiations.

8. SUPPORTING DOCUMENTS

This policy should be read in conjunction with all other relevant Library Policies and procedures, as well as relevant legislative requirements.

Related procedures

- Procurement Procedures Manual

Related Legislation

- *Local Government Act 1989 (Victoria)*
- *Competition and Consumer Act 2010*

Related Policies

- Employee Code of Conduct
- Occupational Health and Safety Policy

- **Credit Card Policy**

Related Guidelines

- *Victorian Local Government Best Practice Procurement Guidelines 2013*

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9. EFT AND CHEQUE SIGNATORIES

The following individuals are authorised to approve electronic transfers and sign cheques on behalf of the West Gippsland Libraries:

- Chief Executive Officer
- Manager ~~Organisational Development~~ People and Culture
- Manager Technology and Collections
- Manager Strategy and Communications
- Manager Library Services Northern

All EFT's and Cheques must have two signatures.

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10. HUMAN RIGHTS CHARTER

This policy has been considered in relation to the Victorian *Charter of Human Rights and Responsibilities Act 2006* and it has been determined that it does not contravene the charter.

11. MONITORING, EVALUATION AND REVIEW

Review of this policy and associated documentation will occur at least on in each financial year as required by section 186A (7) of the *Local Government Act 1989*.



12. NON COMPLIANCE, BREACHES AND SANCTIONS

Failure to comply with this Library policy, supporting procedures or guidelines, will be subject to investigation which may lead to disciplinary action.

13. DEFINITIONS AND ABBREVIATIONS

Definitions of terms used in the policy and explanations of any abbreviations and acronyms.

Term	Meaning
The Act	<i>Local Government Act 1989 (as amended)</i>
Conflict of Interest	In Victorian local government the law provides that a staff member holding a delegation or advising council or a special committee has a conflict of interest which they must disclose in writing when they have a personal or private interest of the type of specified in the legislation.
Contract	An agreement between two or more authorised persons on behalf of their organisations to perform or not perform a specific act/s that is enforceable in law. A contract may be verbal or written or inferred by conduct.
Library Staff	Includes full-time and part time library staff, and temporary employees, contractors and consultants while engaged by the library.
Delegate	A person authorised by the Library or Chief Executive Officer to make general or specified decisions constrained only by the instrument of delegation. Specifically, delegates commit and incur expenditure. The delegate is responsible for actions arising from their use of such power.
Local	In the context of this policy the definition of local is one that seeks to support manufacturers and suppliers located; Firstly within the municipal boundary Secondly within municipalities adjacent or near to the municipality Thirdly within Australia
<u>e-Procurement</u>	<u>e-Procurement is integral to the overall development of procurement processes and involves the use of electronic system/s to acquire and pay for supplies, services and works.</u>
Probity	In the context of a procurement process, probity is a defensible process that is able to withstand internal and external scrutiny – one that achieves both accountability and transparency, providing suppliers with fair and equitable treatment.
Procurement	Procurement is the whole process of acquisition of external goods, services and works. It can include planning, design, standards determination, specification writing, preparation of quotation and tender documentation, selection of suppliers, financing, contract administration, disposals, and



	other related functions. It also includes the organisational and governance frameworks that underpin the procurement function.
Purchase Order	A form of contract, which is an official document used to authorise and record the purchase of goods or services by a buyer. It is the prime reference confirming the contractual situation between the buyer and the supplier.
Quotation/quote	A document in the form of an offer to supply goods and/ or services, usually in response to a request for quotation.
Request or quotation (RFQ)	A written process of inviting offers to supply goods and /or services, involving simple documentation that specifies the requirements.
Invitation to tender (ITT)	A publicly advertised invitation to tender against a set of clearly defined and specified requirements. Tenderers are advised of all requirements involved, including the conditions of tendering and proposed contract conditions.
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
Tender	An offer in writing to supply goods and /or services, usually submitted in response to a public or selective invitation such as an invitation to tender.
Tender process	The process of inviting parties to submit a tender using public advertisement, followed by evaluation of submissions and selection of a successful bidder of tenderer.
Thresholds	The value above which a procurement, unless exempt, is subject to the mandatory procurement procedures.
Value for money	The optimum combination of quality, quantity, risk, timeliness, on a whole-of-contract and whole-of-asset-life basis (VAGO)
WGL (West Gippsland Libraries)	West Gippsland Regional Library Corporation

APPROVAL

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14. APPROVAL

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Board Chair

Date Approved



Board Chair _____ **Date Approved**

APPENDIX A – PROCEDURAL EXEMPTION FORM

Procedural Exemption

Insufficient quotations and procedural exemptions

The situation may arise where insufficient quotations are received to satisfy requirements. This may occur occasionally occur where there are few suppliers for the goods and services being sought or the work is highly specialized. In this case, the details of the contracted suppliers and appropriate comment must be recorded using this form.

Purchase request and description	
Reason for exemption	
Is this the first purchase with this supplier?	
Requesting officer	
Authorised by	
Date	

Community Advisory Committee priorities for 2019/2020 WGRLC Plan

Priorities	Detail	Relationship to Plan Strategies
Support to seniors	<ul style="list-style-type: none"> - more tech talks - alternative to online bookings - hard copy PR (font size) - outreach (aged care) 	<p>New Strategy similar to Strategy 3 'early years'.</p> <p>Strategy 5 'inclusivity and accessibility'</p>
Decision making	<ul style="list-style-type: none"> - community input at all stages - transparency 	Strategy 3 'Community needs'
Under staffing and supervision	<ul style="list-style-type: none"> - observation that staff are busy - improved security e.g. Panic button - from the desk being able to see the whole library - teaching people how to self check out 	Strategy 1 (service models) & Strategy 7 (keep people safe)
Volunteers	<ul style="list-style-type: none"> - new volunteer strategy coverage of roles and valuing. - update the policy 2002 - support to friends group valuable and programs much loved and value. 	<p>Strategy 2 enable, facilitate 'led by community'</p> <p>Strategy 7 (culture and flexibility)</p>

Planning for growth	<ul style="list-style-type: none"> - budget for growth - branding for better engagement - is library the best term - is West Gippsland the best branding - change in mindset around e-resources - Need to expand & differentiate library spaces - 'Freemium & 'Premium' ??? 	<p>Strategy 1 (Models) Strategy 4 (renovated spaces)</p>
Community engagement: build relationships	<ul style="list-style-type: none"> - Van & activities at community events - Missing demographics (middle aged?) - partnerships/community relationships 	<p>Strategy 5 (alternative engagement approaches) Strategy 8 (diverse revenues)</p>
Library visits and information sharing	<ul style="list-style-type: none"> - visiting other services - library tours 	<p>Strategy 6 (explore new and emerging trends)</p>

Summary that expands on items raised in CAC list

[One – Build Relationships \(also refer to my letter to Leanne dated 28th February 2019\)](#)

[Value 1 – Community needs and Value 2 – Build relationships](#)

While we have covered youth in Strategy 3, the missing demographic (Strategy 5) now is the Seniors group. Whilst they are usually well versed with current library facilities it is the changing technology that is challenging. I am worried that we will lose these patrons. What are the stats for their attendance at events? Is it increasing/decreasing? Are we targeting this group at all?

A simple fix from my point of view would be for all events –

Calendar or posters in each library, with patrons being fully aware that they can book through their librarian; Perhaps two calendars, one for local events and one for other libraries, as author events etc are often just in the principal libraries.

On each poster/calendar, the online booking details; a telephone number; and see your librarian.

Articles in all local newspapers, not just the principal library newspapers. These are usually free.

Other concerns in this demographic include access to Government agencies as most are online now. Perhaps some concerted partnership between these agencies and the library, such as when the Government truck visits regional and town centres, that they park it near the library, and that both staffs work together.

Great idea out of the CAC meeting - a smaller more flexible truck possibly like the MARC van which can go to festivals and small towns for story telling, Manga drawing or a book chat.

Two – Growth and Branding

Planning for growth, branding for better engagement, may be Strategy 6 and/or 7. WGRLC is well overdue for a rebranding. We need something that encompasses and is inclusive to all patrons. Currently Bass and South Gippsland Shires are not really mentioned. Leanne, in your meetings with the library groups throughout the State, is there a term that includes library and everything else that is offered that is being tested or used? I visited The Dock this week and while the bottom two levels were standard the top level facilities were inspiring, in what was available. However, I didn't notice what they called that level.

Three – Community Needs

Decision making – community input and transparency at all stages, Value 1. With the benefit of hindsight, I think the removal of the southern bookmobile could have been handled better. Due to the timelines of previous reviews, the decision was made before the community had adequate time to digest this information. Sometimes, if a community can be presented with the issue or problem, they can best solve it themselves or offer alternatives. Ultimately as ratepayers they should be able to expect some sort of input into the decision rather than having it thrust upon them.

Annual Budget 2019.20



Chair's Introduction



Cr Geoff Ellis
Bass Coast Shire Council
Board Chair

It is a great pleasure and solemn duty to present the Annual Budget 2019.20 for West Gippsland Libraries.

The Budget has been developed to incorporate the priorities identified by the community through ongoing consultation and engagement.

This budget builds on the significant work undertaken in 2018.19 to increase the profile of the library service while striving for dynamic, modern and inclusive library services and spaces.

I am pleased to announce the major initiative proposed in this year's Annual Budget and ongoing in the Long Term Financial Plan is the permanent removal of fines on overdue items. They are a barrier to people coming to our libraries and those who can least afford to pay fines are often the ones who need the library most. This is a key strategy, among many others, to demonstrate our value and purpose to ensure the service continues to grow the number of people actively engaging with our service.

A continued focus on enhancing the collection is also reflected by an increase in the investment of the collection by \$45,000, compared to the previous year. There will be a focus on e-resources that will see an investment of not less than \$180,000 in the coming year due to an increase in their loans by more than 60 per cent.

The 2019.20 Budget also invests in programs and outreach that continue to experience growth for the service and are an opportunity to reach more people within the community.

The 2019.20 Budget supports the delivery of the Library Plan which recognises and facilitates the significant work of the West Gippsland Libraries team each year and continues to focus on striving to enhance the service provided to the community while recognising the financial constraints in which the service operates.

The 10 year Financial Plan continues to feature in the Budget to assist with decision making and ensuring the service remains sustainable.

I look forward to working with the community and the team at West Gippsland Libraries to see great outcomes over the next 12 months.



Our Child Safety Commitment

West Gippsland Libraries is committed to the safety and wellbeing of all children and young people.



Annual Budget 2019.20

<u>Chair's Introduction</u>	<u>2</u>
<u>Our Child Safety Commitment</u>	<u>3</u>
<u>From the CEO</u>	<u>5</u>
<u>Library Plan</u>	<u>8</u>
<u>Our Vision</u>	<u>8</u>
<u>Our Mission</u>	<u>8</u>
<u>Our Values</u>	<u>8</u>
<u>Our Role</u>	<u>8</u>
<u>Our Strategic Objectives</u>	<u>8</u>
<u>About Us</u>	<u>10</u>
<u>Planning and accountability framework</u>	<u>13</u>
<u>Financial Goals</u>	<u>13</u>
<u>Rate cap</u>	<u>13</u>
<u>Budget development</u>	<u>13</u>
<u>Financial Statements</u>	<u>14</u>
<u>Comprehensive Income Statement</u>	<u>15</u>
<u>Balance Sheet</u>	<u>16</u>
<u>Statement of Changes in Equity</u>	<u>17</u>
<u>Statement of Cash Flows</u>	<u>18</u>
<u>Statement of Capital Works</u>	<u>19</u>
<u>Statement of Human Resources</u>	<u>20</u>
<u>Budget Analysis</u>	<u>22</u>
<u>Grants</u>	<u>22</u>
<u>Contributions</u>	<u>22</u>
<u>Employee Costs</u>	<u>23</u>
<u>Materials and Services</u>	<u>24</u>
<u>Financial Sustainability</u>	<u>24</u>
<u>Borrowings</u>	<u>25</u>
<u>Fees and Charges</u>	<u>26</u>



From the CEO



Leanne Williams
Chief Executive Officer

Introduction

The Draft Budget 2019.20 has been developed to build on the significant work undertaken in last year to ensure the West Gippsland Libraries is a modern and dynamic place to discover, connect and enjoy. This is made possible by the dedication and passion of all staff.

The Budget has been developed to support the team at West Gippsland Libraries deliver on the strategies and actions set out in the Library Plan. It has also been developed from first principles to ensure all income and expenditure is reviewed to ensure long term financial sustainability.

To assist with the development of the Budget, it is important to reflect and review on our past performance. Analysis of past trends (see graphs below) for our operating result, cost of services, cash and investments, asset spending and financial position help inform how we will perform into the future.

The major initiative this year of removing fines on overdue items is a significant one. This will mean there are fewer barriers for people to continuously use our services and make sure that those who can least afford to pay fines are not disadvantaged. In 2018, overdue fines represented \$23,194 in revenue.

The Budget aims to minimise costs, maintain strong cash reserves and continue to invest in the collection with an emphasis on e-resources to accommodate the increasing demand. Investment in technology being used by our patrons and renewing furniture in the libraries are also featured this year to maintain modern and vibrant places.

Investing in our people will also continue to ensure they have the skills to confidently engage with our diverse community. West Gippsland Libraries builds knowledge and skills that strengthen our communities.

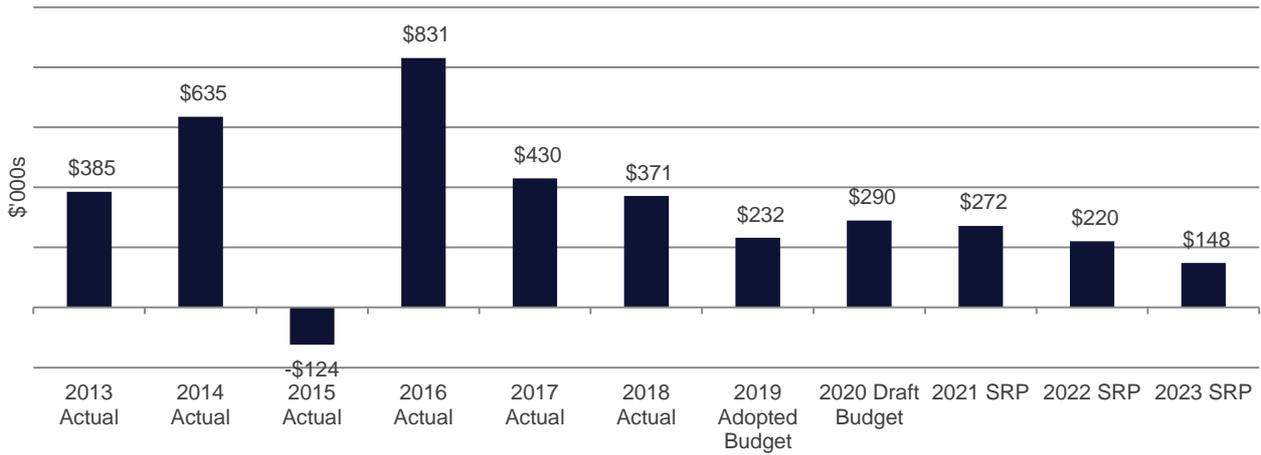
We will:

- Bravely adapt to the changing needs of our communities.
- Build relationships with our stakeholders, communities and each other.
- Deliver excellence in everything we do, either for each other, with each other or because of each other.

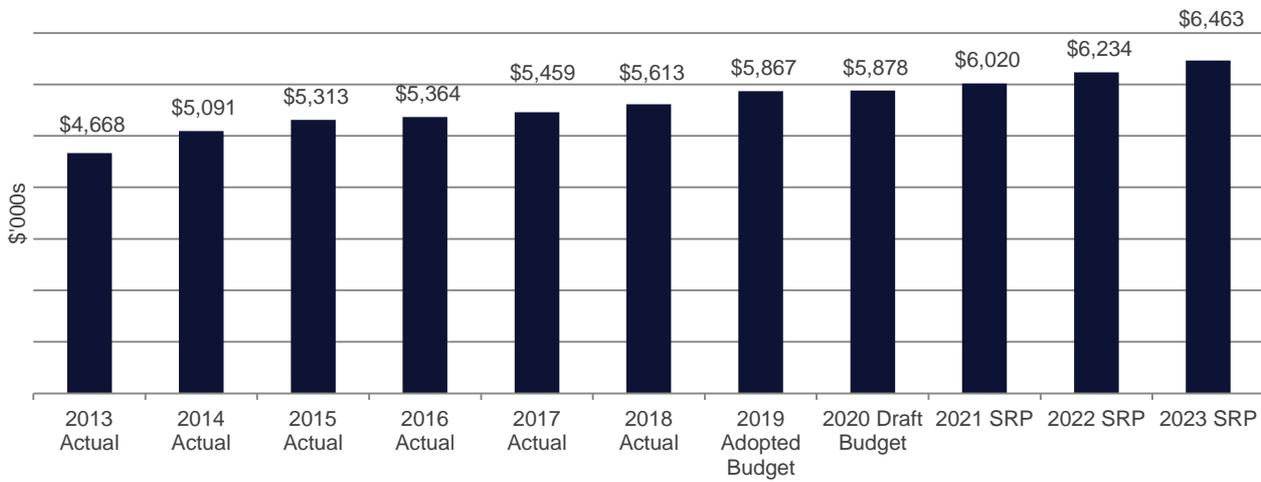
We are West Gippsland Libraries and we are here to change lives.



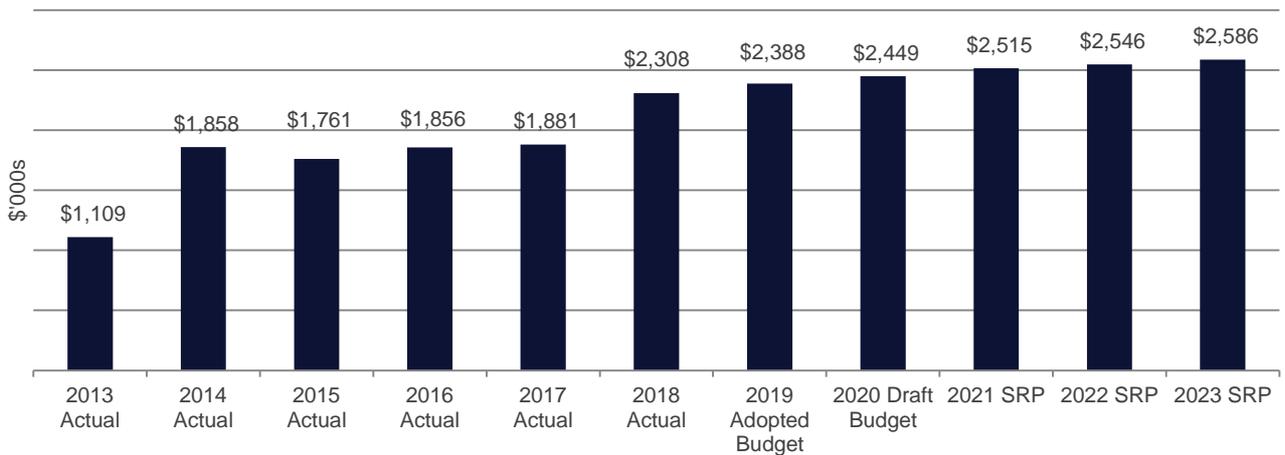
Operating result



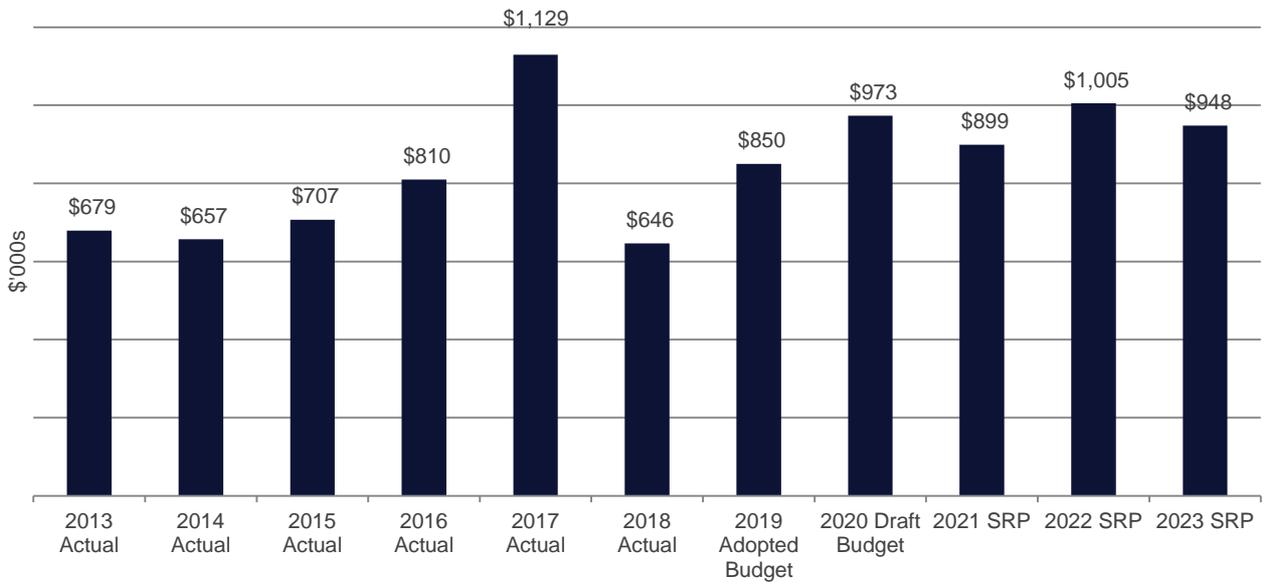
Cost of services



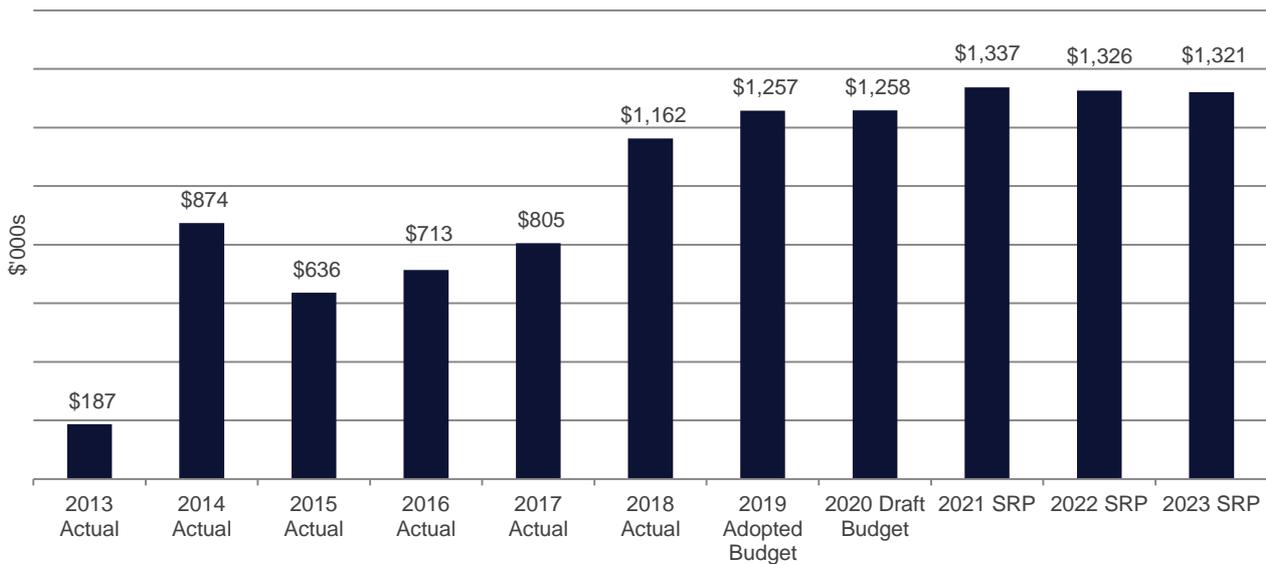
Cash and investments



What are we spending on assets?



Financial position (net current assets)



Library Plan

This section describes how the Annual Budget links to the achievement of the Library Plan within an overall planning and reporting framework. This framework guides West Gippsland Libraries in identifying community needs and aspirations over the long term (Long Term Financial Plan), medium term (Library Plan) and short term (Annual Budget) and then being held accountable (Annual Report).

Our Vision

Discover – our libraries are the centre for reading and learning.

Connect – we support everyone in our community.

Enjoy – our libraries are creative and innovative.

Our Mission

We provide library services, programs and collections that are accessible and equitable.

We will create partnerships to improve our service, share our knowledge and facilitate interaction within our communities.

We will continuously improve our value to the community.

Our Values

We will **bravely** adapt with the changing needs of our communities.

We will **build relationships** with our stakeholders, communities and each other.

We will deliver **excellence** in everything we do, either for each other, with each other or because of each other.

We are West Gippsland Libraries and we are here to change lives.

Our Role

West Gippsland Libraries builds knowledge and skills that strengthen our communities. We uphold our values as:

- We are universally accessible centres for information, reading, learning and enjoyment;
- Build knowledge and skills that strengthen our communities;
- Equitable and trusted access to information and authoritative resources;
- Work in collaboration with our community, stakeholders and the library sector to foster innovation and ensure we remain relevant; and
- We are accountable for high standards of professionalism, customer service, integrity and respect.

Our Strategic Objectives

West Gippsland Libraries adopted its four year strategic plan in June 2017 in consultation with the community and staff. Eight key strategies were identified and actions were developed for each strategy. A number of actions have already been delivered in 2017.18 as highlighted in the quarterly reports. To continue to strive as an excellent service there are a number of new actions that have been added. Our strategies and actions are outlined below. The Library Plan provides greater detail regarding why these actions have been chosen and



how the community will know if we succeed.

Strategy One – Enhance our library service models to better meet the needs of our community.

- Pilot a roaming librarian service model.
- Review opening hours across all sites to assess if we are accommodating the community needs.
- Remove fines on overdue items.
- Pilot click and collect points across the region.
- Deploy accessible and modern community libraries in San Remo, Welshpool and the Bass Coast Waterline Area (encompassing Coronet Bay, Corinella and Grantville).

Strategy Two – Enable and facilitate new learning opportunities lead by the community.

- Identify opportunities for simplifying our events process.
- Partner with community experts to deliver unique learning opportunities.

Strategy Three – Improve our engagement with early years and teen members.

- Enhance our early years outreach programs.
- Better understand and address the drop off of young who previously used the library.

Strategy Four – Experiment with new and renovated spaces that reflect modern learning approaches.

- Pilot creative design and library layout options that can accommodate our patron's diverse needs.
- Develop a renewal plan for dynamic library furniture.

Strategy Five – Test alternative engagement approaches to promote true inclusivity and accessibility.

- Go above and beyond to engage our missing demographics.
- Continue to enhance the user experience of the website.
- Enhance our social media reach.

Strategy Six – Support our community to explore and learn about new and emerging trends.

- Integrate new technology into our programs.
- Lead by example to promote high standards of digital literacy in the community.
- Pilot a media streaming zone.

Strategy Seven – Promote a culture that encourages flexibility, experimentation and personal growth.

- Strengthen our commitment to each other and our community.
- Pilot flexible cloud based employee management systems to support our people.
- Keep our people safe.
- Continue to develop our people with the skills to confidently engage with our diverse community.

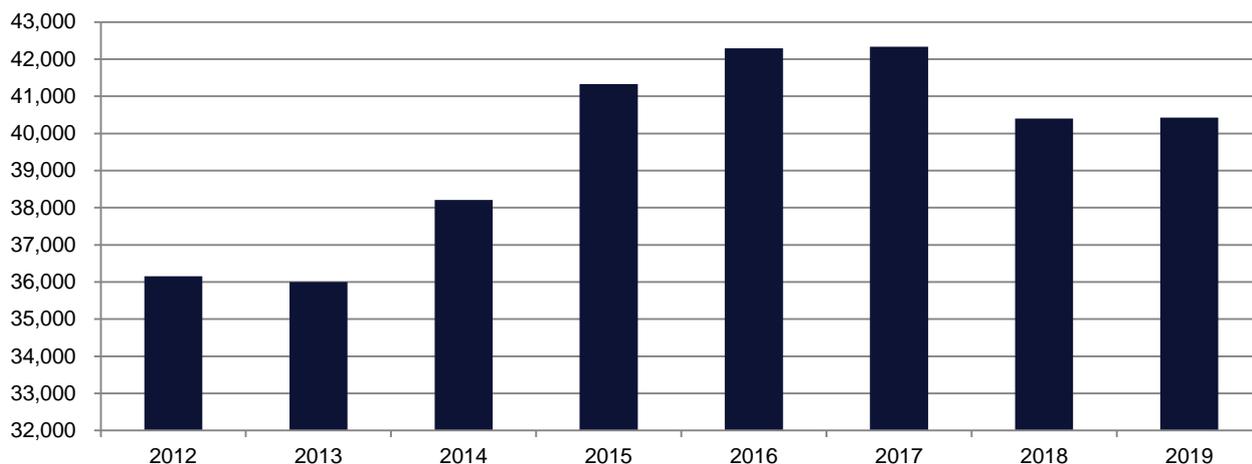
Strategy Eight – Explore diverse revenue opportunities to complement our service.

- Explore opportunities for funding value adding services.
- Seek alternative revenue opportunities to support our projects and programs.

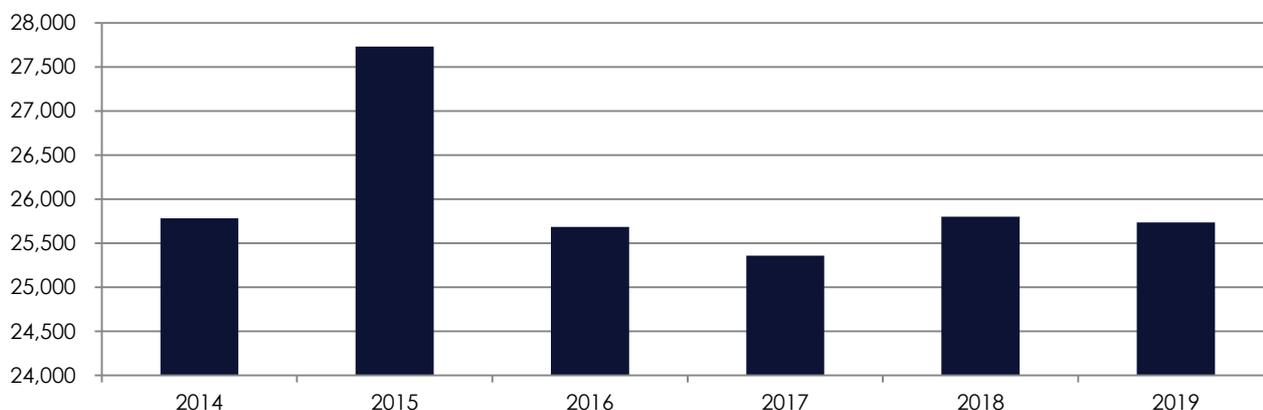


About Us

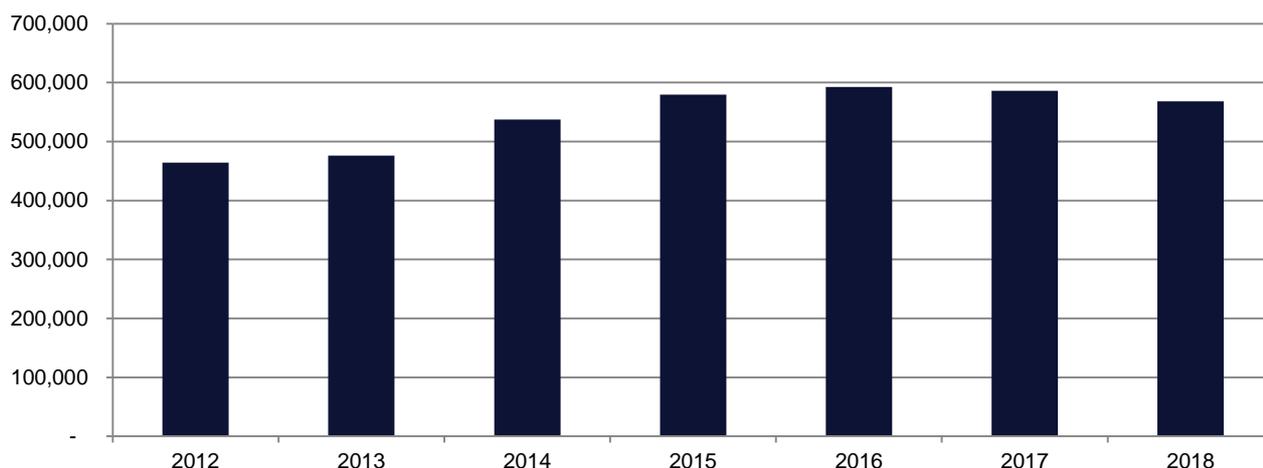
Our membership



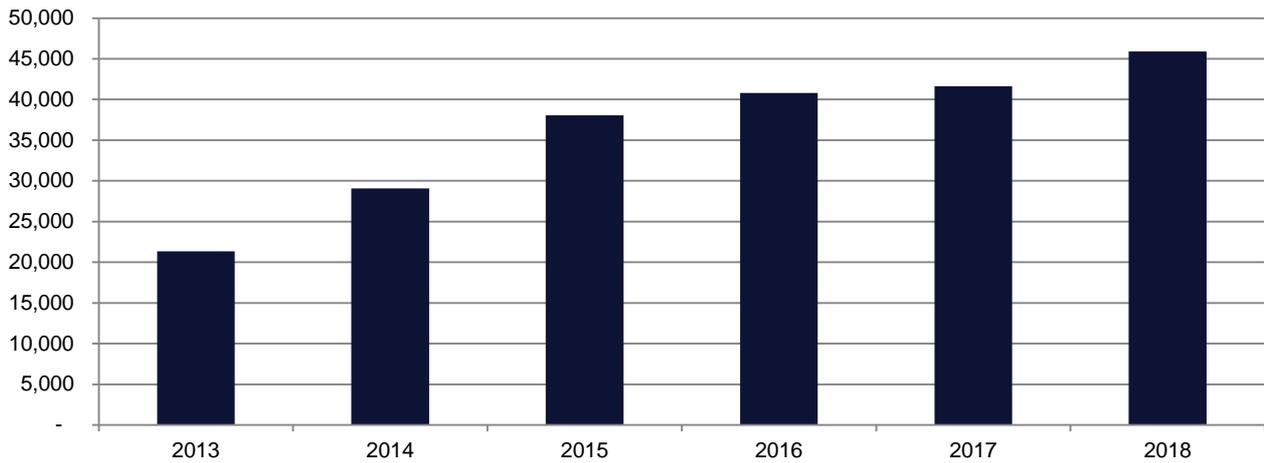
Active members



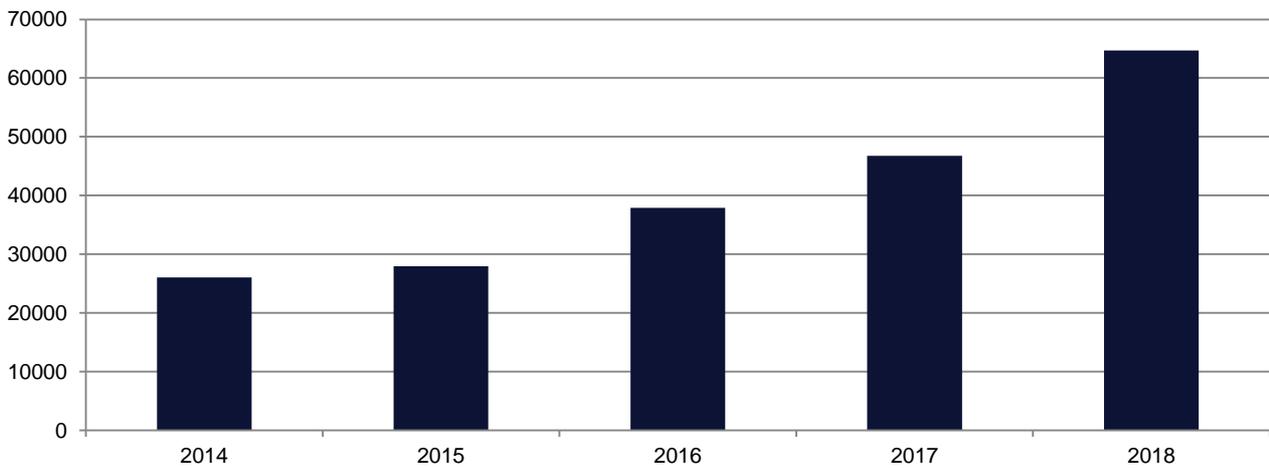
Visits to our library



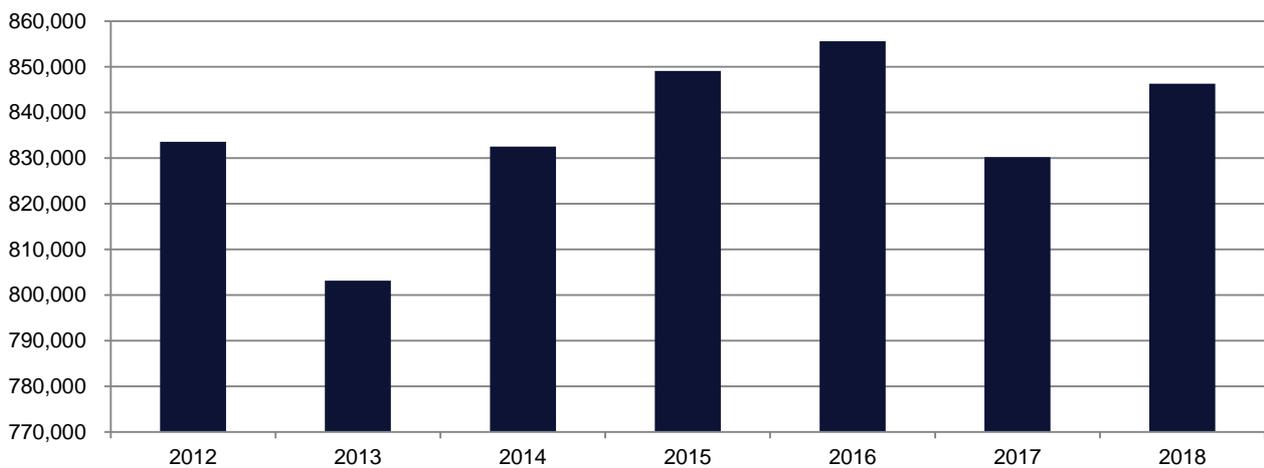
Number of people who attended our programs



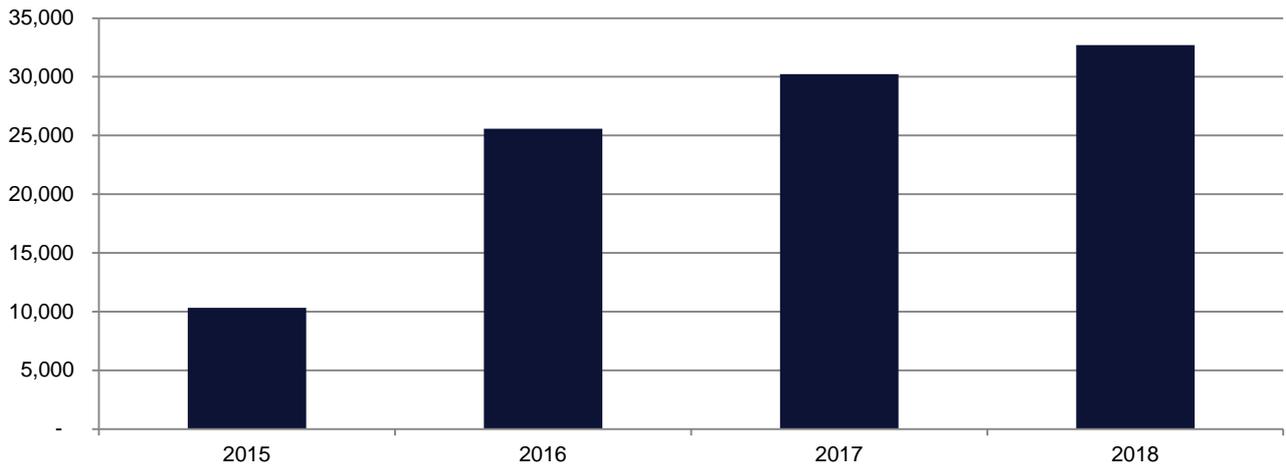
Number of e-resources loaned



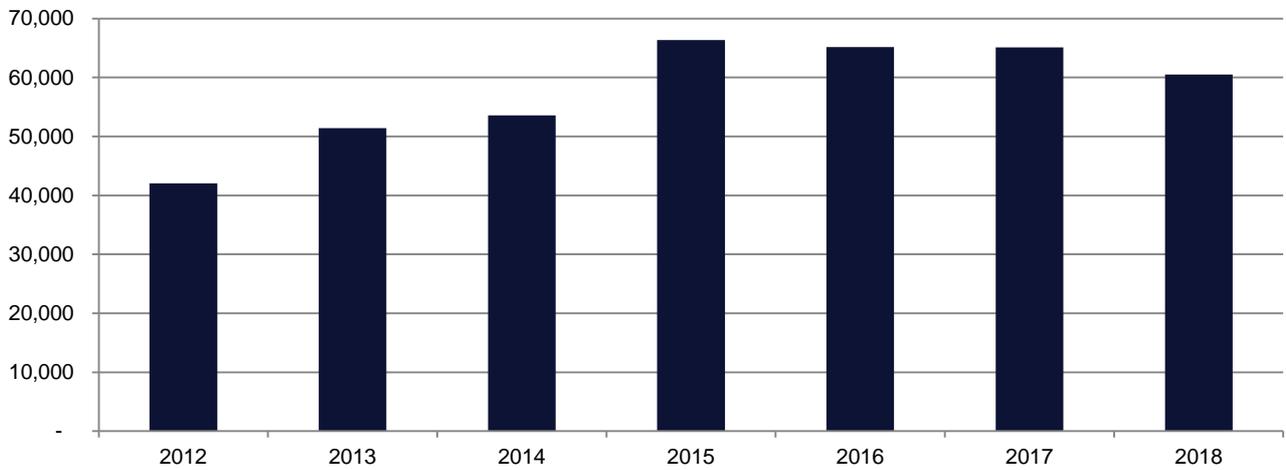
Number of items loaned



Number of times our wifi was used



Number of times our computers were used



Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Library Plan, is a rolling four year plan that outlines the financial and non-financial resources that West Gippsland Libraries requires to achieve the strategic objectives described in the Library Plan.

The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives that contribute to achieving the strategic objectives specified in the Library Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Library Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election of Councillors. The Strategic Resource Plan is reviewed each year in advance of the commencement of the Annual Budget process.

Financial Goals

It is important for West Gippsland Libraries to set financial goals to provide guidance and structure to the budget process and assist with maintaining consistent financial planning year on year. West Gippsland Libraries financial goals are to:

- Operate in a financially sustainable manner;
- Operate within the rate cap, with new initiatives that require funding above the rate cap being supported by well-developed and costed business cases;
- Minimise fluctuations in increments from year to year that affect the member Councils;
- Reinvest efficiency savings into strategies identified in the Library Plan and the Collection; and
- Provide transparency and accountability.

Rate cap

For the 2019.20 financial year the Minister for Local Government has set the rate cap at 2.5%.

Budget development

The Budget has been developed from first principles and incorporates savings that were achieved in 2017. Key assumptions that have influenced the development of the budget are detailed below.

- Fees and charges income is estimated to decrease due to the removal of overdue fines. This represented just over \$23,000 in 2017.18 and is forecast to further reduce in 2018.19.
- The increase in base wage rate for employees under the new Enterprise Agreement is directly linked to the rate cap set by the Minister for Local Government. The rate cap in 2019.20 is 2.5%. The increase applied to the base wage rate will be 2.18% in 2019.20 (1.96% in 2018.19).
- Materials and services costs have been reviewed based on changes to systems, new contract arrangements and past expenditure trends. Efficiency reductions have been incorporated as well as allowing for inflation of 5% based on historical trends.
- The budget provides for an increase in the collection of \$65,000 to ensure West Gippsland Libraries continues to provide a collection that is under five years old as identified in the Local Government Performance Reporting Indicators. New collection items will also be invested in e-resources to support their exponential utilisation by patrons.
- Renewal of furniture and equipment has been included in the financial statements to ensure our libraries are modern and vibrant places for our patrons to discover, connect and enjoy.



Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2019-20 to 2028-29 incorporates the Strategic Resource Plan and Long Term Financial Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources



Comprehensive Income Statement

For the 10 year period ending 30 June 2029

	Adopted Budget 2018.19	Budget 2019.20	Strategic Resource Plan				Long Term Financial Plan				
			2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29
Income											
User fees	78,611	52,000	53,560	55,167	56,822	58,527	60,283	62,091	63,953	65,872	67,848
Contributions - cash	5,058,640	5,160,910	5,289,932	5,422,180	5,557,735	5,696,678	5,839,095	5,985,073	6,134,700	6,288,067	6,445,268
Grants - Recurrent	898,676	899,626	891,147	908,970	927,149	945,692	964,606	983,898	1,003,576	1,023,648	1,044,121
Grants - Non-recurrent	-	-	-	-	-	-	-	-	-	-	-
Other income	63,393	55,449	57,666	67,671	69,178	71,049	72,594	73,625	74,384	75,353	76,522
Total income	6,099,320	6,167,985	6,292,305	6,453,988	6,610,884	6,771,946	6,936,578	7,104,687	7,276,613	7,452,940	7,633,759
Expenses											
Employee costs	3,779,756	3,872,655	3,973,925	4,097,713	4,225,357	4,356,977	4,492,697	4,632,645	4,753,789	4,878,101	5,005,663
Materials and services	785,341	763,850	798,368	838,286	880,200	924,210	970,421	1,018,942	1,069,889	1,123,383	1,179,552
Depreciation and amortisation	824,393	777,302	779,433	824,314	876,776	897,124	913,146	922,893	931,881	923,973	910,895
Finance costs	98,039	89,040	81,696	75,545	70,267	71,672	61,731	51,397	40,928	31,166	21,872
Other expenses	379,570	375,140	386,394	397,986	409,925	422,223	434,890	447,937	461,375	475,217	489,474
Total expenses	5,867,099	5,877,987	6,019,816	6,233,844	6,462,525	6,672,206	6,872,885	7,073,814	7,257,862	7,431,840	7,607,456
Surplus (deficit) for the year	232,221	289,998	272,489	220,144	148,359	99,740	63,693	30,873	18,751	21,100	26,303
Other comprehensive income											
Items that will not be reclassified to surplus or deficit:											
Net asset revaluation increment /(decrement)	-	-	-	-	-	-	-	-	-	-	-
Comprehensive result	232,221	289,998	272,489	220,144	148,359	99,740	63,693	30,873	18,751	21,100	26,303

Balance Sheet

For the 10 year period ending 30 June 2029

	Adopted Budget	Budget	Strategic Resource Plan				Long Term Financial Plan				
	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29
Assets											
Current assets											
Cash and cash equivalents	1,388,460	1,448,579	1,515,285	1,545,813	1,586,353	1,617,185	1,632,941	1,640,500	1,653,655	1,672,094	1,678,470
Other financial assets	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Trade and other receivables	30,497	30,840	31,462	32,270	33,054	33,860	34,683	35,523	36,383	37,265	38,169
Other assets	12,199	12,336	12,585	12,908	13,222	13,544	13,873	14,209	14,553	14,906	15,268
Total current assets	2,431,156	2,491,755	2,559,332	2,590,991	2,632,629	2,664,589	2,681,497	2,690,232	2,704,591	2,724,265	2,731,907
Non-current assets											
Property, infrastructure, plant & equipment	4,161,039	4,332,017	4,451,898	4,606,438	4,677,948	4,705,856	4,706,506	4,676,305	4,616,012	4,545,021	4,482,661
Total non-current assets	4,161,039	4,332,017	4,451,898	4,606,438	4,677,948	4,705,856	4,706,506	4,676,305	4,616,012	4,545,021	4,482,661
Total assets	6,592,195	6,823,772	7,011,230	7,197,429	7,310,577	7,370,445	7,388,003	7,366,537	7,320,603	7,269,286	7,214,568
Liabilities											
Current liabilities											
Trade and other payables	267,930	261,968	272,495	284,343	296,729	309,680	323,222	337,382	352,191	367,678	383,876
Provisions	793,749	851,984	874,264	901,497	929,579	958,535	988,393	1,019,182	1,045,834	1,073,182	1,101,246
Interest-bearing loans	112,924	120,268	75,997	78,743	84,938	92,793	100,646	109,054	118,235	128,345	139,191
Total current liabilities	1,174,603	1,234,220	1,222,756	1,264,583	1,311,246	1,361,008	1,412,261	1,465,618	1,516,260	1,569,205	1,624,313
Non-current liabilities											
Provisions	90,714	92,944	95,374	98,345	101,409	104,567	107,825	111,183	114,091	117,074	120,136
Interest-bearing loans	1,048,210	927,942	851,945	773,202	688,264	595,471	494,825	385,771	267,536	139,191	-
Total non-current liabilities	1,138,924	1,020,886	947,319	871,547	789,673	700,038	602,650	496,954	381,627	256,265	120,136
Total liabilities	2,313,527	2,255,106	2,170,075	2,136,130	2,100,919	2,061,046	2,014,911	1,962,572	1,897,887	1,825,470	1,744,449
Net assets	4,278,668	4,568,666	4,841,155	5,061,299	5,209,658	5,309,399	5,373,092	5,403,965	5,422,716	5,443,816	5,470,119
Equity											
Accumulated surplus	3,347,300	3,637,298	3,909,787	4,129,931	4,278,290	4,378,031	4,441,724	4,472,597	4,491,348	4,512,448	4,538,751
Reserves	931,368	931,368	931,368	931,368	931,368	931,368	931,368	931,368	931,368	931,368	931,368
Total equity	4,278,668	4,568,666	4,841,155	5,061,299	5,209,658	5,309,399	5,373,092	5,403,965	5,422,716	5,443,816	5,470,119

Statement of Changes in Equity

For the 10 year period ending 30 June 2028

	Total	Accumulated Surplus	Reserves
2018.19 - Adopted Budget			
Balance at beginning of the financial year	4,046,447	3,115,079	931,368
Comprehensive result	232,221	232,221	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	4,278,668	3,347,300	931,368
2019.20 - Budget			
Balance at beginning of the financial year	4,278,668	3,347,300	931,368
Comprehensive result	289,998	289,998	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	4,568,666	3,637,298	931,368
2020.21 - SRP			
Balance at beginning of the financial year	4,568,666	3,637,298	931,368
Comprehensive result	272,489	272,489	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	4,841,155	3,909,787	931,368
2021.22 - SRP			
Balance at beginning of the financial year	4,841,155	3,909,787	931,368
Comprehensive result	220,144	220,144	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,061,299	4,129,931	931,368
2022.23 - SRP			
Balance at beginning of the financial year	5,061,299	4,129,931	931,368
Comprehensive result	148,359	148,359	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,209,658	4,278,290	931,368
2023.24 - LTFP			
Balance at beginning of the financial year	5,209,658	4,278,290	931,368
Comprehensive result	99,740	99,740	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,309,398	4,378,030	931,368
2024.25 - LTFP			
Balance at beginning of the financial year	5,309,398	4,378,030	931,368
Comprehensive result	63,693	63,693	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,373,091	4,441,723	931,368
2025.26 - LTFP			
Balance at beginning of the financial year	5,373,091	4,441,723	931,368
Comprehensive result	30,874	30,874	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,403,965	4,472,597	931,368
2026.27 - LTFP			
Balance at beginning of the financial year	5,403,965	4,472,597	931,368
Comprehensive result	18,751	18,751	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,422,716	4,491,348	931,368
2027.28 - LTFP			
Balance at beginning of the financial year	5,422,716	4,491,348	931,368
Comprehensive result	21,100	21,100	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,443,816	4,512,448	931,368
2028.29 - LTFP			
Balance at beginning of the financial year	5,443,816	4,512,448	931,368
Comprehensive result	26,303	26,303	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,470,119	4,538,751	931,368



Statement of Cash Flows

For the 10 year period ending 30 June 2029

	Adopted Budget 2018.19	Budget 2019.20	Strategic Resource Plan				Long Term Financial Plan				
			2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29
Cash flows from operating activities											
User fees	78,974	51,863	53,311	54,844	56,508	58,205	59,954	61,755	63,609	65,519	67,486
Contributions - cash	5,058,640	5,160,910	5,289,932	5,422,180	5,557,735	5,696,678	5,839,095	5,985,073	6,134,700	6,288,067	6,445,268
Grants - recurrent	898,676	899,626	891,147	908,970	927,149	945,692	964,606	983,898	1,003,576	1,023,648	1,044,121
Grants - non recurrent	-	-	-	-	-	-	-	-	-	-	-
Interest	50,000	41,654	43,457	53,035	54,103	55,522	56,601	57,153	57,418	57,878	58,523
Other receipts	5,657	13,452	13,587	13,828	14,291	14,721	15,170	15,632	16,106	16,593	17,095
Other payments	(3,500)	(3,500)	(3,605)	(3,713)	(3,824)	(3,939)	(4,057)	(4,179)	(4,304)	(4,433)	(4,566)
Employee costs	(3,719,093)	(3,812,190)	(3,949,215)	(4,067,509)	(4,194,211)	(4,324,863)	(4,459,581)	(4,598,498)	(4,724,229)	(4,847,770)	(4,974,537)
Materials and consumables	(1,206,936)	(1,141,452)	(1,170,630)	(1,220,711)	(1,273,915)	(1,329,543)	(1,387,712)	(1,448,540)	(1,512,151)	(1,578,680)	(1,648,262)
Net cash provided by operating activities	1,162,418	1,210,363	1,167,984	1,160,924	1,137,836	1,112,473	1,084,076	1,052,294	1,034,725	1,020,822	1,005,128
Cash flows from investing activities											
Payments for property, plant and equipment	(850,412)	(973,000)	(899,314)	(1,005,079)	(948,286)	(952,854)	(913,796)	(922,209)	(871,588)	(884,297)	(848,535)
Proceeds from sale of property, plant and equipment	-	24,720	-	26,225	-	27,823	-	29,517	-	31,315	-
Net cash used in investing activities	(850,412)	(948,280)	(899,314)	(978,854)	(948,286)	(925,031)	(913,796)	(892,692)	(871,588)	(852,982)	(848,535)
Cash flows from financing activities											
Finance costs	(98,039)	(89,040)	(81,696)	(75,545)	(70,267)	(71,672)	(61,731)	(51,397)	(40,928)	(31,166)	(21,872)
Proceeds from leases	-	-	-	-	-	-	-	-	-	-	-
Repayment of leases	(76,929)	(51,029)	(53,364)	(3,414)	-	-	-	-	-	-	-
Repayment of borrowings	(56,352)	(61,895)	(66,904)	(72,583)	(78,743)	(84,938)	(92,793)	(100,646)	(109,054)	(118,235)	(128,345)
Net cash provided by (used in) financing activities	(231,320)	(201,964)	(201,964)	(151,542)	(149,010)	(156,610)	(154,524)	(152,043)	(149,982)	(149,401)	(150,217)
Net (decrease) increase in cash & cash equivalents	80,686	60,119	66,706	30,528	40,540	30,832	15,756	7,559	13,155	18,439	6,376
Cash and cash equivalents at beginning of the financial year	1,307,774	1,388,460	1,448,579	1,515,285	1,545,813	1,586,353	1,617,185	1,632,941	1,640,500	1,653,655	1,672,094
Cash and cash equivalents at end of the financial year	1,388,460	1,448,579	1,515,285	1,545,813	1,586,353	1,617,185	1,632,941	1,640,500	1,653,655	1,672,094	1,678,470

Statement of Capital Works

For the 10 year period ending 30 June 2029

	Adopted Budget	Budget	Strategic Resource Plan				Long Term Financial Plan				
	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29
Property											
Buildings	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	40,000	-	-	-	-	-	-	-	-	-
Total property	-	40,000	-	-	-	-	-	-	-	-	-
Plant and equipment											
Furniture, equipment and computers	215,000	203,000	134,405	149,693	102,016	21,493	77,482	111,476	114,820	51,069	45,680
Motor vehicles	-	50,000	-	45,020	-	47,762	-	50,671	-	53,757	-
Library collections	635,412	680,000	764,909	810,366	846,270	883,599	836,314	760,062	756,768	779,472	802,856
Total plant and equipment	850,412	933,000	899,314	1,005,079	948,286	952,854	913,796	922,209	871,588	884,297	848,535
Total capital works expenditure	850,412	973,000	899,314	1,005,079	948,286	952,854	913,796	922,209	871,588	884,297	848,535
Represented by:											
New asset expenditure	45,000	68,000	28,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Asset renewal expenditure	805,412	885,000	871,314	987,079	930,286	934,854	895,796	904,209	853,588	866,297	830,535
Asset upgrade expenditure	-	20,000	-	-	-	-	-	-	-	-	-
Asset expansion	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	850,412	973,000	899,314	1,005,079	948,286	952,854	913,796	922,209	871,588	884,297	848,535

Statement of Human Resources

For the 10 year period ending 30 June 2029

	Adopted Budget 2018.19	Budget 2019.20	Strategic Resource Plan				Long Term Financial Plan				
			2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29
Staff expenditure											
Employee costs - operating	3,779,756	3,872,655	3,973,925	4,097,713	4,225,357	4,356,977	4,492,697	4,632,645	4,753,789	4,878,101	5,005,663
Employee costs - capital	-	-	-	-	-	-	-	-	-	-	-
Total staff expenditure	3,779,756	3,872,655	3,973,925	4,097,713	4,225,357	4,356,977	4,492,697	4,632,645	4,753,789	4,878,101	5,005,663
	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Staff numbers											
Employees	39.7	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5
Total staff numbers	39.7	39.7	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5

Statement of Human Resources (continued)

For the 10 year period ending 30 June 2029

	Budget	Strategic Resource Plan				Long Term Financial Plan				
	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29
Executive										
Permanent full time	447,666	457,425	467,397	477,586	487,997	498,635	509,505	520,612	531,961	543,558
Permanent part time	309,959	316,716	323,620	330,675	337,884	345,250	352,776	360,467	368,325	376,354
Total executive	757,625	774,141	791,017	808,261	825,881	843,885	862,281	881,079	900,286	919,912
Northern Libraries										
Permanent full time	383,466	391,826	400,368	409,096	418,014	427,127	436,438	445,952	455,674	465,608
Permanent part time	817,710	835,536	853,751	872,363	891,381	910,813	930,669	950,958	971,689	992,872
Total northern libraries	1,201,176	1,227,362	1,254,119	1,281,459	1,309,395	1,337,940	1,367,107	1,396,910	1,427,363	1,458,480
Southern Libraries										
Permanent full time	208,402	212,945	217,587	222,330	227,177	232,129	237,189	242,360	247,643	253,042
Permanent part time	828,879	846,949	865,412	884,278	903,555	923,252	943,379	963,945	984,959	1,006,431
Total southern libraries	1,037,281	1,059,894	1,082,999	1,106,608	1,130,732	1,155,381	1,180,568	1,206,305	1,232,602	1,259,473
Technology and collections										
Permanent full time	228,807	233,795	238,892	244,100	249,421	254,858	260,414	266,091	271,892	277,819
Permanent part time	449,515	459,314	469,327	479,558	490,012	500,694	511,609	522,762	534,158	545,803
Total technology and collections	678,322	693,109	708,219	723,658	739,433	755,552	772,023	788,853	806,050	823,622
Total staff expenditure	3,872,655	3,973,925	4,097,713	4,225,357	4,356,977	4,492,697	4,632,645	4,753,789	4,878,101	5,005,663
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Executive										
Permanent full time	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Permanent part time	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
Total executive	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50
Northern Libraries										
Permanent full time	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Permanent part time	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60
Total northern libraries	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60
Southern Libraries										
Permanent full time	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Permanent part time	9.80	9.80	9.80	9.80	9.80	9.80	9.80	9.80	9.80	9.80
Total southern libraries	12.80	12.80	12.80	12.80	12.80	12.80	12.80	12.80	12.80	12.80
Technology and collections										
Permanent full time	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Permanent part time	5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50
Total technology and collections	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Casual	1.30	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Total full time equivalent	39.70	39.50	39.50	39.50	39.50	39.50	39.50	39.50	39.50	39.50

Budget Analysis

Grants

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of library services.

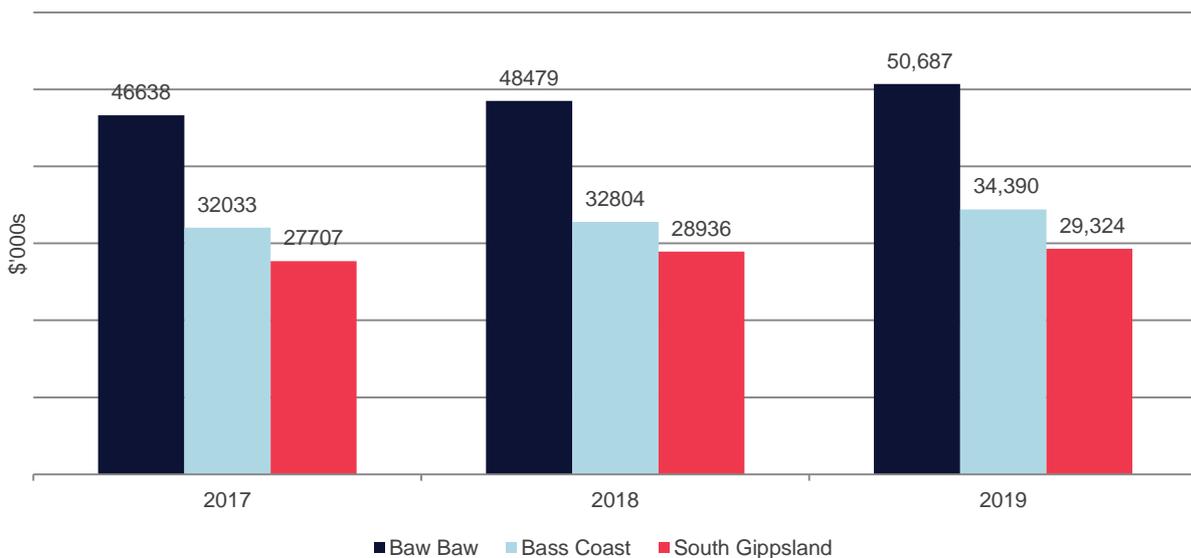
Overall, the level of operating grants is projected to remain consistent. This is based on a forecast increase in CPI and a decrease in other grants due to not including grant funding that has not been secured.

Operating Grant Funding Type and Source	Adopted Budget	Budget	Variance	Variance
	2018.19	2019.20	\$	%
State Government				
Public libraries	852,364	873,673	21,309	2%
Premiers reading challenge	25,912	25,953	41	0%
Other	20,400	-	(20,400)	-100%
Total recurrent grants	898,676	899,626	950	0%

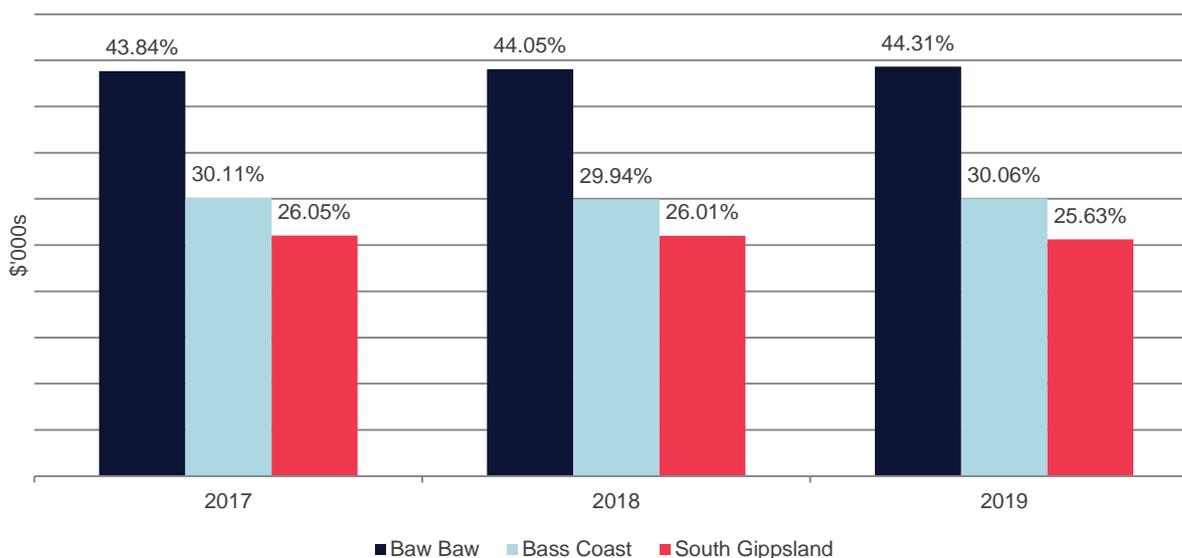
Contributions

The contribution from member Councils is in accordance with the agreed funding formula set out in the Regional Library Agreement. The formula allocates amounts on the basis of direct costs to staffing and library facilities within their respective Shires. Costs for library administration and collection expenditure are allocated on a per capita basis. The contributions are determined once all operating income such as user charges and grant revenue has been deducted.

Population Changes



Population Percentage



The increase in contributions for the 2019.20 financial year is below the rate cap (2.5%) for all member Councils shown in the table below. This is due to efficiency savings realised in corporate overheads. This is balanced with the changes in population and how the collection is allocated.

Member Council Contributions	Adopted Budget	Draft Budget	Variance	Variance
	2018.19	2019.20	\$	%
Bass Coast Council	1,822,308	1,847,769	25,461	1.40%
Baw Baw Council	1,826,892	1,869,858	42,966	2.35%
South Gippsland Council	1,409,440	1,443,282	33,842	2.40%
Total contributions	5,058,640	5,160,910	102,270	2.02%

Employee Costs

Employee costs will increase by 2.46% in line with the rate cap of 2.5%. The Enterprise Agreement will expire in 2020 and applies a percentage increment to the base wage rate of 87% of the declared rate cap each year. In 2019.20 that base wage rate increment will be 2.18% (1.96% in 2018.19). The base wage rate increment being a percentage of the rate cap is pivotal to the financial sustainability of West Gippsland Libraries by ensuring expenditure is not exceeding revenue. Other elements incorporated into the employee costs budget include:

- Band increments of \$13,000 that apply to staff who have not yet reached the end of band have been separately identified.
- Travel allowance costs have been budgeted at \$50,000. This is a reduction of \$10,000 compared to the 2018.19 Budget. The enterprise agreement provides for a phased reduction in the travel allowance and this year is reduced by five cents per kilometre or approximately \$3,500 pa.
- On costs are expected to remain consistent with the prior year including work cover, and sick leave.
- All staff (including casuals) have been provided with one day of training or professional development. This provision will help provide structure to how training and professional development is approved and monitored. It also ensures West Gippsland Libraries continues to commit to and develop all employees which are the biggest asset in delivering the library service. This is equal to \$40,548 in



additional staff time. Staff who do not work on a roster are not restricted under this provision as they are not required to be backfilled when attending training. In those instances training over the one day allowance may be available. A separate amount has been budgeted for costs incurred for booking fees and travel etc (materials costs).

- The budget provides for all branch managers to meet together for half a day six times per year. Again this cost is separately identified as it requires libraries to be backfilled in their absence. This is an important allocation to ensure the operation of libraries is consistent across the region and that branch managers are learning from each other and sharing their knowledge and skills.
- Quarterly meetings are a normal course of library operations as a way of delivering training and updates to staff such as manual handling or system changes. This gets staff together four times per year and is rostered on a rotation basis so that all libraries are adequately staffed at the time the meeting occurs. This cost is separately identified because it requires backfill of the libraries. This is equal to \$19,850 and is consistent with the prior year.
- The staff development day is an annual event and was highly successful and well received in November 2018. The staff development day is separately identified as it is compulsory for all staff to attend, thus incurring additional costs on the day. The allowance provided for staff costs is \$20,113 and is consistent with the prior year.

Employee costs	Adopted Budget	Draft Budget	Variance	Variance
	2018.19	2019.20	\$	%
Salaries and wages	3,447,016	3,532,803	85,787	2.49%
Workcover	20,276	20,702	426	2.10%
Superannuation	312,464	319,150	6,686	2.14%
Total employee costs	3,779,756	3,872,655	92,899	2.46%

Materials and Services

Materials and services are budgeted to decreased compared to the 2017.18 Budget by \$21,000. This is predominately due to the following:

- Not taking out leases for renewal of computer equipment, rather purchasing outright due to healthy cash reserves; and
- Reduction in motor vehicle expenses due to the retirement of the South Coast Mobile Library.

Financial Sustainability

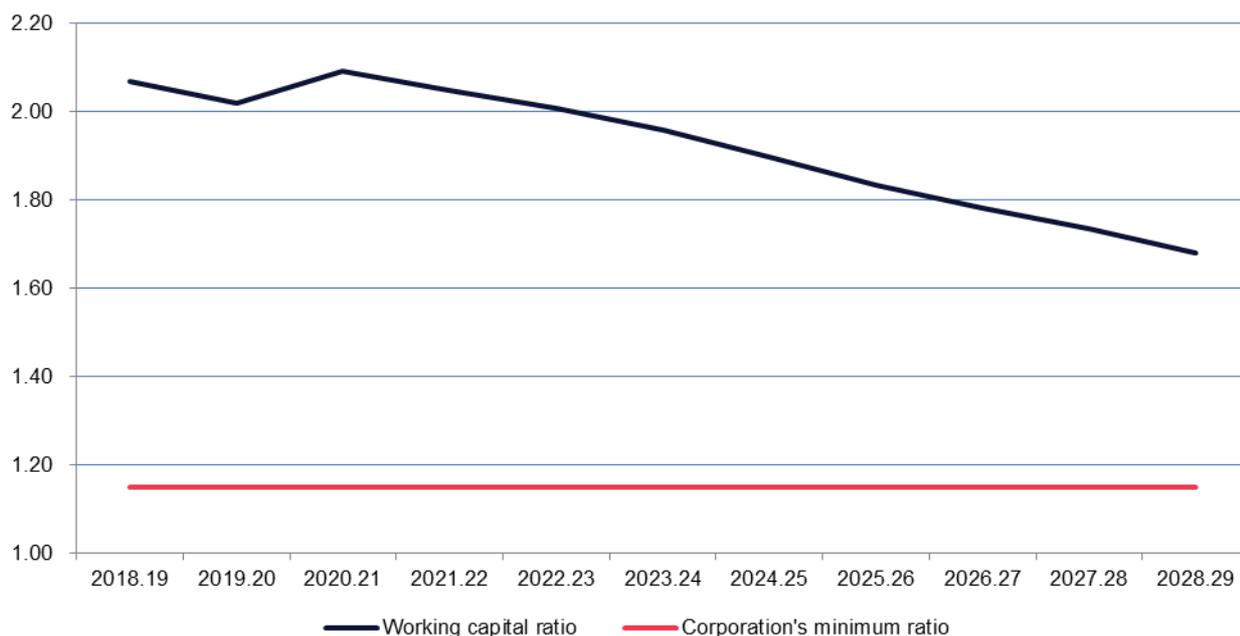
West Gippsland Libraries continues to review its financial operations to ensure it is financially sustainable into the future. In developing the Long Term Financial Plan savings are reinvested back into increasing the quality of the collection, including both physical and electronic resources and renewal of furniture and equipment to ensure libraries remain fresh and modern.

West Gippsland Libraries tracks its working capital ratio (current assets less current liabilities) to ensure it remains financially sustainable. The working capital ratio benchmark is 1.15 which allows for current debts (equal to 1) to be paid and allow for additional cash flow. This is the minimum and the goal is to remain consistent with the trend of the existing ratio.

This year the Long Term Financial Plan has removed the use of finance leases over the ten year period due to having healthy cash reserves and rather renews key equipment such as computers and the rounds van from the cash reserves. This shows as a reduction in the working capital ratio over the ten year period, however the ratio still remains very strong by sitting at 1.68 in 2029. This change means that interest expenditure is reduced and can be redirected to other areas such as programs.



It should be noted that whilst a strong working capital ratio is important, the service is funded from ratepayers and investment into service delivery is essential rather than continuing to increase the cash balance.



Borrowings

In the past, the West Gippsland Libraries has borrowed strongly to finance the purchase of the Regional Support Centre Building in Warragul, ICT upgrades and rounds van replacements. Currently the loan secured over the Support Centre Building in Warragul has a remaining life of 11 years. All other borrowings tend to be leases which are generally taken out over a two to five years.

This year the budget and long term financial plan have been developed to exclude financing to fund purchases due to healthy cash reserves.

	Adopted Budget 2018.19	Draft Budget 2019.20	Variance \$	Variance %
Total amount borrowed as at 30 June of the prior year	1,294,415	1,161,134	(133,281)	-10%
Total amount to be borrowed	-	-	-	-
Total amount projected to be redeemed	(133,281)	(112,924)	20,357	-15%
Total amount of borrowings proposed as at 30 June	1,161,134	1,048,210	(112,924)	-10%



Fees and Charges

Fee name	Details	GST?	2018.19 Charge	2019.20 Charge	Change	Unit of measure
Overdue fine	Adults	No	\$0.25	free	-	Removed under new initiative
Overdue fine	Junior	No	free	free	-	Per day
Overdue fine	Other items borrowed by juniors	No	\$0.25	free	-	Removed under new initiative
Inter library loans	From interstate and academic libraries	Yes	\$16.50	\$16.50	-	Per item
Inter library loans	From non SWIFT Victorian public libraries	Yes	\$5.00	\$5.00	-	
Replacement Library Cards	Replacement Library Cards	Yes	\$3.20	\$3.20	-	
Lost or damage items	Lost /damaged items	Yes	cost of item	cost of item	-	
Lost or damage items	Audio tapes/Talking Books/CD's	Yes	\$16.25	\$16.25	-	Per tape/CD
Merchandise	USB's	Yes	\$8.00	\$8.00	-	Per item
Merchandise	Ear Buds	Yes	\$3.00	\$3.00	-	Per item
Photocopying and printing	Black and white A4	Yes	\$0.20	\$0.20	-	Per page (single sided)
Photocopying and printing	Colour A4	Yes	\$0.25	\$0.25	-	Per page (single sided)
Photocopying and printing	Black and white A3	Yes	\$0.40	\$0.40	-	Per page (single sided)
Photocopying and printing	Colour A3	Yes	\$0.50	\$0.50	-	Per page (single sided)
Library Bags	Adults	Yes	\$2.50	\$2.50	-	Per bag
Library Bags	Library Bags - Children	Yes	\$5.00	\$5.00	-	Per bag
Maximum unpaid fines before borrowing and privileges are suspended	Adults		\$10.00	\$10.00	-	
Maximum unpaid fines before borrowing and privileges are suspended	Junior		\$5.00	\$5.00	-	

* Note: loss of library privileges includes borrowing, use of internet/public PC's and hold placements.

Fee name	Details	GST?	2018.19 Charge	2019.20 Charge	Change	Unit of measure
Meeting room hire	Community groups or not-for-profits		free	free	-	
Meeting room hire	For profit organisations	Yes	\$80.00	\$90.00	\$10.00	Full day
Meeting room hire	For profit organisations	Yes	\$40.00	\$50.00	\$10.00	Half day
Refundable deposit for RFID Card	For applications to provide open access to unstaffed libraries at supported locations.	Yes	\$30.00	\$30.00	-	

West Gippsland Libraries
Library Plan
2017—21
Revised 2019



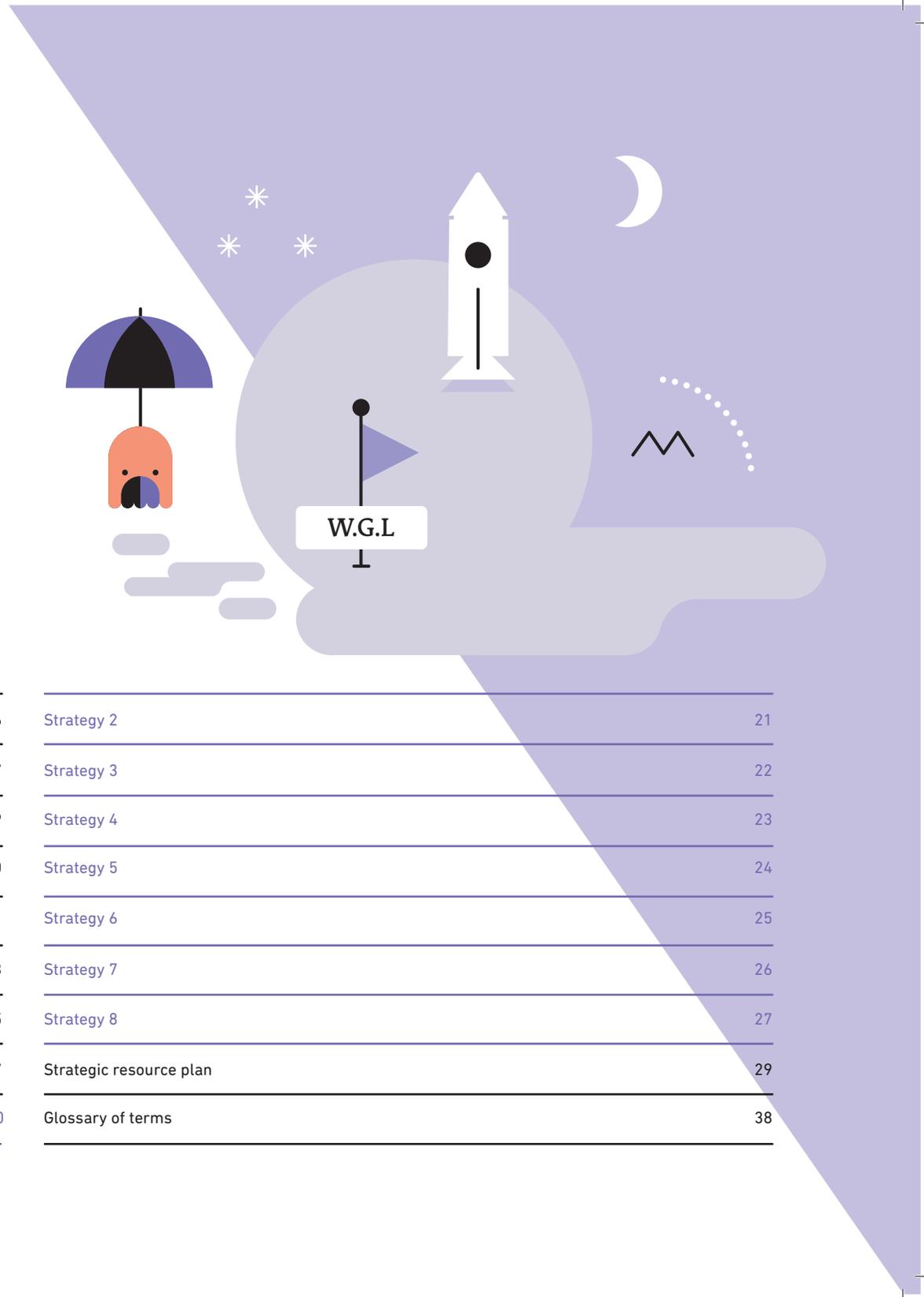
Illustrations:

The cover design is based on the 2017 winning illustration by ten-year-old Korumburra library patron Cecily de Gooyer.

Our child safety commitment:
The West Gippsland Libraries
is committed to the safety and
wellbeing of all children and
young people.



TABLE OF CONTENTS



From the Chair	06	Strategy 2	21
From the CEO	07	Strategy 3	22
Why are we here	09	Strategy 4	23
Who are we	10	Strategy 5	24
How we serve the community	11	Strategy 6	25
A snapshot of our libraries	13	Strategy 7	26
What are you telling us	15	Strategy 8	27
Strategic overview	17	Strategic resource plan	29
Strategy 1	20	Glossary of terms	38

FROM THE CHAIR

Cr Geoff Ellis
Board Chairperson
Bass Coast Shire Council



The West Gippsland Libraries Library Plan has a four year lifespan.

As we progress into the 2019.20 financial year it is my great honour and pleasure, as Chairperson, to recognise that the extensive planning that went into it's creation and the hard work, diligence and good will of our people is helping us to achieve, and in some cases exceed, the objectives that we set.

Our Library Corporation holds a special place in the communities that constitute the shires that we serve - Baw Baw, South Gippsland and Bass Coast. We have a long and proud of history of inclusion and relevance that continues through the guidance provided within our library plan and its component strategies.

I am pleased to announce the major initiative proposed in this year's Library Plan and Strategic Resource Plan is the permanent removal of fines on overdue items.

They are a barrier to people coming to our libraries and those who can least afford to pay fines are often the ones who need the library most. This is a key strategy, among many others, to demonstrate our value and purpose to ensure the service

continues to grow the number of people actively engaging with our service.

Each strategy in the Library Plan is a pathway to the future. Our libraries must continue to be conduits of connection, learning and exploration in the community. Libraries are integral to the lives of so many people in our region. We provide a home for literacy and learning as well as providing equitable connection to the internet and social inclusion.

A visit to any of our libraries shows how valuable, and valued, our services are. Our libraries recorded over 567,000 visits in the past year. This proves that our libraries are among the most consistently used public spaces and there is still no more important person in any regional community than the librarian.

Our aim is to ensure a well-resourced and sustainable service as we move further into this digital age. Technology is changing at a rapid pace, Libraries have an important role in helping our community access digital resources and attain the confidence to use them. A major part of this has been the introduction of our soon to be launched and, greatly improved website, enabling new ways for our patrons to connect.

Some of the many successes of our new programs and festivals include Meet Up 18 and Future Labs (tech & coding). There continues to be an increase in our investment in the collection and our membership, both total and active, is increasing.

The actions in this plan facilitate these strategies while making sure that there is still a place to savour the delight of a good book in a comfy chair. Or a chat with friends.

We are working with local communities to introduce Community libraries and outreach services that build on our current relationships and allow for expansion and enhancement of our services.

A key theme of this plan is building higher levels of awareness about current services and innovative initiatives. I look forward to watching this plan direct our collective effort to achieve the potential of West Gippsland Libraries. I look forward to working with our people and our community to build on the successes of 2018.19 in promoting our value and range of services to the broader community.

FROM THE CEO

Leanne Williams
Chief Executive Officer



Our libraries and people make a difference to the lives of those in our community every day.

Our libraries are vibrant places for connection, discovery and enjoyment for everyone.

West Gippsland Libraries continues to listen, test and adapt to the changing needs of our community to lead innovative programs that build on the successes of the first two years of this Library Plan.

This includes changes to our library opening hours to better reflect the needs of our community such as additional hours at Phillip Island and Drouin libraries, Trafalgar outreach, and soon to be implemented Foster's 24/7 open access model.

Our team delivered the first learning festival for young people with Meet Up 18 and its success provided a spring board for Meet Up 19 as part of Youth Week.

We continue to partner with community organisations and businesses to lift the profile of the service to reach more people in the community.

The way people use our libraries continues to change with program attendance across the region experiencing significant growth of almost 30 per cent and loans of e-resources up by 60 per cent. Investment in these areas will continue to be a focus of the strategy and budget.

The redevelopment of our website is nearing completion and will reflect our modern library service that invites users to discover and explore all that we offer both physically and online.

We look forward to engaging with our patrons better than ever to enhance the customer experience, attract new members and focus on continuously engaging with patrons to add value and ensure they stay active members.

Investment in technology will continue to facilitate creative places to ensure digital literacy in our communities is strong and supported.

We will also invest in our people to ensure they have the skills to confidently engage with our diverse community.

The major initiative this year of removing fines on overdue items is a significant one.

This will mean there are fewer barriers for people to continuously use our services and make sure that those who can least afford to pay fines are not disadvantaged.

West Gippsland Libraries builds knowledge and skills that strengthen our communities.

We will:

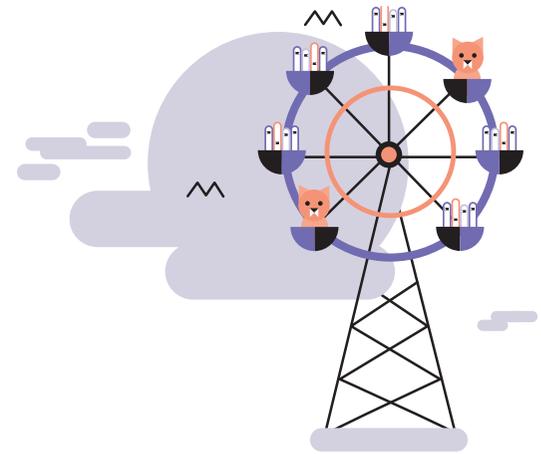
- Bravely adapt to the changing needs of our communities.
- Build relationships with our stakeholders, communities and each other.
- Deliver excellence in everything we do, either for each other, with each other or because of each other.

We are West Gippsland Libraries and we are here to change lives.



OUR PURPOSE

We build knowledge and skills that strengthen our communities.



VISION

Discover – our libraries are the centre for reading and learning.

Connect – we support everyone in our community.

Enjoy – our libraries are creative and innovative.

MISSION

We provide library services, programs and collections that are accessible and equitable.

We will create partnerships to improve our service, share our knowledge and facilitate interaction within our communities.

We will continuously improve our value to the community.

VALUES

We will bravely adapt with the changing needs of our communities.

We will build relationships with our stakeholders, communities and each other.

We will deliver excellence in everything we do, either for each other, with each other or because of each other.

OUR ROLE

We are universally accessible centres for information, reading, learning and enjoyment.

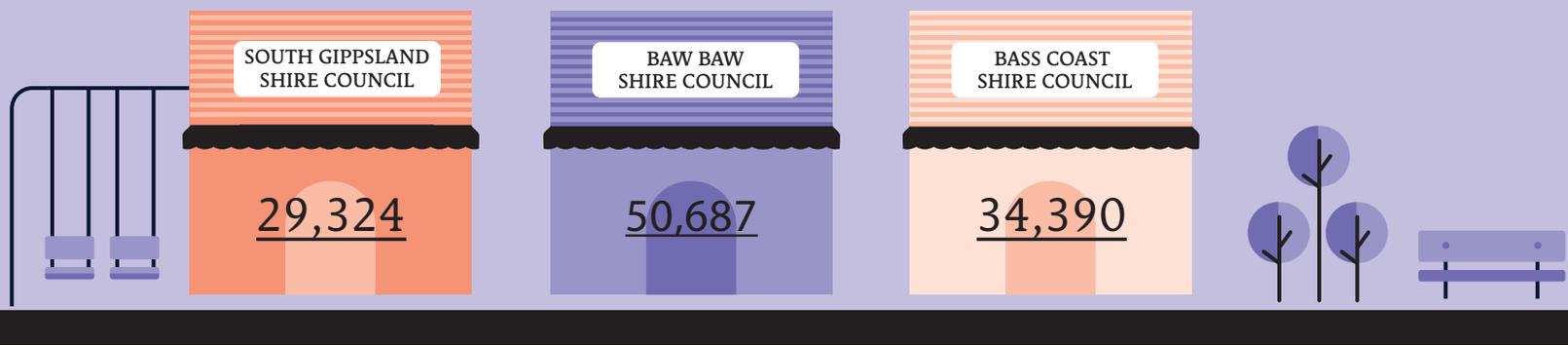
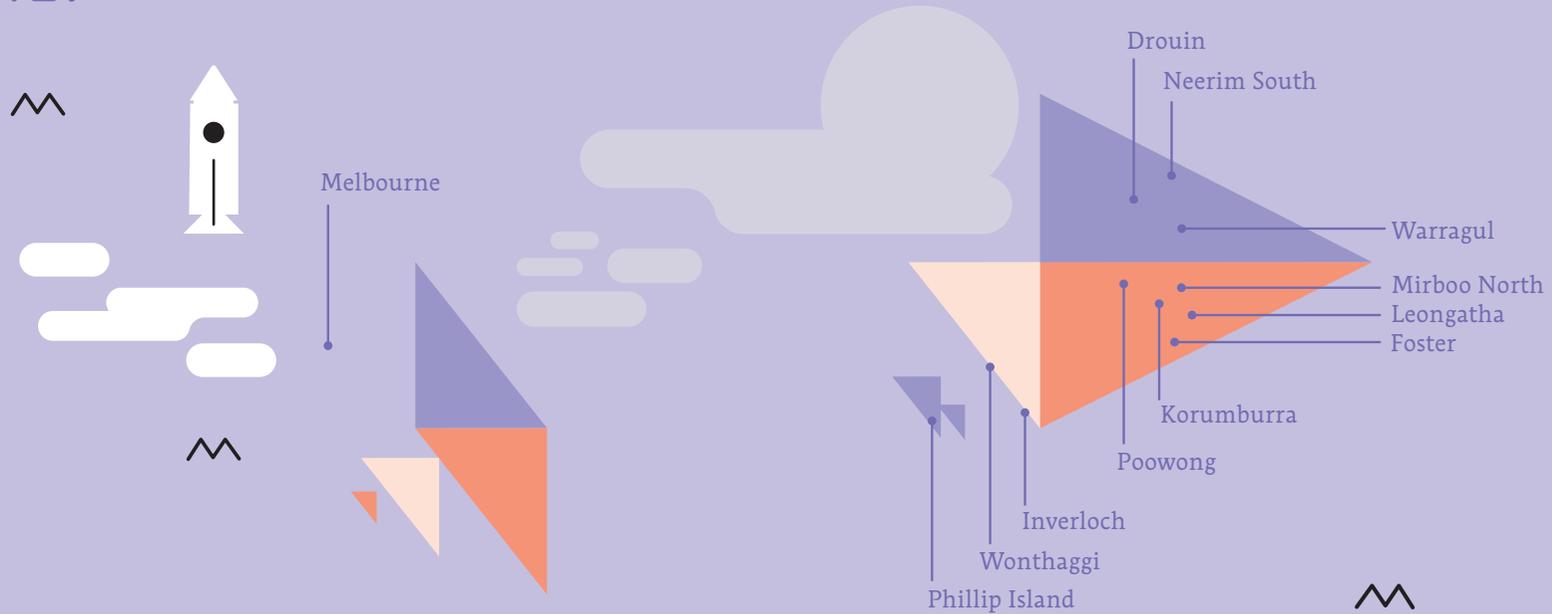
We provide equitable and trusted access to information and authoritative resources.

We build knowledge and skills which strengthen our communities.

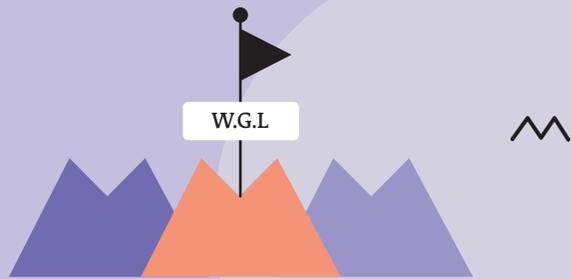
We work in collaboration with our community, stakeholders and the library sector to foster innovation and ensure we remain relevant.

We are accountable for high standards of professionalism, customer service and integrity.

WHO ARE WE?



HOW WE SERVE THE COMMUNITY



We serve a population of 113,711 people over an area of 8187² kilometres, which includes three municipalities.

Our Regional Support Centre provides administrative support to our libraries and is based in Warragul.

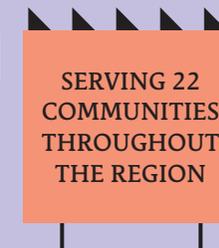
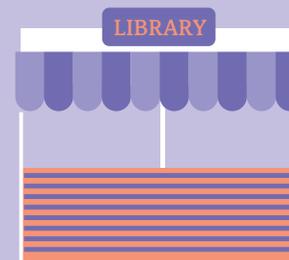
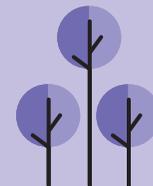
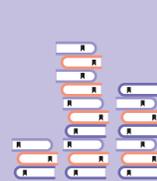


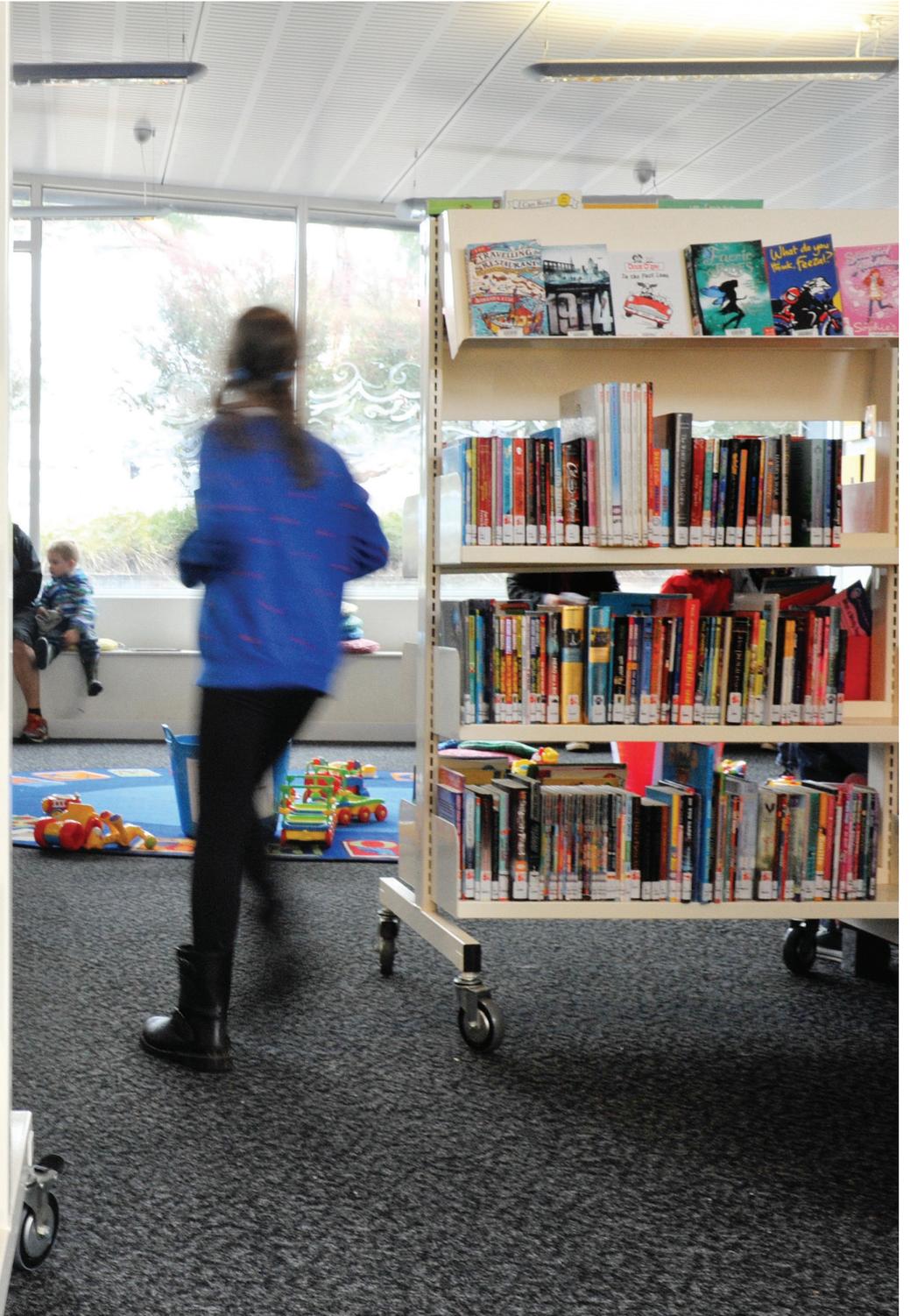
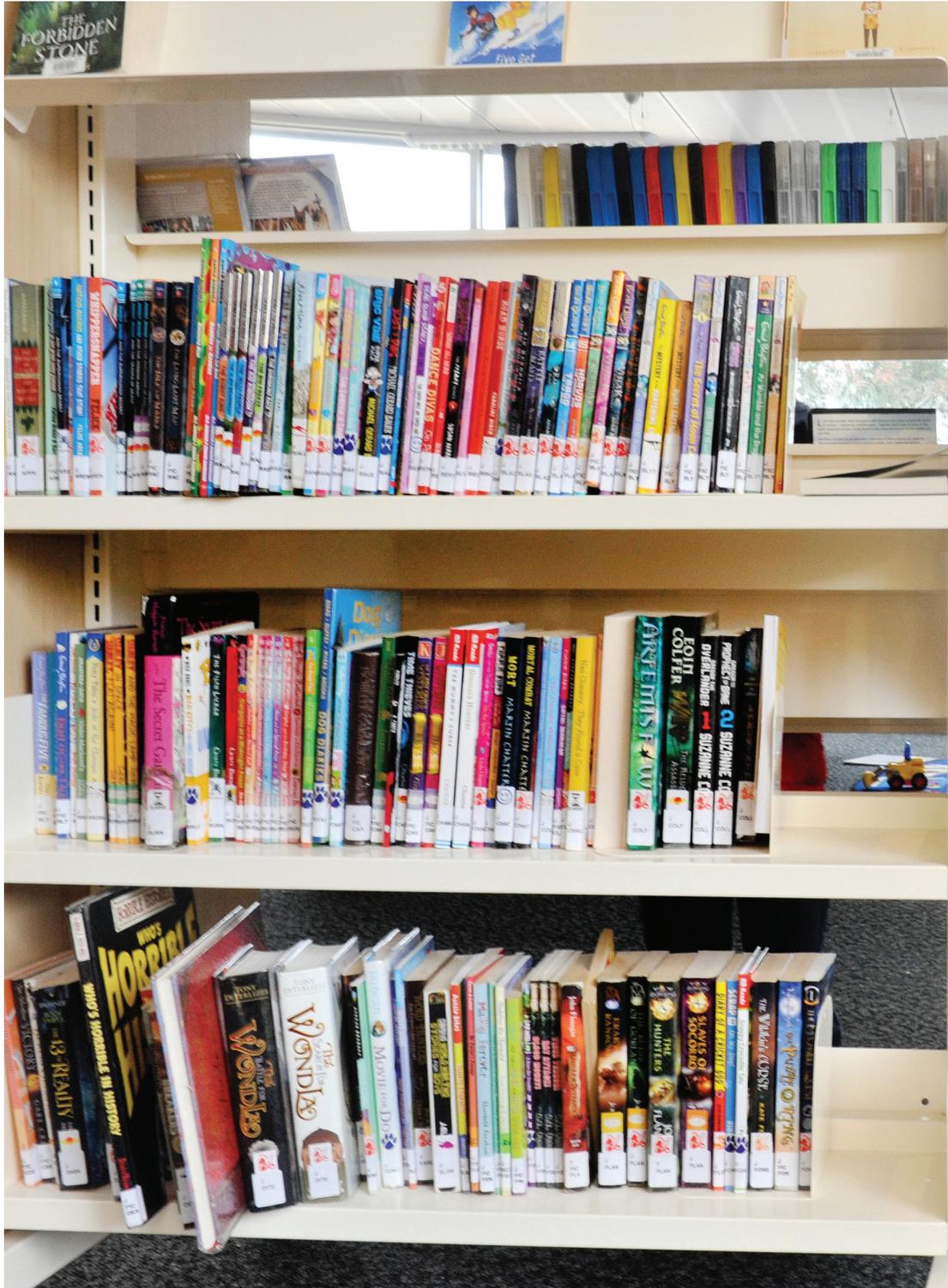
11 STATIC LIBRARIES
ONE MOBILE LIBRARY

The combined weekly opening hours for our libraries is



4 0 9 . 7 5





A SNAPSHOT OF OUR LIBRARIES

In 2018 we had...

40,429 LIBRARY MEMBERS

567,897 PHYSICAL VISITS

846,239 ITEMS BORROWED

60,506 PUBLIC PC SESSIONS

32,691 WIFI SESSIONS

6,173 GAME CONSOLE USERS

45,885 PROGRAM ATTENDEES AT 2,354 PROGRAMS

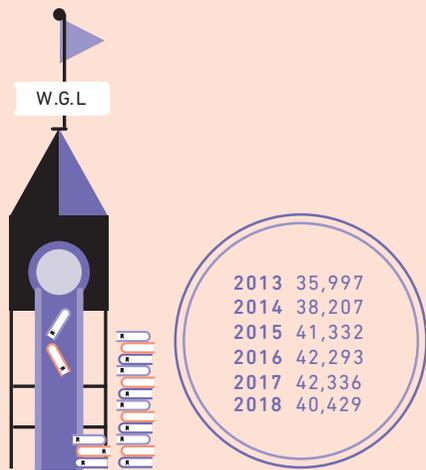
19,704 NEW MATERIALS WERE PURCHASED

2,025 E-RESOURCES WERE ADDED TO OUR GROWING COLLECTION



WHAT ARE YOU TELLING US?

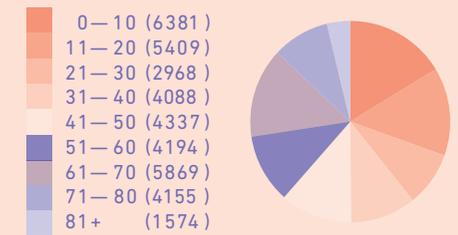
MEMBERSHIP



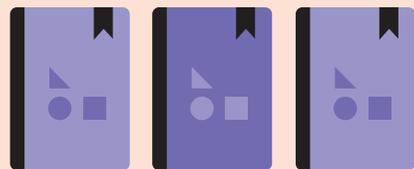
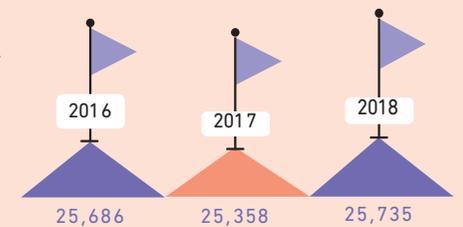
WHICH LIBRARY ARE OUR MEMBERS FROM? (40,429 LIBRARY MEMBERS)



HOW OLD ARE OUR MEMBERS



ACTIVE MEMBERS

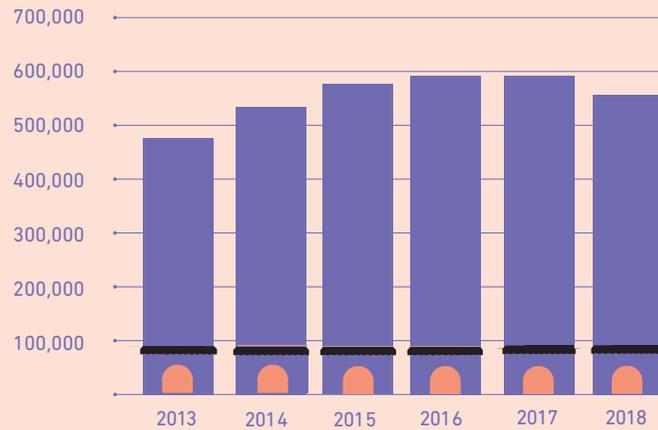


NUMBER OF TIMES OUR E-RESOURCES WERE BORROWED

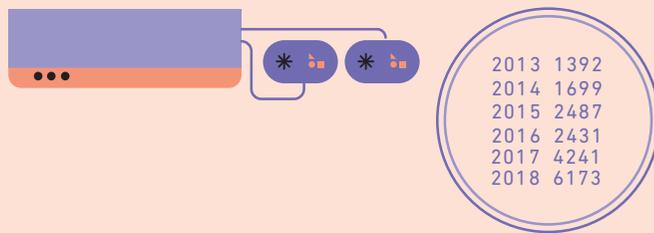
2013-4,700 2014-26,949
 2015-27,949 2016-37,883
 2017-46,757 2018-64,675

WHAT ARE YOU TELLING US?

VISITS TO OUR LIBRARIES

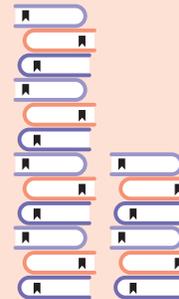


NUMBER OF TIMES OUR GAMING CONSOLES WERE USED

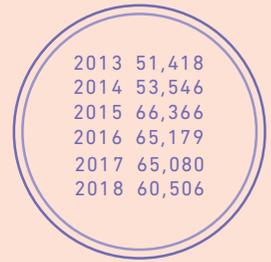
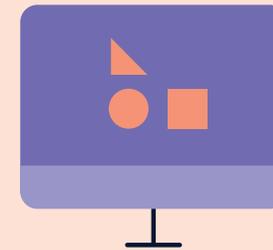


NUMBER OF ITEMS LOANED

2013 – 803,148
 2014 – 832,510
 2015 – 849,053
 2016 – 855,556
 2017 – 830,163
 2018 – 846,239



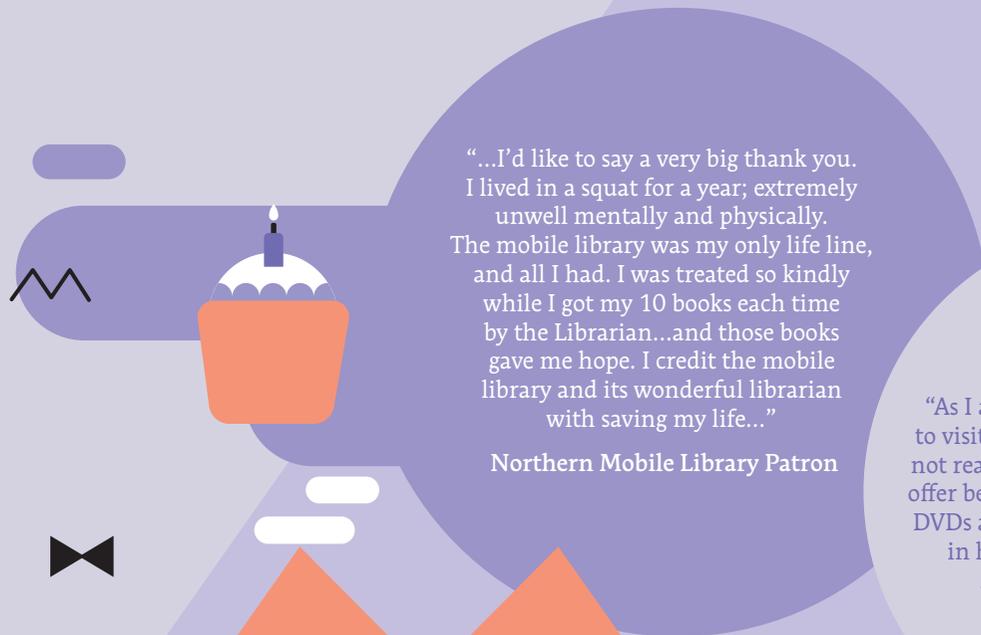
NUMBER OF TIMES OUR COMPUTERS WERE USED



NUMBER OF PEOPLE WHO ATTENDED OUR PROGRAMS

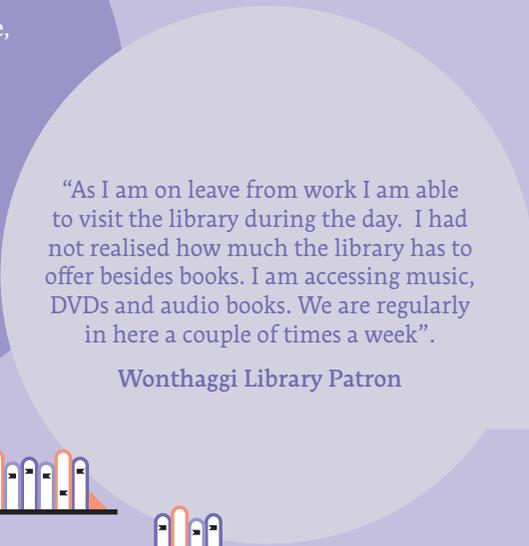


2013–21,335 2014–29,061
 2015–38,040 2016–40,783
 2017–41,933 2018–45,885



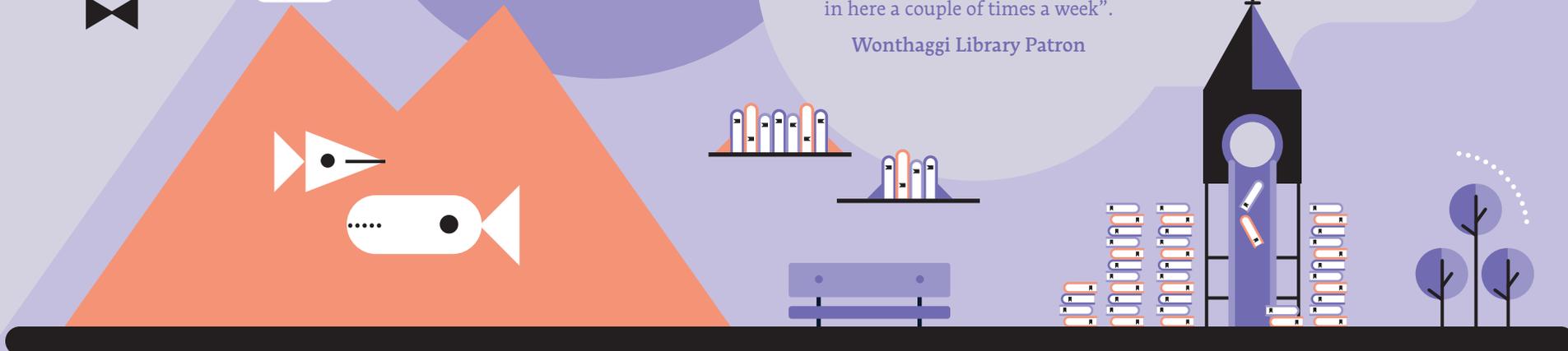
“...I’d like to say a very big thank you. I lived in a squat for a year; extremely unwell mentally and physically. The mobile library was my only life line, and all I had. I was treated so kindly while I got my 10 books each time by the Librarian...and those books gave me hope. I credit the mobile library and its wonderful librarian with saving my life...”

Northern Mobile Library Patron



“As I am on leave from work I am able to visit the library during the day. I had not realised how much the library has to offer besides books. I am accessing music, DVDs and audio books. We are regularly in here a couple of times a week”.

Wonthaggi Library Patron



STRATEGIC OVERVIEW

We are a library service that is constantly listening, testing and adapting to the changing needs of our community.

WHAT WE WILL PROVIDE?

We will use your feedback to inform our strategies and actions moving forward.

There is no certainty as to what the future will bring, it is therefore imperative that our strategies allow us to be dynamic and explore possibilities.

They will build upon what we already know and offer.

OUR COMMITMENT TO YOU

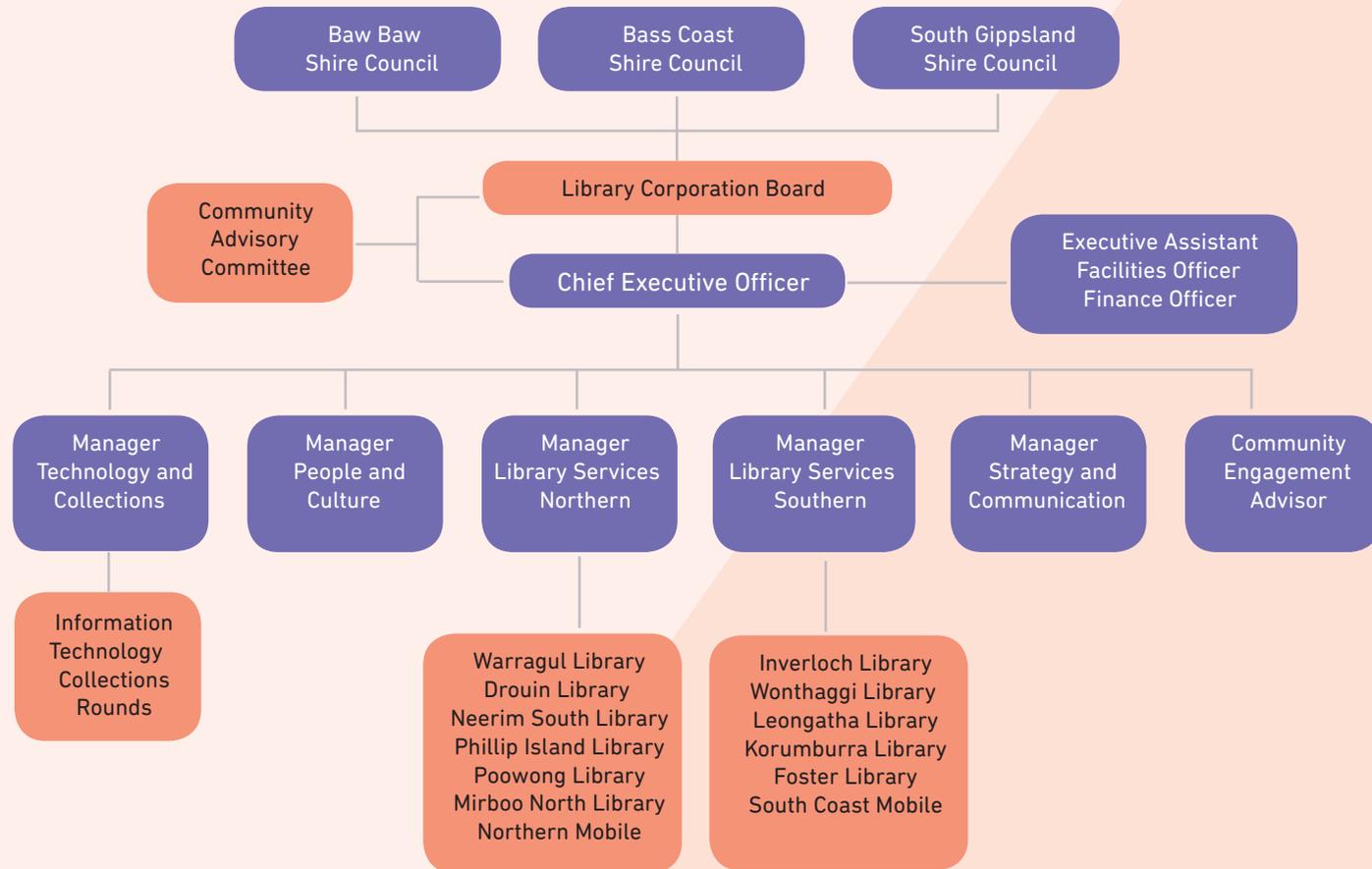
Our commitment is to:

- 1 – Lifelong learning and literacy for all
- 2 – A modern and dynamic space that adapts to your needs
- 3 – Test innovative approaches for connecting with and supporting you
- 4 – Develop our people who are role models for learning and knowledge
- 5 – Contemporary physical and digital collections
- 6 – Provide a safe and welcoming environment for all

WHAT WILL WE DO?

The strategies that we have developed will guide us over the next four years and set our services up for the future. The actions demonstrate how we are going to achieve the strategies each year.

OUR TEAM



“Have used the library 4–5 times while studying for a period up to 6 hours. All staff have been courteous and helpful. It has made studying while on holidays so much easier”.

DROUIN LIBRARY PATRON

STRATEGY ONE

Enhance our library service models to better meet the needs of our community.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Pilot a roaming customer service model.	We know our staff serve you best when they're not stuck behind a counter. By streamlining some of our systems and providing our staff with the tools to roam freely through the library they will be able to provide a proactive personalised service from the moment you walk in the door.	Pilot and seek feedback from our members to find out if the roaming customer service model works for our community.
Deploy accessible and modern community libraries along the Bass Coast waterline, San Remo and Welshpool	More than 90 percent of people living in towns the former South Coast Mobile visited could not access local library services due to the short times the mobile library was available. Community libraries will function as static libraries serving immediate and surrounding towns. They will provide longer hours and the convenience of self-checkout. Our librarians will continue to staff community libraries to support our patrons.	Community libraries will be opened and usage monitored.
Pilot click and collect points across the region.	The West Gippsland region is large and our communities are looking for flexible and convenient locations where there is no static library.	One pilot implemented and usage monitored.
Review opening hours across all sites to assess if we are accommodating the community needs.	Feedback told us that our current opening hours do not allow for many within our community to visit our libraries. We would like to review how this could be improved.	Recommendation to the board on possible improvements to opening hours.

STRATEGY TWO

Enable and facilitate new learning opportunities led by the community.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Identify opportunities for simplifying our events process.	We recognise that your time is valuable and we need to make it easy to book an event. We also aspire to increase community led programs and events.	Pilot options for a self-populating events guide
Partner with community experts to deliver unique learning opportunities	So many of you in our community have a lot to share and teach us. Your expertise will allow others to learn new things that they otherwise would not have had access to learn.	Number of volunteers who facilitate a program. Number of people who would do it again.

STRATEGY THREE

Improve our engagement with early years and young people.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Enhance our early years outreach programs.	The first thousand days of a child's life sets them up for success and allows them to thrive. We need to support families to provide a home learning environment from birth to support early literacy and foster a lifelong love of reading.	How many new families did we engage with. How many groups invited us back.
Better understand and address the drop off of young people who previously used the library.	It is at this point that many library patrons begin to exit our service. We want to better understand the changing learning needs of young people so we can better support them in their next stage of life.	Evaluate the needs of young people for our spaces and services

STRATEGY FOUR

Explore new and renovated spaces that reflect modern learning approaches.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Pilot creative design and library layouts options that can accommodate our patron's diverse needs.	Feedback has highlighted the need for noisy collaborative learning spaces without losing the opportunity for quiet reading and reflection. We want to ensure that we can provide the right learning spaces, regardless of your needs.	Designs created and at least one piloted.
Develop a renewal plan for dynamic library furniture.	Much of the time, the quantity of space we can offer is restricted. If we utilise dynamic furniture this will allow for us to keep our libraries feeling fresh and will better accommodate diverse needs.	Renewal plan completed and costed.

STRATEGY FIVE

Test alternative engagement approaches to promote true inclusivity and accessibility.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Go above and beyond to engage with our missing demographics.	Many people don't know what we offer, which is why they have never visited us. We also recognise that we might not be providing what they are looking for.	Complete a gap analysis of what we provide against what our missing demographics are looking for.
Continue to enhance the user experience with the website.	Over 20,000 users visit our website each month. We want to make sure it continues to meet their needs.	Increased number of patrons acquired via website, measured by online sign-ups.
Enhance our social media reach.	In the digital world, many people not using our library are using social media. This is an effective way of engaging with our community.	Pilot alternative marketing campaigns to increase participation in our programs.

STRATEGY SIX

Support our community to explore and learn about new and emerging trends.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Integrate new technology into our programs.	We recognise the importance of exploring new technology.	Number of new technologies piloted in our programs.
Lead by example to promote high standards of digital literacy in the community.	Evolving digital trends mean that the needs of our community are constantly changing. We need to ensure our team's digital literacy skills can support those who need assistance to promote and support a digitally literate community	Establish a new minimum standard of digital literacy for library staff, supported by targeted training opportunities.
Pilot a media streaming zone.	Media streaming is a growth area online, particularly among teens and young people. Providing spaces where groups can watch their favourite streamers or current high profile live streams may help address the drop off of young people who have previously used the library.	Media streaming television installed in at least one library.

STRATEGY SEVEN

Promote a culture that encourages flexibility, exploration and personal growth.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Strengthen our commitment to each other and our community.	Our current code of conduct needs updating. This is an opportunity to revisit how we collectively enhance our culture of flexibility, experimentation and community focus.	Development of a community commitment document. Our people will be happy and engaged. They will be able to easily adapt to new ideas.
Pilot flexible cloud based employee management systems to support our people.	Our employees are our greatest asset. We need to support them, listen to them and invest in them if we are to achieve our commitment to our community.	Pilot completed with a better understanding of employee review requirements and frequency.
Keep our people safe.	We have a duty of care to our people to keep them safe at work. This includes incidents like manual handling injuries or verbal abuse.	Reduction in time to investigate and act on instances as required.
Continue to develop our people with the skills to confidently engage with our diverse and dynamic communities.	Our communities are diverse and people visit our libraries for a range of services. Our success is determined by the quality of services those who use our services experience.	Increase in total members Increase in active members

STRATEGY EIGHT

Explore diverse revenue opportunities to complement our service.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Explore opportunities for funding value adding services.	While existing free services within the library will remain free, there is an opportunity to offer new, higher value services that people would be willing to pay for. We would like to explore how a 'freemium model' might allow us to bring emerging digital and creative opportunities to the community.	Pilot two to three value added services. Percentage of revenue from value added services.
Seek alternative revenue opportunities to support our projects and programs.	There are many opportunities for funding that will complement our service and allow us to deliver more for you.	Amount of alternative revenue received.



STRATEGIC RESOURCE PLAN

How will we fund our actions?

FINANCIAL PLAN

The following pages present the Financial Plan for the years 2020 to 2023. The financial plan considers the objectives and strategies specified in the Library Plan and attempt to express them in financial terms.

PRINCIPLES AND OBJECTIVES

In preparing the Financial Plan, the Corporation has complied with the following prudent financial management terms:

- The financial impacts on future generations from Corporation decisions have been considered.
- Underlying deficits minimised as much as possible.
- Achievement of a balanced cash budget each year.
- Maintenance of an adequate liquidity position.
- The budgeted amounts of both income and expenditure are made on a conservative basis.

KEY ASSUMPTIONS

The Financial Plan is prepared on the basis that the Corporation will continue to provide the same level of service as the previous year. The key assumptions supporting the Financial Plan include:

- Allowance for increases in materials and services based on 5% increments. This is based on historical trends.
- No increase in staff numbers and a 2.18% increase in salaries and wages. There is also an allowance of 0.5% increase to allow for movements between bands. The Corporation's current enterprise agreement expires on 30 June 2020.
- Increases in grant funding by CPI estimated at 2.5% per year.
- Increases in Council contributions by the rate cap each year.
- A decrease in fees and charges of \$25,000 due to the removal of overdue fines for all patrons
- Non-recurring grants are only included when funds have been confirmed.



DELIEVE

PLAY

DREAM



COMPREHENSIVE INCOME STATEMENT

BORROWING STRATEGY

This Financial Plan provides for no new borrowings due to adequate cash reserves. This is in line with the Corporation's prudent financial management and only providing for projects it can afford.

PREPARATION OF THE FINANCIAL PLAN

Preparation of the Financial Plan has taken into account services and initiatives contained within the following plans:

- Early years strategy;
- Digital strategy; and
- Marketing strategy.

	Adopted Budget	Budget	Strategic Resource Plan		
	2018.19	2019.20	2020.21	2021.22	2022.23
Income					
User fees	78,611	52,000	53,560	55,167	56,822
Contributions - cash	5,058,640	5,160,910	5,289,932	5,422,180	5,557,735
Grants - Operating	898,676	899,626	891,147	908,970	927,149
Grants - Capital	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-
Other income	63,393	55,449	57,666	67,671	69,178
Total income	6,099,320	6,167,985	6,292,305	6,453,988	6,610,884
Expenses					
Employee costs	3,779,756	3,872,655	3,973,925	4,097,713	4,225,357
Materials and services	785,341	763,850	798,368	838,286	880,200
Depreciation and amortisation	824,393	777,302	779,433	824,314	876,776
Finance costs	98,039	89,040	81,696	75,545	70,267
Other expenses	379,570	375,140	386,394	397,986	409,925
Total expenses	5,867,099	5,877,987	6,019,816	6,233,844	6,462,525
Surplus (deficit) for the year	232,221	289,998	272,489	220,144	148,359
Other comprehensive income					
Items that will not be reclassified to surplus or deficit:					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Comprehensive result	232,221	289,998	272,489	220,144	148,359

BALANCE SHEET

	Adopted Budget	Budget	Strategic Resource Plan		
	2018.19	2019.20	2020.21	2021.22	2022.23
Assets					
Current assets					
Cash and cash equivalents	1,388,460	1,448,579	1,515,285	1,545,813	1,586,353
Other financial assets	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Trade and other receivables	30,497	30,840	31,462	32,270	33,054
Other assets	12,199	12,336	12,585	12,908	13,222
Total current assets	2,431,156	2,491,755	2,559,332	2,590,991	2,632,629
Non-current assets					
Property, infrastructure, plant & equipment	4,161,039	4,332,017	4,451,898	4,606,438	4,677,948
Total non-current assets	4,161,039	4,332,017	4,451,898	4,606,438	4,677,948
Total assets	6,592,195	6,823,772	7,011,230	7,197,429	7,310,577
Liabilities					
Current liabilities					
Trade and other payables	267,930	261,968	272,495	284,343	296,729
Trust funds and deposits	-	-	-	-	-
Provisions	793,749	851,984	874,264	901,497	929,579
Interest-bearing loans and borrowings	112,924	120,268	75,997	78,743	84,938
Total current liabilities	1,174,603	1,234,220	1,222,756	1,264,583	1,311,246
Non-current liabilities					
Provisions	90,714	92,944	95,374	98,345	101,409
Interest-bearing loans and borrowings	1,048,210	927,942	851,945	773,202	688,264
Total non-current liabilities	1,138,924	1,020,886	947,319	871,547	789,673
Total liabilities	2,313,527	2,255,106	2,170,075	2,136,130	2,100,919
Net assets	4,278,668	4,568,666	4,841,155	5,061,299	5,209,658
Equity					
Accumulated surplus	3,347,300	3,637,298	3,909,787	4,129,931	4,278,290
Reserves	931,368	931,368	931,368	931,368	931,368
Total equity	4,278,668	4,568,666	4,841,155	5,061,299	5,209,658

STATEMENT OF CHANGES IN EQUITY

	TOTAL	ACCUMULATED SURPLUS	REVALUATION RESERVE
2018.19 - Original Budget			
Balance at beginning of the financial year	4,046,447	3,115,079	931,368
Comprehensive result	232,221	232,221	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	4,278,668	3,347,300	931,368
2019.20 - Budget			
Balance at beginning of the financial year	4,278,668	3,347,300	931,368
Comprehensive result	289,998	289,998	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	4,568,666	3,637,298	931,368
2020.21 - SRP			
Balance at beginning of the financial year	4,568,666	3,637,298	931,368
Comprehensive result	272,489	272,489	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	4,841,155	3,909,787	931,368

	TOTAL	ACCUMULATED SURPLUS	REVALUATION RESERVE
2021.22 - SRP			
Balance at beginning of the financial year	4,841,155	3,909,787	931,368
Comprehensive result	220,144	220,144	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,061,299	4,129,931	931,368
2022.23 - SRP			
Balance at beginning of the financial year	5,061,299	4,129,931	931,368
Comprehensive result	148,359	148,359	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,209,658	4,278,290	931,368

STATEMENT OF CASH FLOWS

	Adopted Budget	Budget	Strategic Resource Plan		
	2018.19	2019.20	2020.21	2021.22	2022.23
Cash flows from operating activities					
User fees	78,974	51,863	53,311	54,844	56,508
Contributions - cash	5,058,640	5,160,910	5,289,932	5,422,180	5,557,735
Grants - operating	898,676	899,626	891,147	908,970	927,149
Grants - capital	-	-	-	-	-
Interest	50,000	41,654	43,457	53,035	54,103
Other receipts	5,657	13,452	13,587	13,828	14,291
Other payments	(3,500)	(3,500)	(3,605)	(3,713)	(3,824)
Employee costs	(3,719,093)	(3,812,190)	(3,949,215)	(4,067,509)	(4,194,211)
Materials and consumables	(1,206,936)	(1,141,452)	(1,170,630)	(1,220,711)	(1,273,915)
Net cash provided by operating activities	1,162,418	1,210,363	1,167,984	1,160,924	1,137,836
Cash flows from investing activities					
Payments for property, plant and equipment	(850,412)	(973,000)	(899,314)	(1,005,079)	(948,286)
Proceeds from sale of property, plant and equipment	-	24,720	-	26,225	-
Net cash used in investing activities	(850,412)	(948,280)	(899,314)	(978,854)	(948,286)
Cash flows from financing activities					
Finance costs	(98,039)	(89,040)	(81,696)	(75,545)	(70,267)
Proceeds from leases	-	-	-	-	-
Repayment of leases	(76,929)	(51,029)	(53,364)	(3,414)	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	(56,352)	(61,895)	(66,904)	(72,583)	(78,743)
Net cash provided by (used in) financing activities	(231,320)	(201,964)	(201,964)	(151,542)	(149,010)
Net (decrease) increase in cash & cash equivalents	80,686	60,119	66,706	30,528	40,540
Cash and cash equivalents at beginning of the financial year	1,307,774	1,388,460	1,448,579	1,515,285	1,545,813
Cash and cash equivalents at end of the financial year	1,388,460	1,448,579	1,515,285	1,545,813	1,586,353

STATEMENT OF CAPITAL WORKS

	Adopted Budget	Budget	Strategic Resource Plan		
	2018.19	2019.20	2020.21	2021.22	2022.23
Property					
Buildings	-	-	-	-	-
Leasehold improvements	-	40,000	-	-	-
Total property	-	40,000	-	-	-
Plant and equipment					
Furniture, equipment and computers	215,000	203,000	134,405	149,693	102,016
Motor vehicles	-	50,000	-	45,020	-
Library collections	635,412	680,000	764,909	810,366	846,270
Total plant and equipment	850,412	933,000	899,314	1,005,079	948,286
Total capital works expenditure	850,412	973,000	899,314	1,005,079	948,286
Represented by:					
New asset expenditure	45,000	68,000	28,000	18,000	18,000
Asset renewal expenditure	805,412	885,000	871,314	987,079	930,286
Asset upgrade expenditure	-	20,000	-	-	-
Asset expansion	-	-	-	-	-
Total capital works expenditure	850,412	973,000	899,314	1,005,079	948,286

STATEMENT OF HUMAN RESOURCES

	Adopted Budget	Budget	Strategic Resource Plan		
	2018.19	2019.20	2020.21	2021.22	2022.23
Staff expenditure					
Employee costs - operating	3,779,756	3,872,655	3,973,925	4,097,713	4,225,357
Employee costs - capital	-	-	-	-	-
Total staff expenditure	3,779,756	3,872,655	3,973,925	4,097,713	4,225,357
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	39.7	39.7	39.5	39.5	39.5
Total staff numbers	39.7	39.7	39.5	39.5	39.5

STATEMENT OF HUMAN RESOURCES (CONTINUED)

	Budget	Strategic Resource Plan		
	2019.20	2020.21	2021.22	2022.23
Executive				
Permanent full time	447,666	457,425	467,397	477,586
Permanent part time	309,959	316,716	323,620	330,675
Total Executive	757,625	774,141	791,017	808,261
Northern Libraries				
Permanent full time	383,466	391,826	400,368	409,096
Permanent part time	817,710	835,536	853,751	872,363
Total Northern Libraries	1,201,176	1,227,362	1,254,119	1,281,459
Southern Libraries				
Permanent full time	208,402	212,945	217,587	222,330
Permanent part time	828,879	846,949	865,412	884,278
Total Southern Libraries	1,037,281	1,059,894	1,082,999	1,106,608
Technology and Collections				
Permanent full time	228,807	233,795	238,892	244,100
Permanent part time	449,515	459,314	469,327	479,558
Total Technology and Collections	678,322	693,109	708,219	723,658
	198,251	219,419	261,359	305,371
Total staff expenditure	3,872,655	3,973,925	4,097,713	4,225,357

	FTE	Strategic Resource Plan		
	2019.20	2020.21	2021.22	2022.23
Executive				
Permanent full time	3.00	3.00	3.00	3.00
Permanent part time	3.50	3.50	3.50	3.50
Total Executive	6.50	6.50	6.50	6.50
Northern Libraries				
Permanent full time	2.00	2.00	2.00	2.00
Permanent part time	9.60	9.60	9.60	9.60
Total Northern Libraries	11.60	11.60	11.60	11.60
Southern Libraries				
Permanent full time	3.00	3.00	3.00	3.00
Permanent part time	9.80	9.80	9.80	9.80
Total Southern Libraries	12.80	12.80	12.80	12.80
Technology and Collections				
Permanent full time	2.00	2.00	2.00	2.00
Permanent part time	5.50	5.50	5.50	5.50
Total Technology and Collections	7.50	7.50	7.50	7.50
	1.30	1.10	1.10	1.10
Total Full Time Equivalent	39.70	39.50	39.50	39.50

GLOSSARY OF TERMS

Act	means the Local Government Act 1989.
Annual report	means a report of the Corporation's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Asset expansion	expenditure means expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.
Asset expenditure type	means the following types of asset expenditure: (a) asset renewal expenditure; (b) new asset expenditure; (c) asset upgrade expenditure; and (d) asset expansion expenditure.
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Asset upgrade expenditure	means expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life.
Australian Accounting Standards (AASB)	means the accounting standards published by the Australian Accounting Standards Board.
Budget	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the library plan.
Capital works expenditure	means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade.
Library plan	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year.
Financial resources	means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget.
Financial statements	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report.
Financial year	means the period of 12 months ending on 30 June each year.
Human resources	means the staff employed by a library corporation.

GLOSSARY OF TERMS

Indicator	means what will be measured to assess performance.
Initiatives	means actions that are one-off in nature and/or lead to improvements in service.
Major initiatives	means significant initiatives that will directly contribute to the achievement of the library plan during the current year and have a major focus in the budget.
Minister	means the Minister for Local Government
Non-financial resources	means the resources other than financial resources required to deliver the services and initiatives in the budget.
Non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by the Corporation's Financial Plan.
Planning and accountability framework	means the key statutory planning and reporting documents that are required to be prepared the Corporation to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
Performance statement	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Recurrent grant	means a grant other than a non-recurrent grant.
Regulations (LGR)	means the Local Government (Planning and Reporting) Regulations 2014.
Report of operations	means a report containing a description of the operations of the corporation during the financial year and included in the annual report. Services means assistance, support, advice and other actions undertaken by a corporation for the benefit of the local community.
Statement of capital works	means a statement which shows all capital expenditure of the Corporation in relation to non-current assets and asset expenditure type prepared in accordance to the model statement of capital works in the Local Government Financial Report
Strategic objectives	means the outcomes the Corporation is seeking to achieve over the next four years and included in the library plan.
Financial Plan (Strategic resource plan)	means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the library plan. It is also referred to as a long term financial plan.
Strategies	means high level actions directed at achieving the strategic objectives in the library plan.
Statement of human resources	means a statement which shows all Corporation staff expenditure and numbers of full time equivalent Corporation staff.
Statements of non-financial resources	means a statement which describes the non-financial resources including human resources.
Summary of planned human resources expenditure	means a summary of permanent Corporation staff expenditure and numbers of full time equivalent Corporation staff categorised according to the organisational structure of the Corporation.

Produced by:
West Gippsland Regional
Library Corporation

65 Victoria Street
Warragul 3820

www.wgrlc.vic.gov.au

Design: www.sarahmangion.com



WEST GIPPSLAND LIBRARIES

SPOTLIGHT REPORT - MARCH 2019

Prepared 21 June 2019

Highlights

YTD is tracking favourably overall.

Income

The Public Libraries funding from the State Government was all received in quarter one. Interest income is less than budgeted due to the timing of term deposits.

Expenses

Depreciation will be allocated at year end, employee costs are tracking favourably as are other expenses and materials and services.

People

During quarter one 2018.19, the new Manager Strategy and Communication commenced (August) as did the new Manager People and Culture (end of September). These are two key positions that are essential to the strategic direction of West Gippsland Libraries.

Systems

The main focus for systems in 2018.19 has been the development of the new West Gippsland Libraries website. Testing is being undertaken and it is expected to go live soon. Implementation of a new system called PatronPoint that focuses on better communicating with our patrons and keeping them updated on books and programs that they are interested in. Not only does it help with ongoing engagement with patrons, it also is easy to manage from the back end by staff and integrates with the LMS. West Gippsland Libraries is the first to implement this software in Australia.

Change and Innovation

West Gippsland Libraries announced changes in October 2018 to the how library services are being delivered. This included a number of new, modern and innovative solutions including community libraries, click and collect, enhanced outreach, partnership agreements and a 24/7 library access model in Foster. These service delivery methods will replace the truck and trailer that is the South Coast Mobile Library. Due to continued decline of this service delivery method and it not being accessible to more than 90% of the communities it serves, this is an opportunity to grow the library service. Much time has been invested to engage with the community during the past nine months about the changes and develop a plan for providing new community libraries to our communities.

Detailed Analysis

Grants

The Public Libraries grant funding was received earlier than budgeted for. The budget had allocated half at the beginning of quarter one and half at the beginning of quarter three.

Trends to monitor for the year

Employee Costs

Employee costs will be monitored. There is an additional allocation to support the transition to new service delivery methods for the South Coast Mobile Library areas with the retirement of the truck and trailer by 30 June 2019. There has also been additional time allocated to completing the development of the Foster Library and the set up of the Welshpool Library.

Programs & Outreach

Focus will be on increasing attendees to programs including running less programs with more attendees. Outreach will continue to play an increasing role in service delivery.

Website

The major project for the year is the development of the new website.

Instead all was received in quarter one. There is no further grant funding expected for the Public Libraries funding from the State Government for this financial year. The grant of \$69,000 for the Foster Library redevelopment was received in quarter two which puts non-recurrent grants favourable to budget. This grant was not budgeted for.

Interest Income

This is down significantly on the budget due to the timing of the maturity of investments. Term deposits are due to mature later in the year and will be reinvested at that time.

Employee Costs

Tracking favourable to budget for year to date. This is expected and employee costs will be continue to be monitored. There will also be greater opportunities for outreach and additional programs.

Furniture and Equipment Purchases

This is expected to be unfavourable to budget due to the Foster Library works (and grant) not being budgeted for. The furniture upgrade at the Drouin Library was also not budgeted and approved by the Board to be funded from the facilities reserve.

Library Collection Purchases

This is consistent with the budget.

Materials and Services and Other Expenses

The variance in materials and services is due to the insurance premium being paid in full in quarter one however budgeted evenly across the year. Telephone expenses are also favourable to budget due to the installation of the new phone system and saving being derived as a result.

Depreciation

Total depreciation was budgeted to be incurred in June 2019 however a half the half yearly depreciation expense was calculated and expensed in December 2018. It is expected that the depreciation expense will remain within the annual budget.

Conclusion

West Gippsland Libraries continues to perform favourable to budget overall. There are additional resources allocated during the year to support the transition to new services.

Preparation of this report

This report has been prepared in West Gippsland Libraries (WGL) cloud based system called Spotlight Reporting. Spotlight Reporting directly integrates with WGL finance system called

Xero. Spotlight Reporting also allows for non-financial data to be uploaded via an excel spreadsheet. The Quarterly Finance and Performance Report consolidates all information into one location and template to easily present all information to the Board.

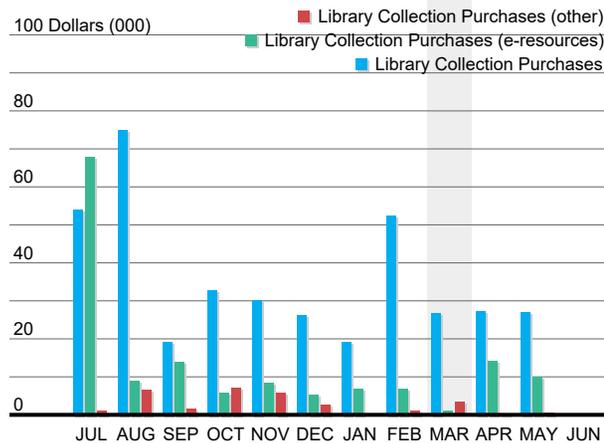


	YTD	Actual vs Orig Budget			Actual vs Last Year	
	Actual	Budget	Variance	Variance %	Last Year	Variance %
Contributions	3,807,129	3,793,977	13,152	0.3%	3,725,984	2.2%
Grants - Non recurrent	81,986	34,731	47,255	136.1%	6,000	1,266.4%
Grants - Recurrent	878,547	639,270	239,277	37.4%	857,488	2.5%
Interest Income	35,359	37,503	-2,144	-5.7%	28,922	22.3%
Other Income	14,837	10,044	4,793	47.7%	21,572	-31.2%
User Fees	55,209	58,959	-3,750	-6.4%	55,067	0.3%
Total Income	4,873,067	4,574,484	298,583	6.5%	4,695,033	3.8%
Borrowing Costs	66,545	73,530	-6,985	-9.5%	66,338	0.3%
Depreciation	390,041	0	390,041	0.0%	563,733	-30.8%
Employee Costs	2,702,094	2,870,217	-168,123	-5.9%	2,665,887	1.4%
Furniture and Equipment Purchases	129,353	161,250	-31,897	-19.8%	10,178	1,170.9%
Leasehold Asset	28,856	0	28,856	0.0%	772	3,637.8%
Library Collection Purchases	491,218	458,470	32,748	7.1%	408,831	20.2%
Materials and Services	618,261	675,018	-56,757	-8.4%	599,380	3.2%
Other Expenses	152,312	163,314	-11,002	-6.7%	168,793	-9.8%
Total Expenses	4,578,680	4,401,799	176,881	4.0%	4,483,912	2.1%
Surplus/(Deficit)	294,387	172,685	121,702	70.5%	211,121	39.4%

	Now		Actual vs Last Year to Date			Year End Analysis		
	As at Mar 19		Last Year	Variance	Variance %	Last EOFY	Variance	Variance %
Accounts Receivable	-32		-37	5	13.5%	17	-49	-288.2%
Cash and Cash Equivalents	2,740,121		2,381,646	358,475	15.1%	2,307,775	432,346	18.7%
Other Current Assets	0		0	0	0.0%	12,562	-12,562	-100.0%
Trade and Other Receivables	3,171		825	2,346	284.4%	3,091	80	2.6%
Rounding	5		-9	14	155.6%	-14	19	135.7%
Total Current Assets	2,743,265		2,382,425	360,840	15.1%	2,323,431	419,834	18.1%
Property, Plant and Equipment	3,744,979		3,688,385	56,594	1.5%	4,135,021	-390,042	-9.4%
Total Assets	6,488,244		6,070,810	417,434	6.9%	6,458,452	29,792	0.5%
Interest-bearing Loans and Borrowings	94,373		22,627	71,746	317.1%	114,647	-20,274	-17.7%
Provisions	787,809		764,254	23,555	3.1%	823,800	-35,991	-4.4%
Trade and Other Payables	141,036		103,218	37,818	36.6%	293,802	-152,766	-52.0%
Total Current Liabilities	1,023,218		890,099	133,119	15.0%	1,232,249	-209,031	-17.0%
Interest-bearing Loans and Borrowings	1,124,192		1,294,415	-170,223	-13.2%	1,179,767	-55,575	-4.7%
Total Liabilities	2,147,410		2,184,514	-37,104	-1.7%	2,412,016	-264,606	-11.0%
Net Assets	4,340,834		3,886,296	454,538	11.7%	4,046,436	294,398	7.3%
Equity	4,046,447		3,675,175	371,272	10.1%	3,675,175	371,272	10.1%
Current Year Earnings	294,387		211,121	83,266	39.4%	371,261	-76,874	-20.7%
Total Equity	4,340,834		3,886,296	454,538	11.7%	4,046,436	294,398	7.3%

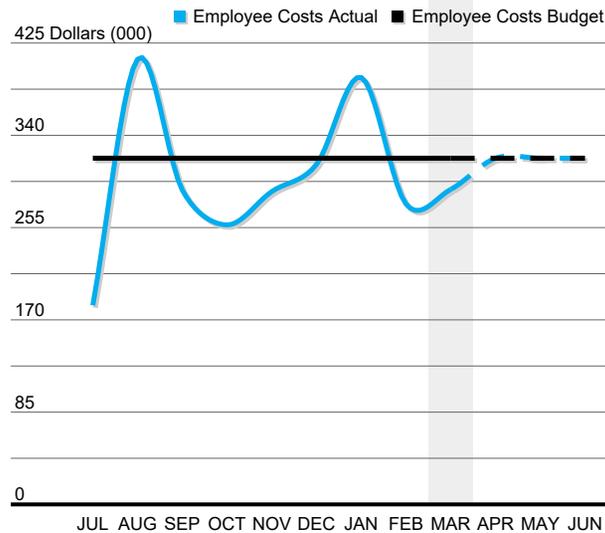
	YTD	Actual vs Orig Budget			This Quarter vs This Quarter Last Year			
	Actual	Budget	Variance	Variance %	Mar 19	Mar 18	Variance	Variance %
Borrowing Costs	66,545	73,530	-6,985	-9.5%	21,478	23,064	-1,586	-6.9%
Depreciation	390,041	0	390,041	0.0%	0	196,797	-196,797	-100.0%
Employee Costs	2,702,094	2,870,217	-168,123	-5.9%	960,193	974,721	-14,528	-1.5%
Furniture and Equipment Purchases	129,353	161,250	-31,897	-19.8%	42,900	2,405	40,495	1,683.8%
Leasehold Asset	28,856	0	28,856	0.0%	28,856	772	28,084	3,637.8%
Library Collection Purchases	491,218	458,470	32,748	7.1%	118,048	101,626	16,422	16.2%
Materials and Services	618,261	675,018	-56,757	-8.4%	184,258	195,098	-10,840	-5.6%
Other Expenses	152,312	163,314	-11,002	-6.7%	53,620	72,810	-19,190	-26.4%

Library Collection Purchases

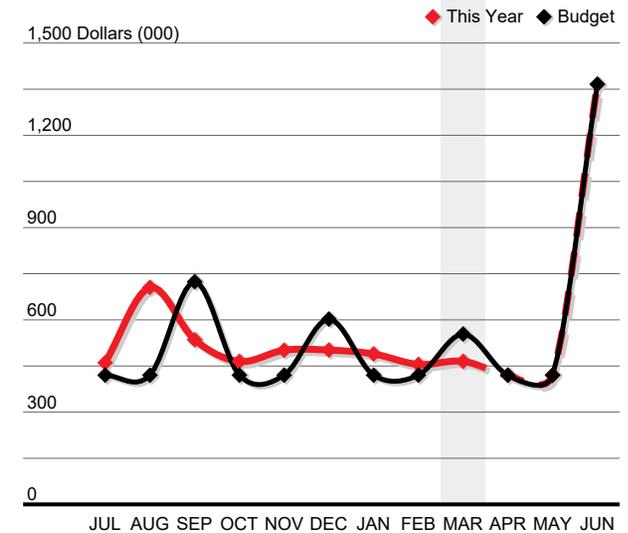


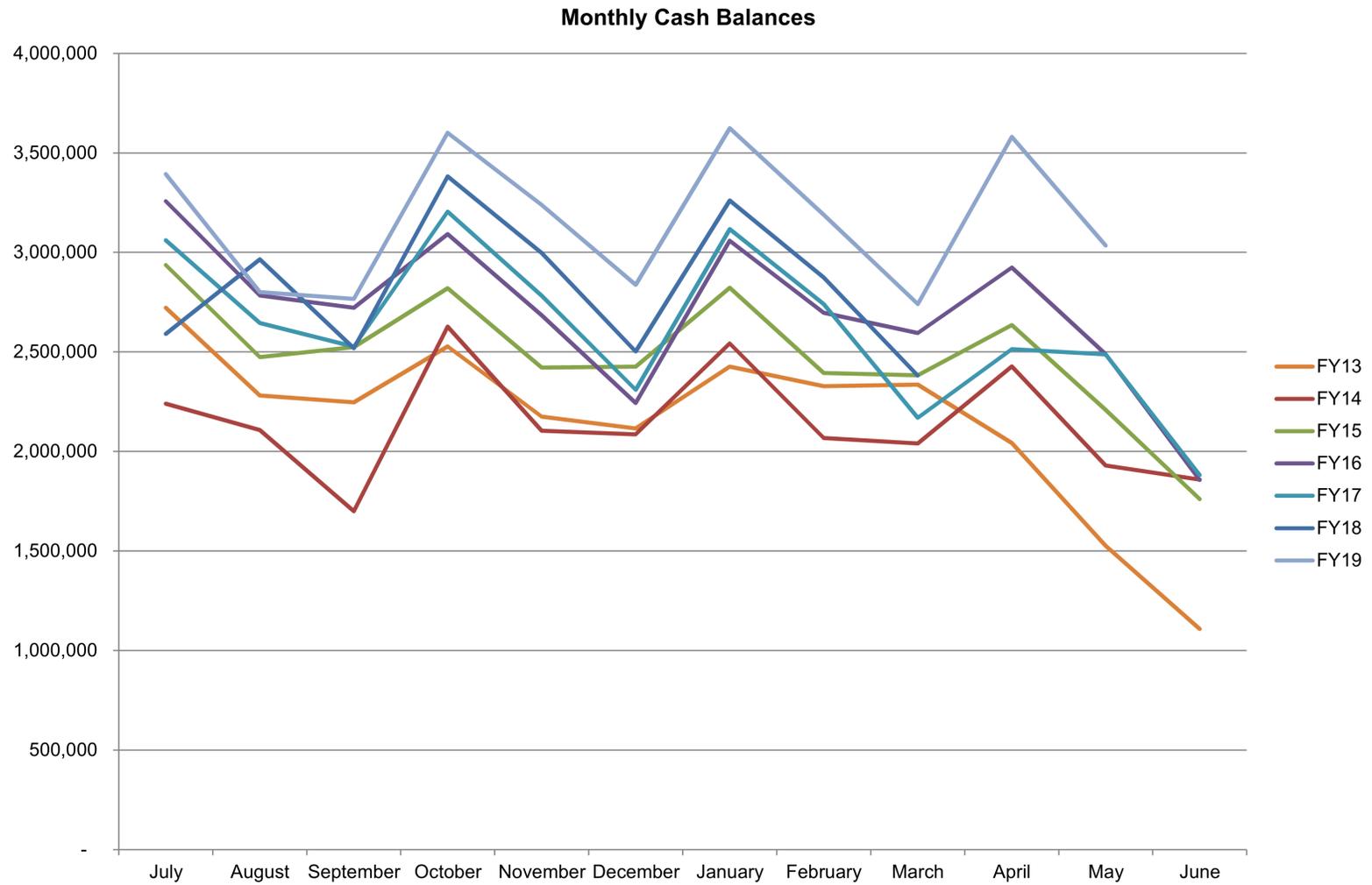
Other includes the premiers reading challenge, purchases contributed by the Friends and the local history collection.

Employee Costs



Total Expenses





WEST GIPPSLAND LIBRARIES - 2019 FORECAST

INCOME STATEMENT FORECAST

	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Total
Contributions	1,268,160	5,165	0	1,264,948	1,500	214	1,264,660	2,482	0	1,264,660	992	0	5,072,781
Grants - Non recurre	0	7,486	0	0	0	69,000	1,000	4,500	0	0	1,500	0	83,486
Grants - Recurrent	426,297	0	452,250	0	0	0	0	0	0	0	0	0	878,547
Interest Income	-11,794	633	676	893	8,856	1,946	1,383	27,288	5,478	1,403	1,401	20,000	58,163
Other Income	254	538	559	2,801	7,419	781	931	1,491	63	3,342	1,465	424	20,068
User Fees	5,045	6,719	6,034	7,401	5,872	5,456	7,037	5,416	6,229	5,021	6,027	6,233	72,490
Total Revenue	1,687,962	20,541	459,519	1,276,043	23,647	77,397	1,275,011	41,177	11,770	1,274,426	11,385	26,657	6,185,535
Borrowing Costs	-4,214	0	25,259	0	0	24,022	0	0	21,478	0	0	15,660	82,205
Depreciation	65,886	65,846	63,694	65,786	63,541	65,288	0	0	0	0	0	636,087	1,026,128
Employee Costs	176,812	410,061	289,517	254,180	285,278	313,305	392,240	274,532	286,461	295,251	291,198	379,974	3,648,809
Materials and Service	95,212	65,041	92,119	63,044	78,860	43,221	50,573	50,229	73,508	94,596	102,747	82,692	891,842
Other Expenses	3,837	33,791	17,442	20,205	20,122	12,549	17,507	33,551	19,470	19,693	22,573	24,529	245,269
Total OPEX	337,533	574,739	488,031	403,215	447,801	458,385	460,320	358,312	400,917	409,540	416,518	1,138,942	5,894,253
Net Profit	1,350,429	-554,198	-28,512	872,828	-424,154	-380,988	814,691	-317,135	-389,147	864,886	-405,133	-1,112,285	291,282

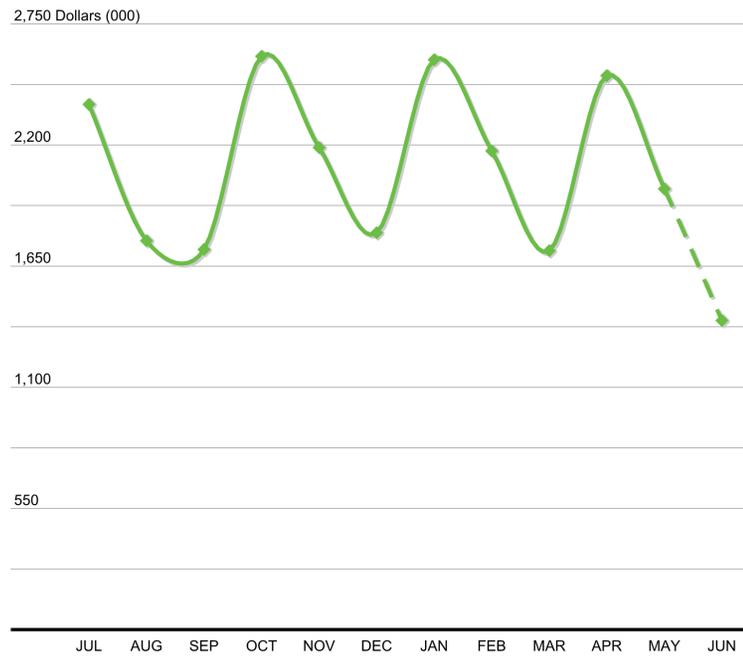
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Page 1 of 2

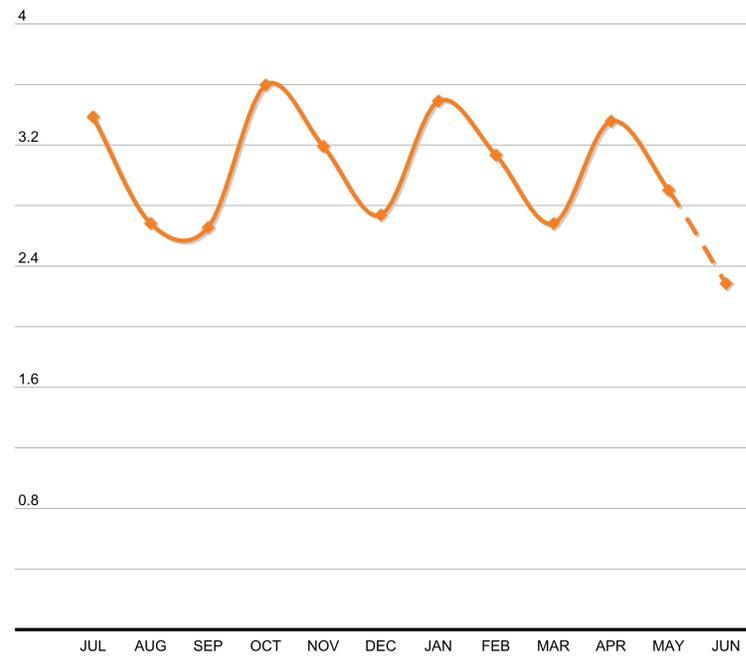
WEST GIPPSLAND LIBRARIES - 2019 FORECAST

BALANCE SHEET CHART GALLERY - QUARTER THREE FORECAST

Liquidity Monitor - Current Asset less Current liabilities



Working Capital Ratio - Current Asset divided by Current liabilities



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Library Plan 2017 to 2021

We build knowledge and skills that strengthen our communities.

Strategy 1 - Enhance our library service models to better meet the needs of our community

Name	Why?	Measure of Success	Year Action Created	Status	Comments
Pilot a roaming customer service model	We have been working on a review of our mobile library service for quite some time. We aim to complete the review this year and make recommendations to the board. We will update you as things progress.	Pilot and seek feedback from our members to find out if the roaming customer service model works for our library	2017/18	Working on it	The tablet being trialled has not been successful and is being returned to the supplier. Alternatives are being investigated.
Deploy modern mobile library services	We have been working on a review of our mobile library service for quite some time. We aim to complete the review this year and make recommendations to the board. We will update you as things progress.	Recommendation presented to the Board.	2017/18	Working on it	A new community library has opened in Welshpool, the Foster redevelopment has been completed with the 24/7 access soon to go live and a location for the Waterline Library has been determined.
Review opening hours across all sites to assess if we are accommodating the community needs	Feedback told us that our current opening hours do not allow for many within our community to visit our libraries. We would like to review how this could be improved.	Recommendation to the Board on possible improvements to opening hours.	2017/18	Done	Two additional hours were funded by Baw Baw Shire to deliver baby rhyme time in Trafalgar on Fridays. The program commenced in August 2017. We are currently exploring opportunities to increase our opening hours as part of the 2018.19 Budget

Strategy 1 - Enhance our library service models to better meet the needs of our community

Name	Why?	Measure of Success	Year Action Created	Status	Comments
Increase the operating hours of Drouin Library	Many people contact us wondering why the Drouin library opening hours are less than other libraries. Many people want to visit the library more mornings each week.	Longer opening hours.	2017/18	Done	Funded by Baw Baw Shire Council and adopted in our 2017/18 Annual Budget
Review opening hours across all sites to assess if we are accommodating the community needs	Feedback told us that our current opening hours do not allow for many within our community to visit our libraries. We would like to review how this could be improved.	Recommendation to the Board on possible improvements to opening hours.	2018/19	Done	Phillip Island Library is now open on Mondays
Review opening hours across all sites to assess if we are accommodating the community needs	Feedback told us that our current opening hours do not allow for many within our community to visit our libraries. We would like to review how this could be improved.	Recommendation to the Board on possible improvements to opening hours.	2018/19	Done	Drouin Library opening hours were reviewed during quarter 1. Over crowded story time sessions and under utilised Tuesday evenings highlighted capacity to change the hours now open the Library on Tuesday mornings from 9.30 am and close at 5.30 pm instead of 7pm. This was well received and resulted in over 30 attendees at a new story time on the first Tuesday morning the library opened.

Strategy 2 - Enable and facilitate new learning opportunities led by the community.

Name	Why?	Measure of Success	Year Action Created	Status	Comments
Pilot a Regional Learning Festival	So many of you in our community have a lot to share and teach us. Your expertise will allow others to learn new things that they otherwise would not have had access to learn.	Number of volunteers who facilitate a program. Number of people who would do it again.	2017/18	Done	A festival for young people was held from 1st to 17th September 2018 called Meet Up 18. This resulted in over 800 attendees and was highly successful. The aim is to run the festival again during Youth Week in 2019.
Identify opportunities for simplifying our events process.	We recognise that your time is valuable and we need to make it easy to book an event. We also aspire to increase community led programs and events.	Pilot options for a self-populating events guide	2017/18	Working on it	A new product called Patron Point will be deployed in coming months that connects the Library Management System to Eventbrite and the website and provides easy email marketing of library services.
Partner with community experts to deliver unique learning opportunities	So many of you in our community have a lot to share and teach us. Your expertise will allow others to learn new things that they otherwise would not have had access to learn.	Number of volunteers who facilitate a program. Number of people who would do it again.	2017/18	Done	This year featured a number of community led programs that partnered with our libraries. The Phillip Island Whale Festival was run by volunteers and the festival included a Whale Story Time and craft activity. Mirboo North Library held a Yoga for Kids session run by volunteers. Warragul Library hosted local business Hobby Bastion for a table top gaming day with another session included in the Meet Up 18 festival scheduled for September 2018. Warragul Library also hosted local business Industry Studios for a special dance class.

Strategy 2 - Enable and facilitate new learning opportunities led by the community.

Name	Why?	Measure of Success	Year Action Created	Status	Comments
Partner with community experts to deliver unique learning opportunities	So many of you in our community have a lot to share and teach us. Your expertise will allow others to learn new things that they otherwise would not have had access to learn.	Number of volunteers who facilitate a program. Number of people who would do it again.	2018/19	Done	Meet Up 18 partnered with over 25 private and community groups to deliver the festival.

Strategy 3 - Improve our engagement with early years and young people

Name	Why?	Measure of Success	Year Action Created	Status	Comments
Enhance our early years outreach programs.	It is at this point that many library patrons begin to exit our service. We want to better understand the changing learning needs of teenagers so we can better support them in their next stage of life.	How many new families did we engage with. How many groups invited us back.	2017/18	Done	Early Years outreach and visits are underway including planned revisits.
Better understand and address the drop off of young people who previously used the library.	It is at this point that many library patrons begin to exit our service. We want to better understand the changing learning needs of teenagers so we can better support them in their next stage of life.	Evaluate the needs of young people for our spaces and services	2017/18	Done	A festival for young people was held from 1st to 17th September 2018 called Meet Up 18. This resulted in over 800 attendees and was highly successful. The aim is to run the festival again during Youth Week in 2019. A separate website was developed to encourage engagement with young people. www.meetup18.com.au
Enhance our early years outreach programs.	It is at this point that many library patrons begin to exit our service. We want to better understand the changing learning needs of teenagers so we can better support them in their next stage of life.	How many new families did we engage with. How many groups invited us back.	2018/19	Done	YTD EY outreach visits have increased by 45% with over 5,000 attendees

Strategy 4 - Explore new and renovated spaces that reflect modern learning approaches

Name	Why?	Measure of Success	Year Action Created	Status	Comments
Pilot creative design and library layouts options that can accommodate our patron's diverse needs.	Feedback has highlighted the need for noisy collaborative learning spaces without losing the opportunity for quiet reading and reflection. We want to ensure that we can provide the right learning spaces, regardless of your needs.	Designs created and at least one piloted.	2017/18	Done	A design concept was developed for a Start Space concept. These designs can also be utilised for different spaces in our libraries. A design layout has also been completed for the Korumburra Library and the Foster Library.
Pilot creative design and library layouts options that can accommodate our patron's diverse needs.	Feedback has highlighted the need for noisy collaborative learning spaces without losing the opportunity for quiet reading and reflection. We want to ensure that we can provide the right learning spaces, regardless of your needs.	Designs created and at least one piloted.	2018/19	Done	Foster Library was successful in receiving a grant to provide modern and dynamic furniture, bring the indoors out and provide an open access model. WGL has also partnered with HERD Coworking in Warragul to offer co-working opportunities to library members.
Develop a renewal plan for dynamic library furniture.	Much of the time, the quantity of space we can offer is restricted. If we utilise dynamic furniture this will allow for us to keep our libraries feeling fresh and will better accommodate diverse needs.	Renewal plan completed and costed.	2017/18	Not started	

Strategy 5 - Test alternative engagement approaches to promote true inclusivity and accessibility

Name	Why?	Measure of Success	Year Action Created	Status	Comments
Go above and beyond to engage with our missing demographics.	Many people don't know what we offer, which is why they have never visited us. We also recognise that we might not be providing what they are looking for.	Complete a gap analysis of what we provide against what our missing demographics are looking for.	2017/18	Working on it	Research is currently underway for how best to engage with our patrons. We have been testing and learning how the community responds to different engagement methods. A marketing and engagement strategy is currently being developed. A new product called Patron Point will be deployed in coming months that connects the Library Management System to Eventbrite and the website and provides easy email marketing of library services.
Review our website and develop a plan to make it modern and accessible.	Our website is out of date and is not user friendly nor accessible. We want to fix this to make it easier for you to use.	Detailed upgrade plan costed and presented to the Board.	2017/18	Done	The major initiative proposed in the 2018.19 Draft bUdget is the redevelopment of our website.
Enhance our social media reach.	In the digital world, many people not using our library are using social media. This is an effective way of engaging with our community.	Pilot alternative marketing campaigns to increase participation in our programs.	2017/18	Done	Our social media reach has significantly increased since the same time last year. Refer to our the social media page of the quarterly report. This has been attributed to the re-brand project.
Implement a redevelopment of the website to make it modern and accessible	Our website is out of date and is not user friendly nor accessible. We want to fix this to make it easier for you to use.	The website redevelopment is completed	2018/19	Working on it	The new website is almost completed and testing is in the final stages.

Strategy 5 - Test alternative engagement approaches to promote true inclusivity and accessibility

Name	Why?	Measure of Success	Year Action Created	Status	Comments
Enhance our social media reach.	In the digital world, many people not using our library are using social media. This is an effective way of engaging with our community.	Pilot alternative marketing campaigns to increase participation in our programs.	2018/19	Done	Social media reach has been exponentially increasing. This is based on providing quality videos and consistent messaging. Refer to social media engagement indicators

Strategy 6 - Support our community to explore and learn about new and emerging trends

Name	Why?	Measure of Success	Year Action Created	Status	Comments
Integrate new technology into our programs.	We recognise the importance of exploring new technology.	Number of new technologies piloted in our programs.	2017/18	Done	New activities this year included Stop Motion and Green screen technology as part of children's holiday activities.
Explore high speed internet, giving consideration to a user pays model for usage in excess of a base amount.	Many within our community don't have access to high speed internet, either due to cost or their location. Providing a high speed internet service should be a fundamental service your libraries provide.	Business case developed and presented to the Board.	2017/18	Done	Transition to NBN is completed. The speed was not considered worthy of a user pays model.
Provide a digital content creation workstation.	Cost can be a barrier for people to be creative and explore new opportunities. We can provide an opportunity for people to 'try before they buy'.	Digital content creation workstation installed at least one library.	2017/18	Done	Winter school holiday program.
Lead by example to promote high standards of digital literacy in the community	Evolving digital trends mean that the needs of our community are constantly changing. We need to ensure our team's digital literacy skills can support those who need assistance to promote and support a digitally literate community.	Establish a new minimum standard of digital literacy for the library staff, supported by targeted training opportunities.	2018/19	Working on it	Recruitment for all positions now includes demonstrating the applicants technology skills by creating a video as part of the application process.

Strategy 6 - Support our community to explore and learn about new and emerging trends

Name	Why?	Measure of Success	Year Action Created	Status	Comments
Integrate new technology into our programs.	We recognise the importance of exploring new technology.	Number of new technologies piloted in our programs.	2018/19	Done	Introduction of VR technology and Future lab computer coding region wide
Pilot a media streaming zone.	Media streaming is a growth area online, particularly among young people. Providing spaces where groups can watch their favourite streamers or current high profile live streams may help address the drop off of young people who have previously used the library.	Media streaming television installed in at least one library.	2018/19	Done	Media streaming zone installed at Drouin Library

Strategy 7 - Promote a culture that encourages flexibility, exploration and personal growth

Name	Why?	Measure of Success	Year Action Created	Status	Comments
Strengthen our commitment to each other and our community.	Our current code of conduct needs updating. This is an opportunity to revisit how we collectively enhance our culture of flexibility, experimentation and community focus.	Development of a community commitment document. Our people will be happy and engaged. They will be able to easily adapt to new ideas.	2017/18	Done	
Pilot flexible cloud based employee management systems to support our people.	Our employees are our greatest asset. We need to support them, listen to them and invest in them if we are to achieve our commitment to our community.	Pilot completed with a better understanding of employee review requirements and frequency.	2017/18	Working on it	Suitable solutions are still being explored.
Implement a cloud based rostering system.	Rostering of our staff takes an incredible amount of time for our team leaders. This takes them away from working with the community.	The number of hours saved is our measure of success.	2017/18	Done	

Strategy 7 - Promote a culture that encourages flexibility, exploration and personal growth

Name	Why?	Measure of Success	Year Action Created	Status	Comments
Keep our people safe.	We have a duty of care to our people to keep them safe at work. This includes incidents like manual handling injuries or verbal abuse.	Reduction in time to investigate and act on instances as required. Less unreported incidents.	2017/18	Working on it	Implementation of Donesafe is underway. Training of all staff occurred in Quarter 3.
Equip staff with key skills to confidently promote reader development within the community.	We need to transfer our love of reading into conversations with our community to effectively promote our services. This will also help optimise the use of our collections.	Implement reader development training into our quarterly team meetings.	2018/19	Done	Reader development is incorporated into staff quarterly meetings. The first reader development session was held this quarter.

Strategy 8 - Explore diverse revenue opportunities to complement our service

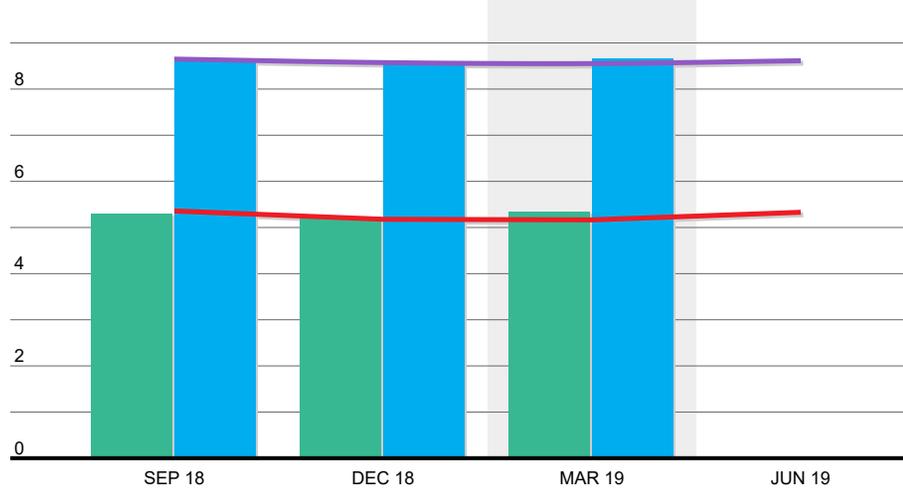
Name	Why?	Measure of Success	Year Action Created	Status	Comments
Explore opportunities for funding value adding services.	While existing free services within the library will remain free, there is an opportunity to offer new, higher value services that people would be willing to pay for. We would like to explore how a 'freemium model' might allow us to bring emerging digital and creative opportunities to the community.	Pilot two to three value added services. Percentage of revenue from value added services	2017/18	Not started	

Strategy 8 - Explore diverse revenue opportunities to complement our service

Name	Why?	Measure of Success	Year Action Created	Status	Comments
Seek alternative revenue opportunities to support our projects and programs.	There are many opportunities for funding that will complement our service and allow us to deliver more for you.	Amount of alternative revenue received.	2017/18	Done	Received a grant from Fonterra of \$2,000. This will provide new born babies with the board book 'Moo' written by Alison Lester and will deliver a promotional story time program to highlight the importance of early years literacy.
Seek alternative revenue opportunities to support our projects and programs.	There are many opportunities for funding that will complement our service and allow us to deliver more for you.	Amount of alternative revenue received.	2018/19	Done	Received grant for Meet UP 19 of \$2,000 as part of Youth Week

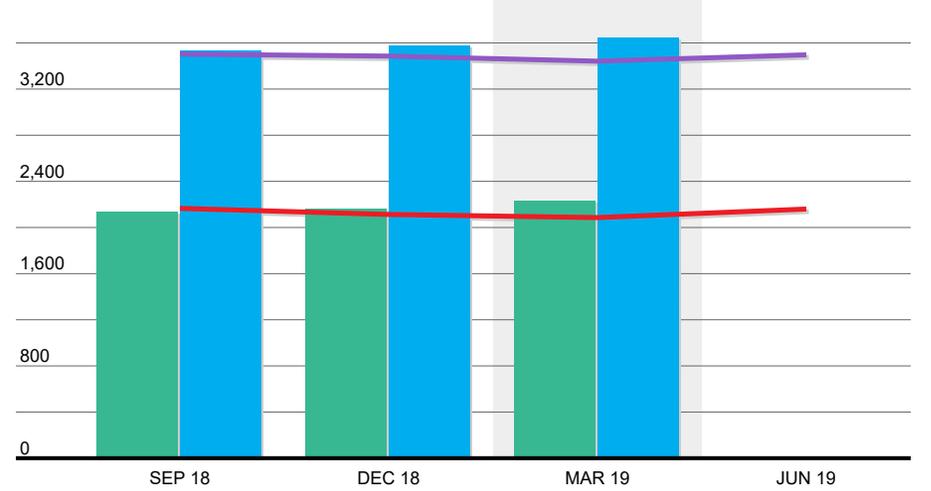
Membership - Warragul

2018.19 Active Members 2017.18 Active Members 2018.19 Total Members 2017.18 Total Members
10 # (000)



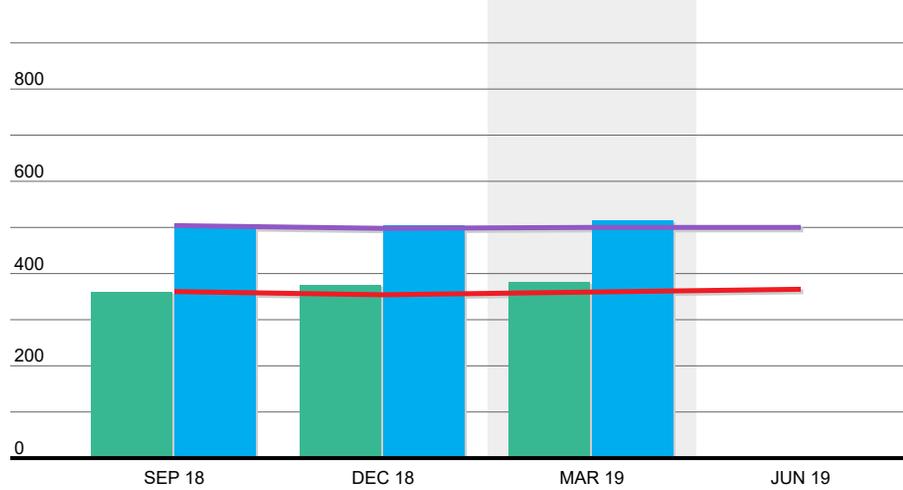
Membership - Drouin

2018.19 Active Members 2017.18 Active Members 2018.19 Total Members 2017.18 Total Members
4,000 #



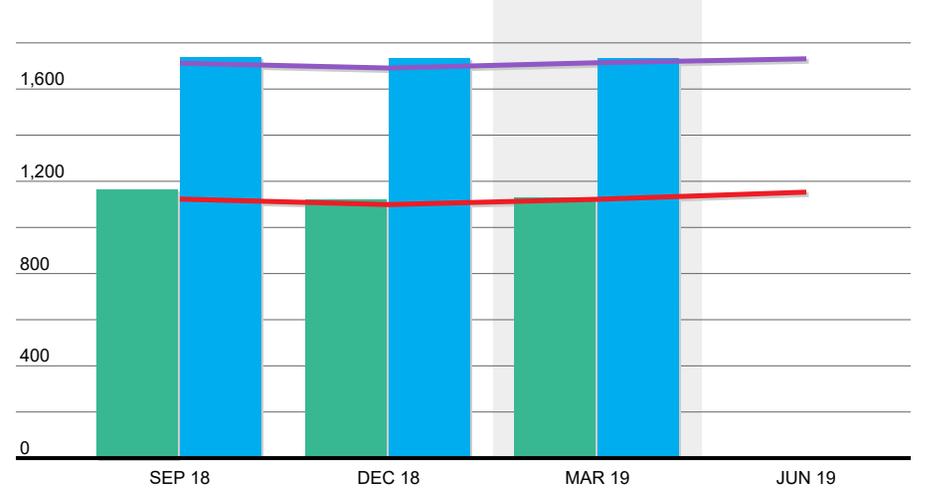
Membership - Neerim South

2018.19 Active Members 2017.18 Active Members 2018.19 Total Members 2017.18 Total Members
1,000 #

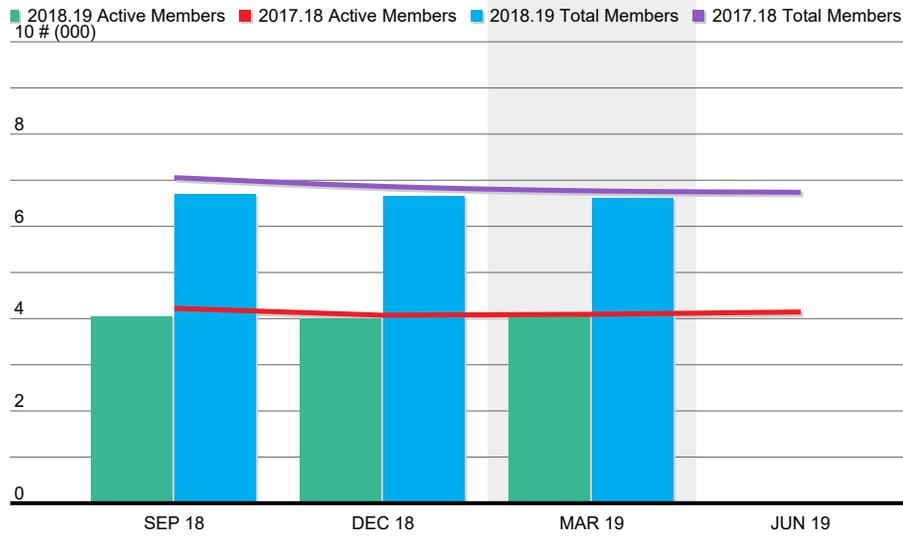


Membership - Northern Mobile

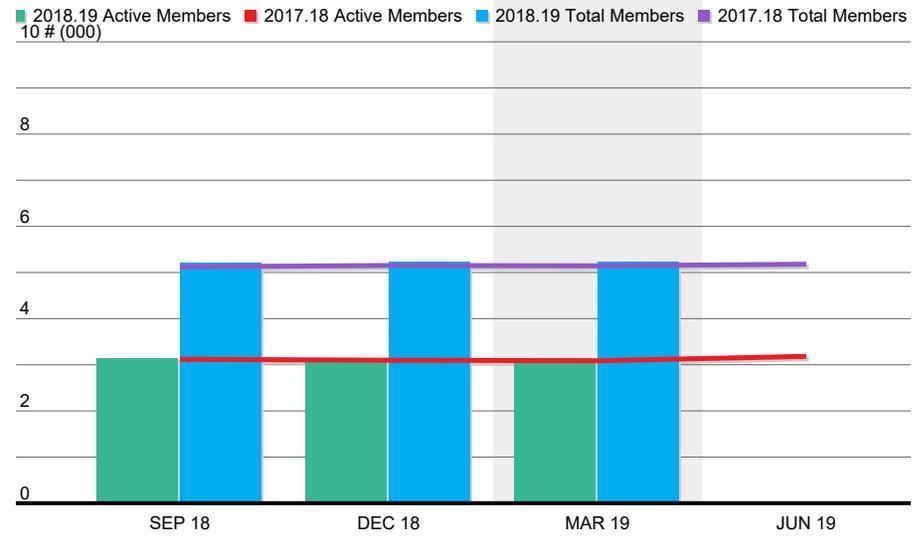
2018.19 Active Members 2017.18 Active Members 2018.19 Total Members 2017.18 Total Members
2,000 #



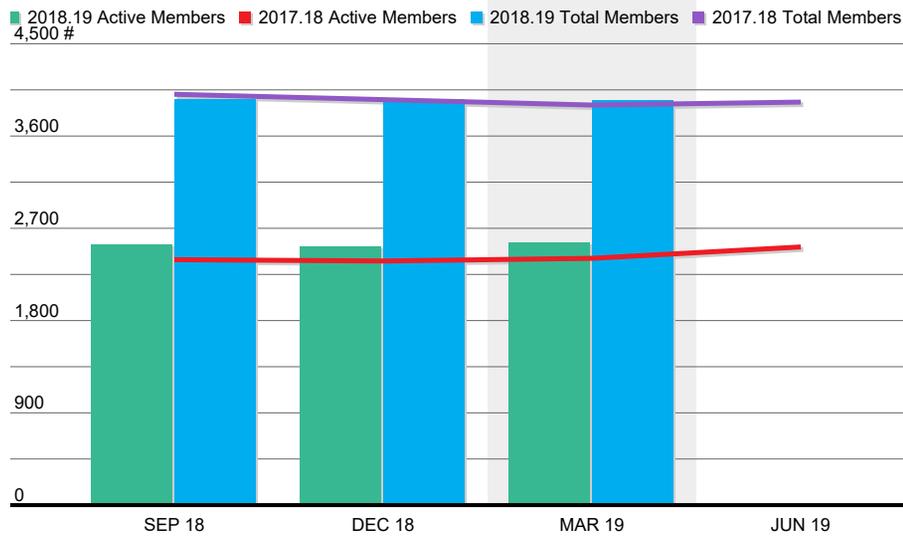
Membership - Wonthaggi



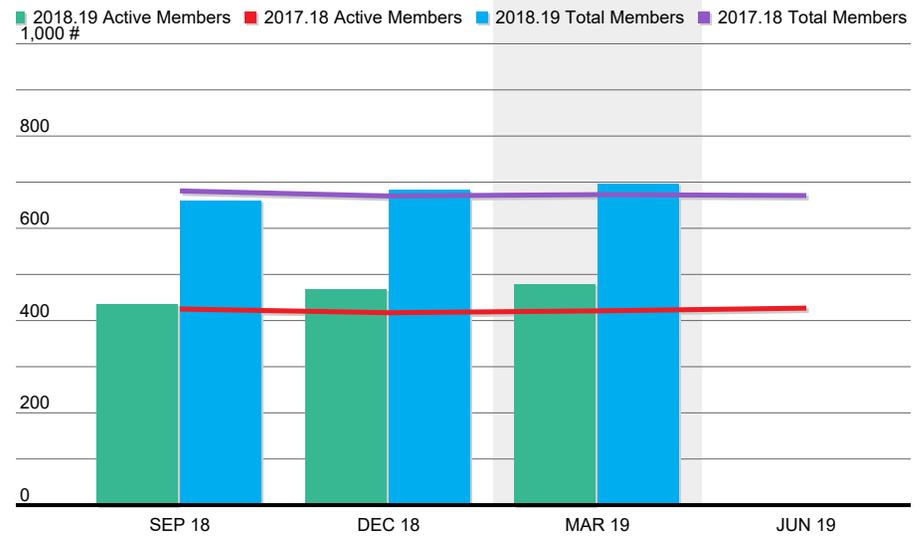
Membership - Phillip Island



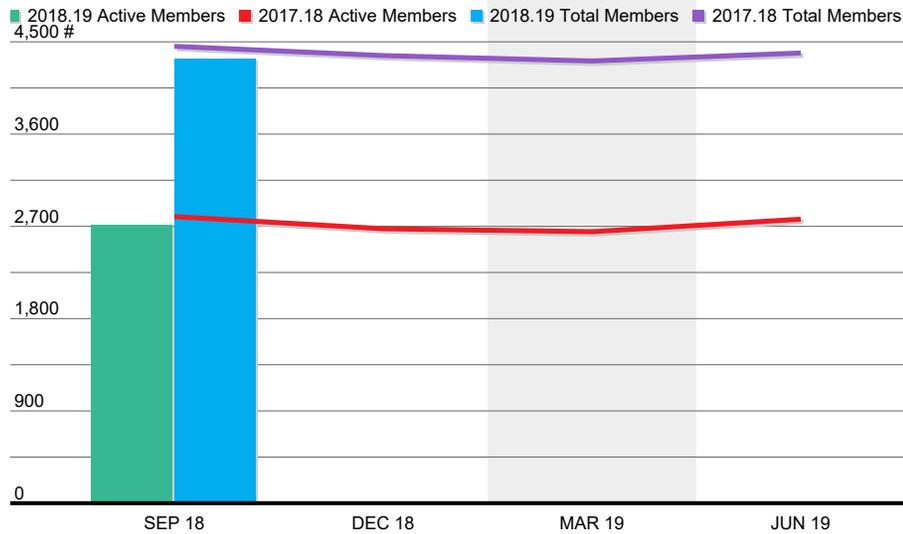
Membership - Inverloch



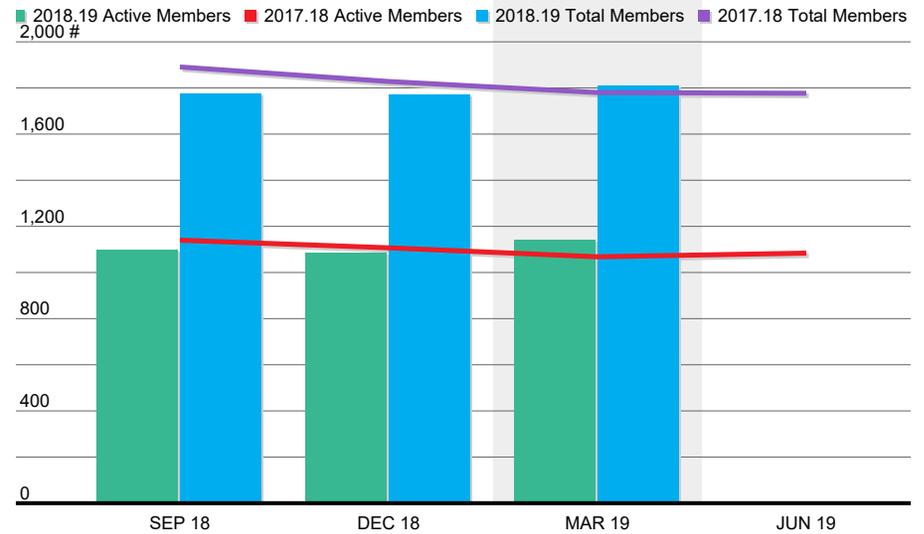
Membership - South Coast Mobile (BC)



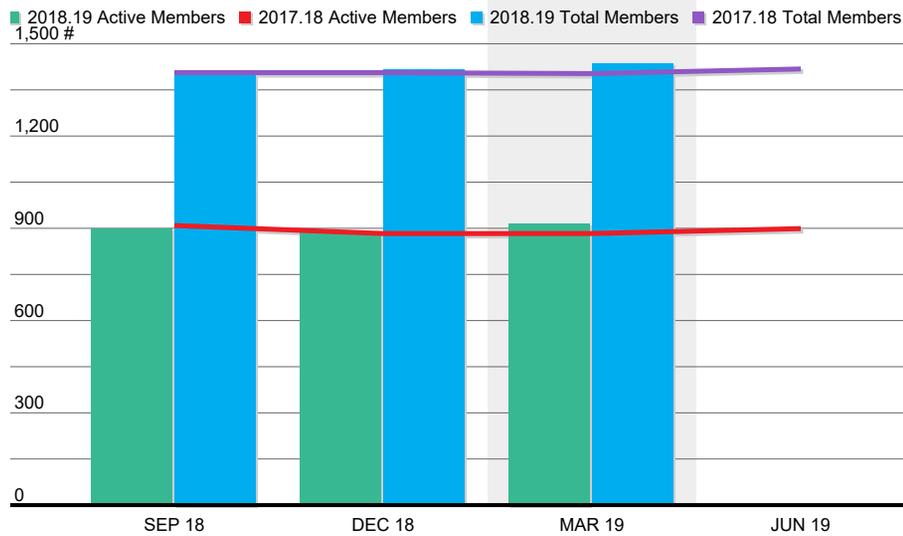
Membership - Leongatha



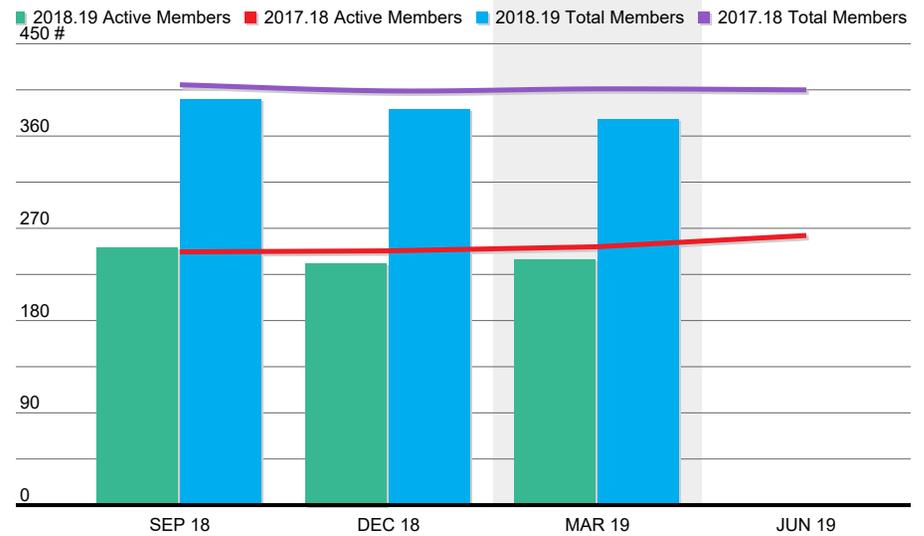
Membership - Korumburra



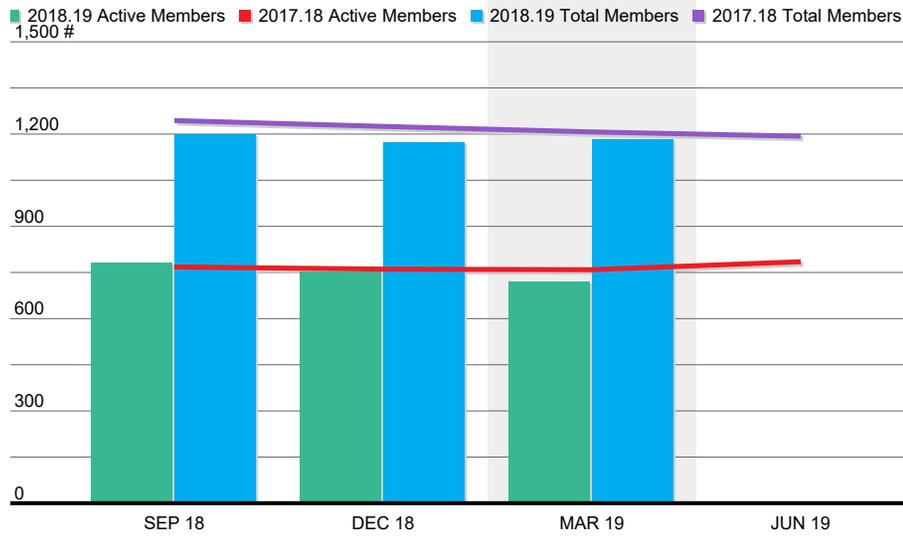
Membership - Foster



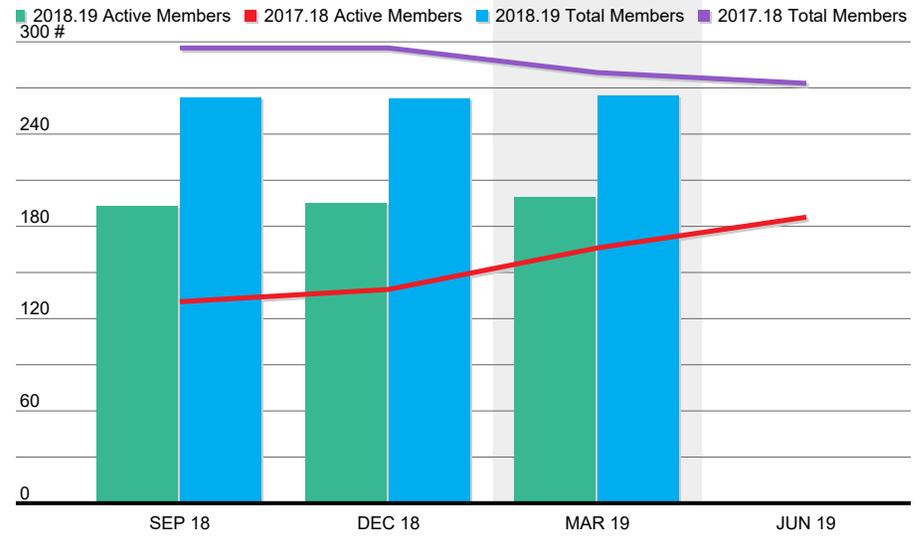
Membership - South Coast Mobile (SG)



Membership - Mirboo North

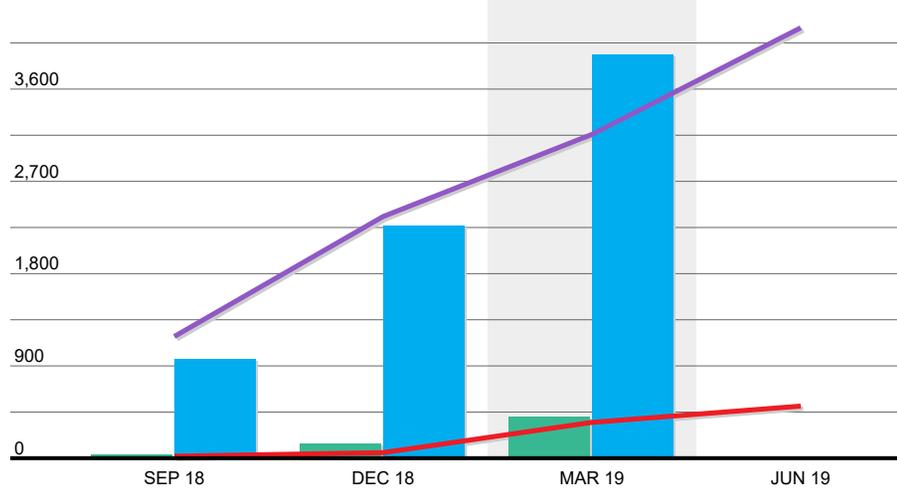


Membership - Poowong



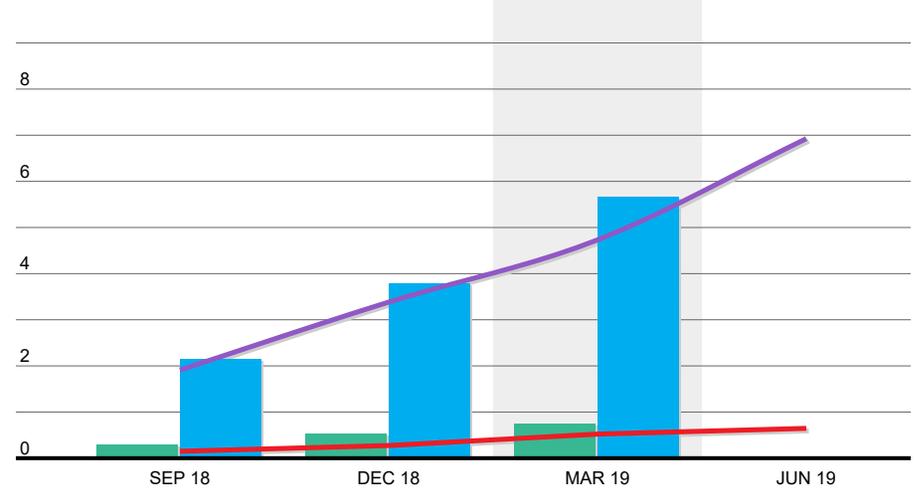
Programs YTD - Drouin

2018.19 Adult Programs 2017.18 Adult Programs 2018.19 Junior Programs 2017.18 Junior Programs
4,500 # Attendees



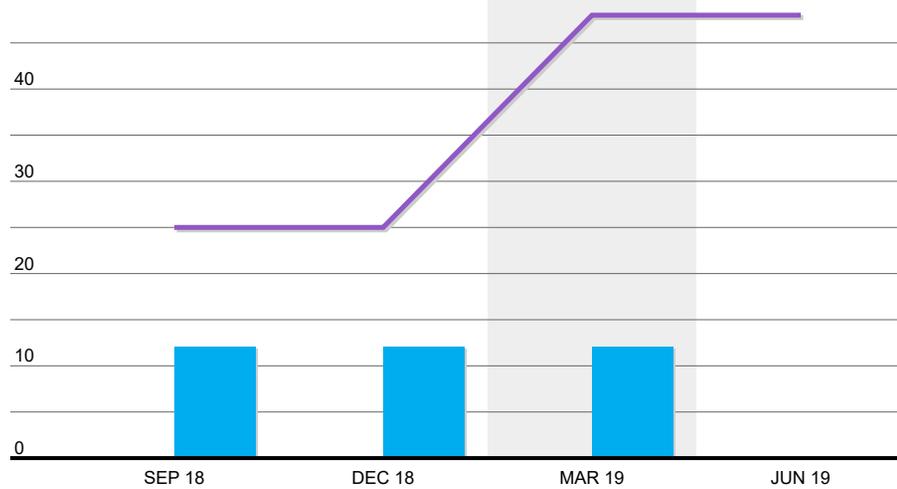
Programs YTD - Warragul

2018.19 Adult Programs 2017.18 Adult Programs 2018.19 Junior Programs 2017.18 Junior Programs
10 # Attendees (000)



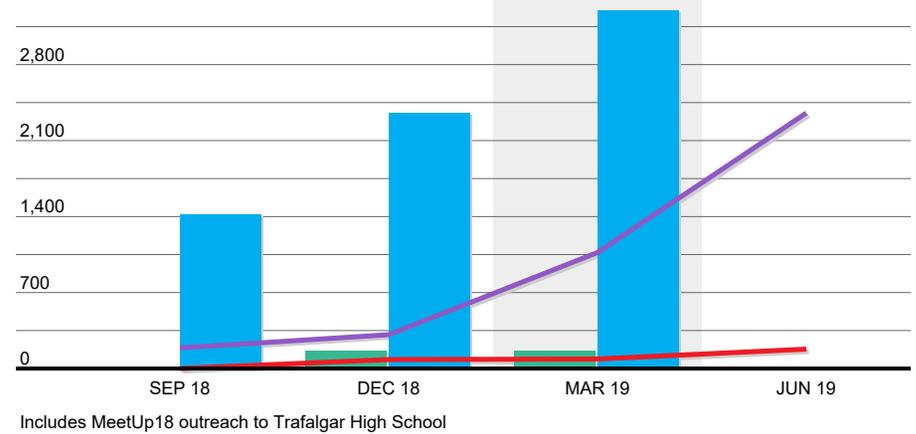
Programs YTD - Neerim South

50 # Attendees 2018.19 Junior Programs 2017.18 Junior Programs



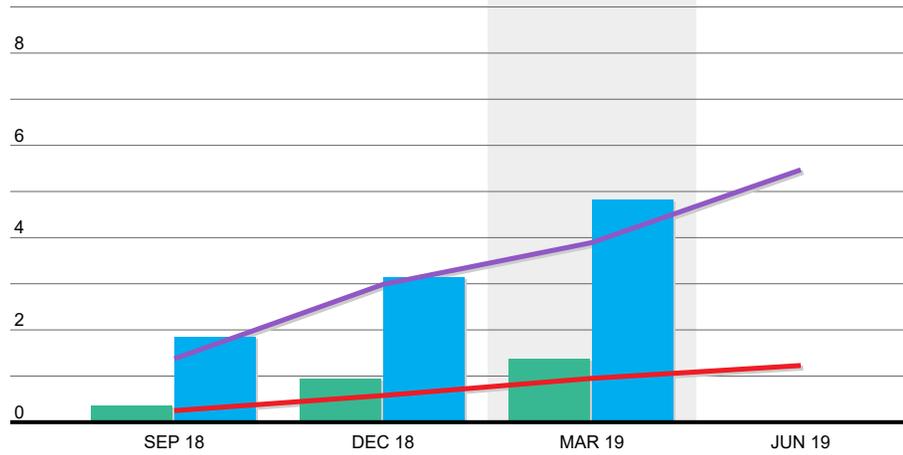
Programs YTD - Northern Mobile

2018.19 Adult Programs 2017.18 Adult programs 2018.19 Junior Programs 2017.18 Junior Programs
3,500 # Attendees



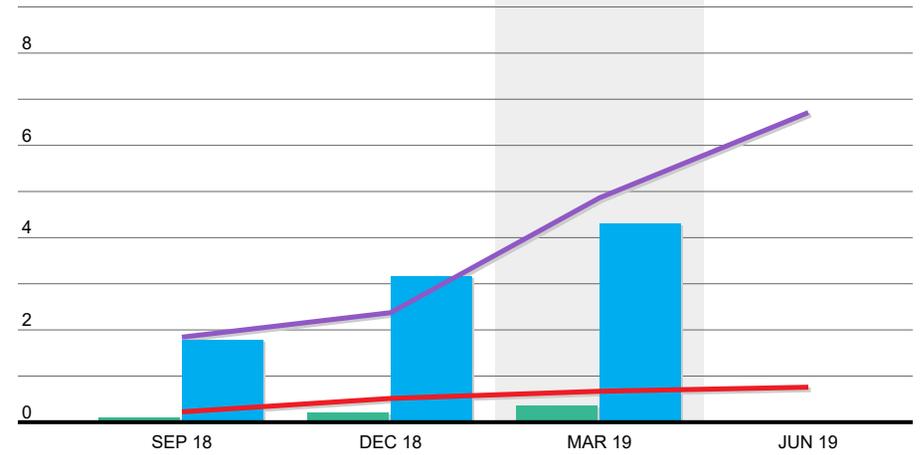
Programs YTD - Wonthaggi

2018.19 Adult Programs 2017.18 Adult Programs 2018.19 Junior Programs 2017.18 Junior Programs
10 # Attendees (000)



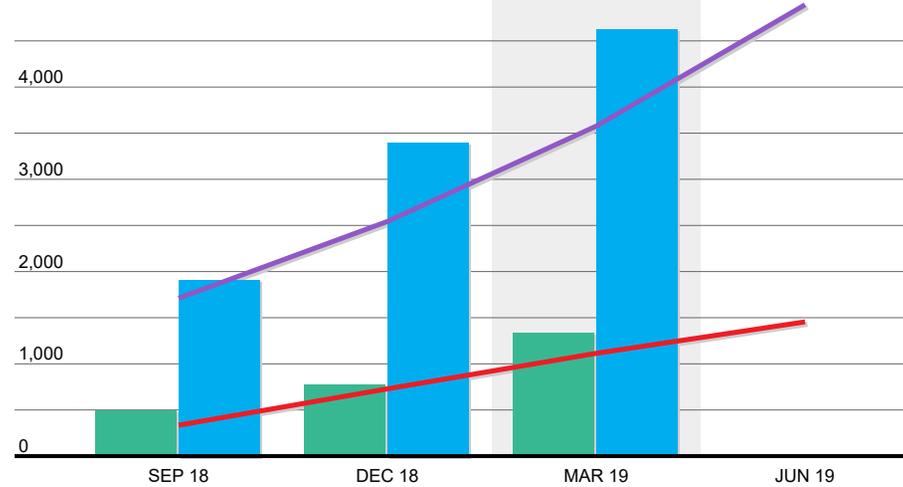
Programs YTD - Phillip Island

2018.19 Adult Programs 2017.18 Adult Programs 2018.19 Junior Programs 2017.18 Junior Programs
10 # Attendees (000)

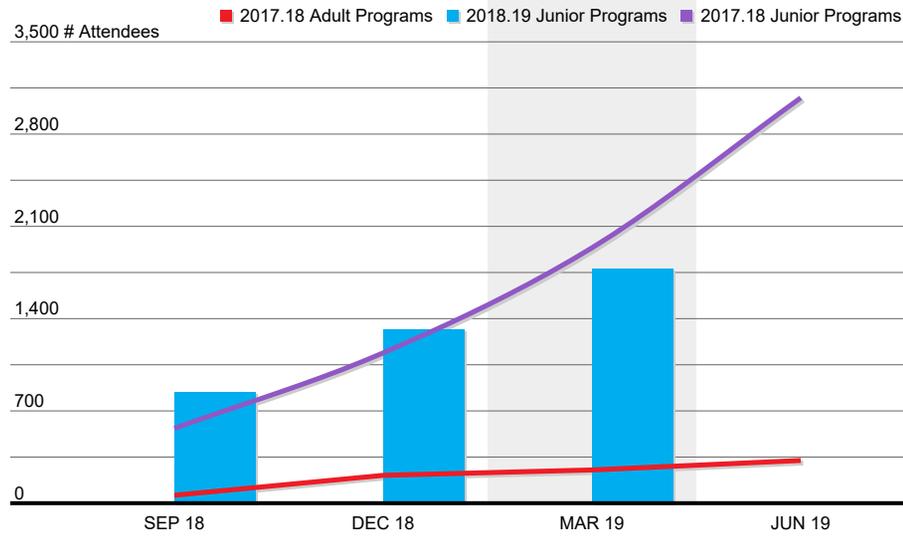


Programs YTD - Inverloch

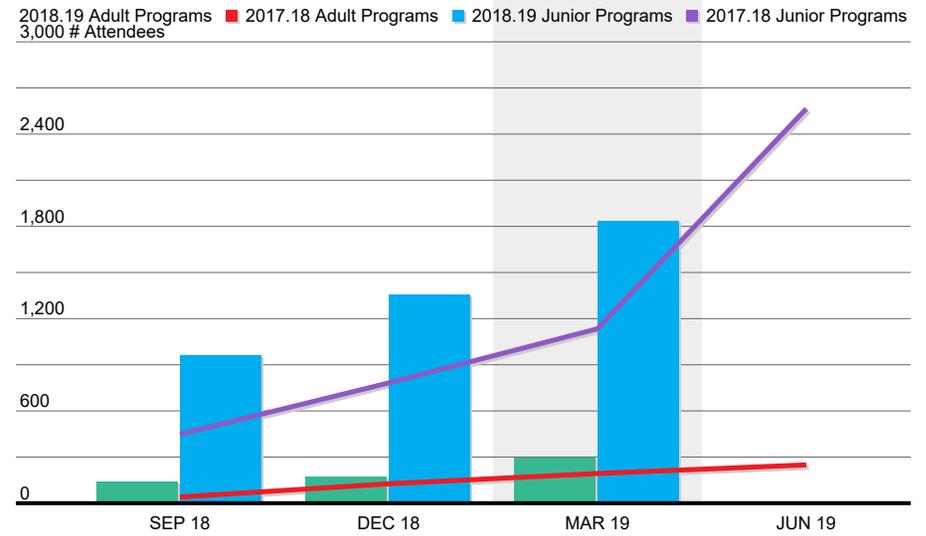
2018.19 Adult Programs 2017.18 Adult Programs 2018.19 Junior Programs 2017.18 Junior Programs
5,000 # Attendees



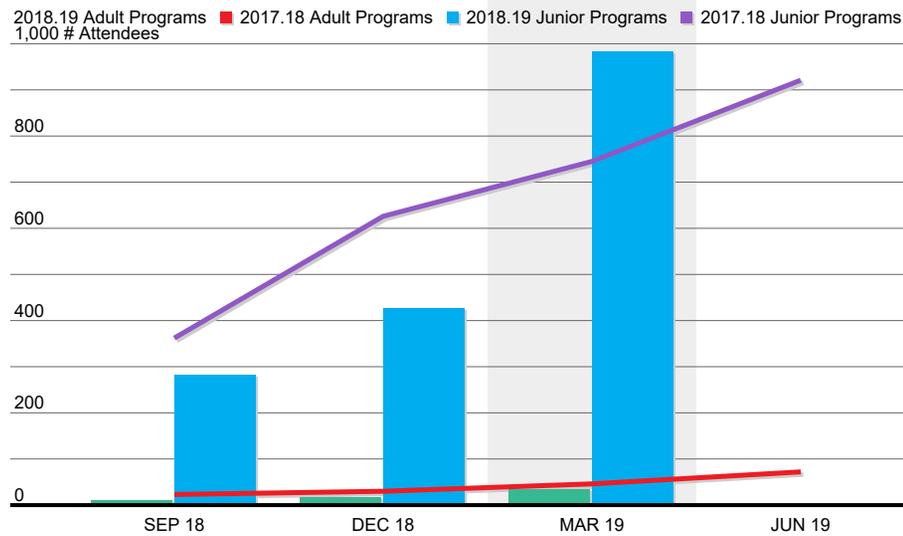
Programs YTD - Leongatha



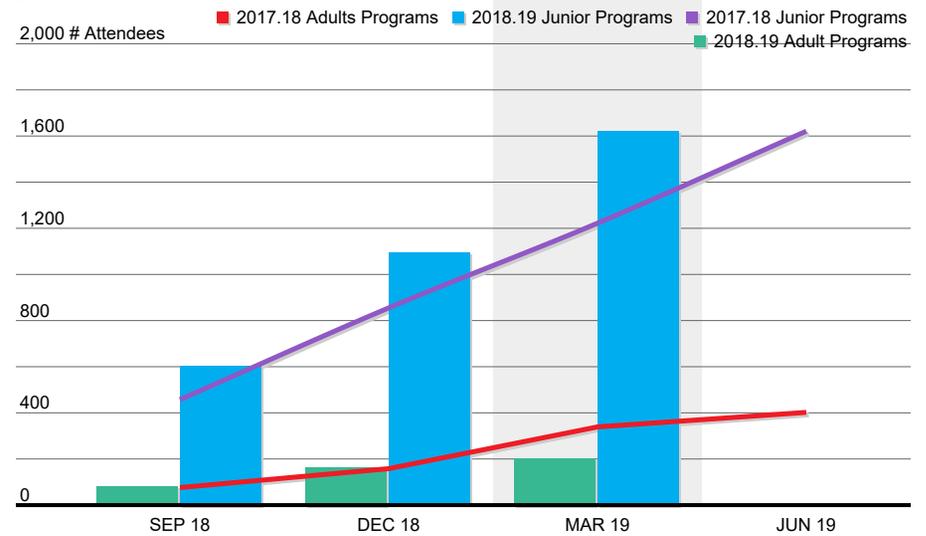
Programs YTD - Korumburra



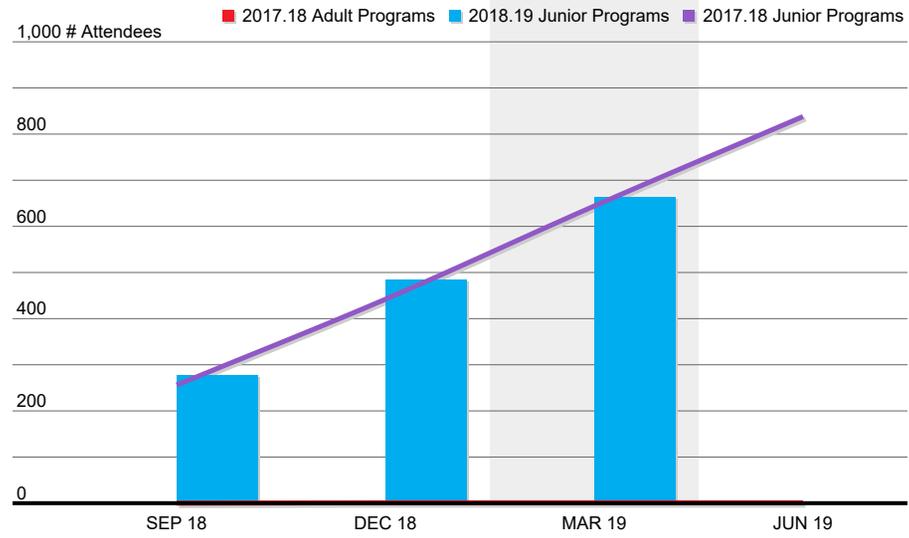
Programs YTD - Foster



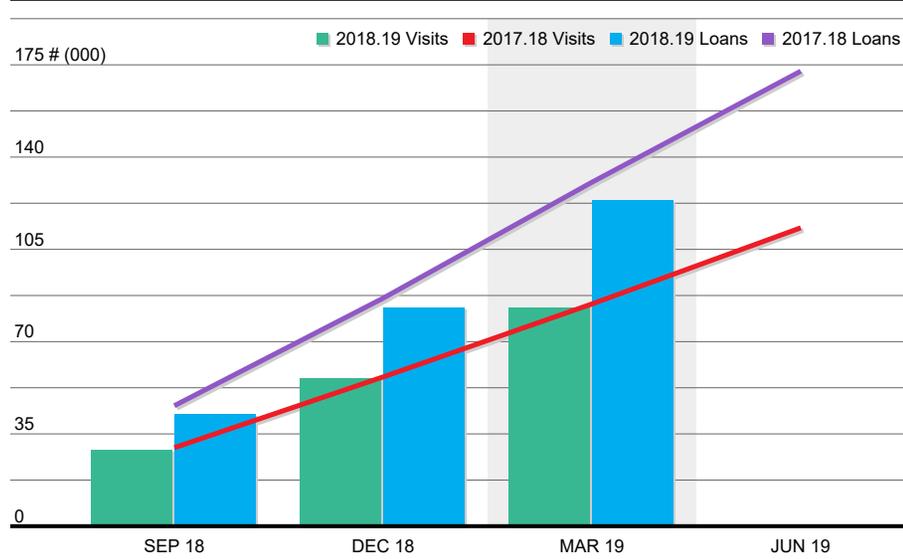
Programs YTD - Mirboo North



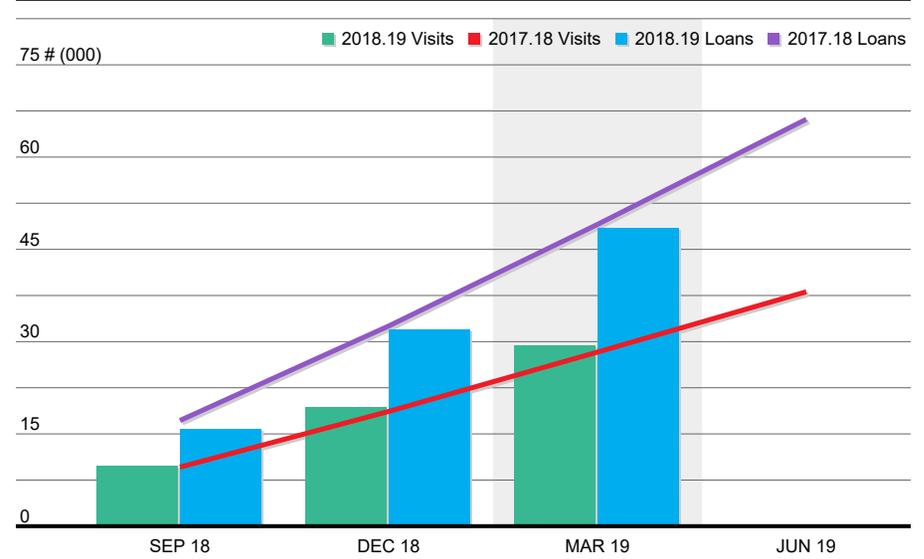
Programs YTD - Poowong



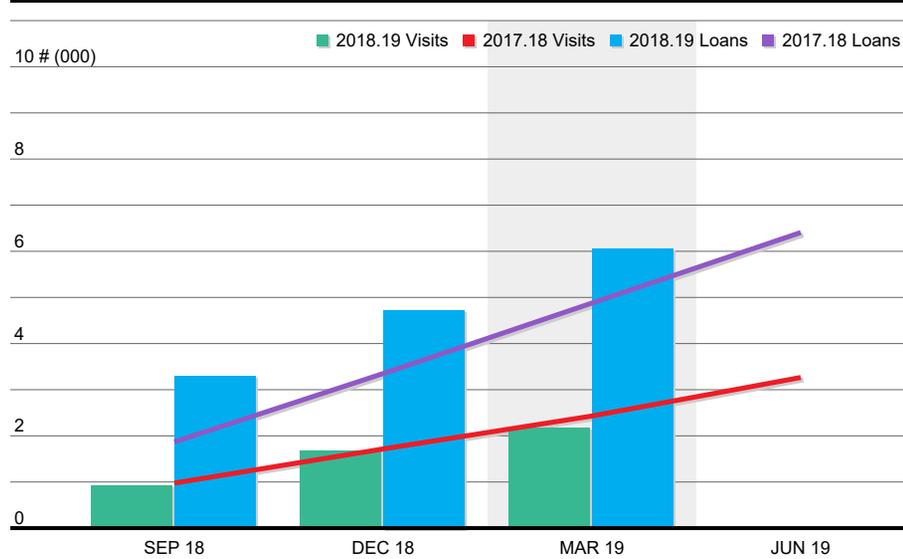
Visits and Loans YTD - Warragul



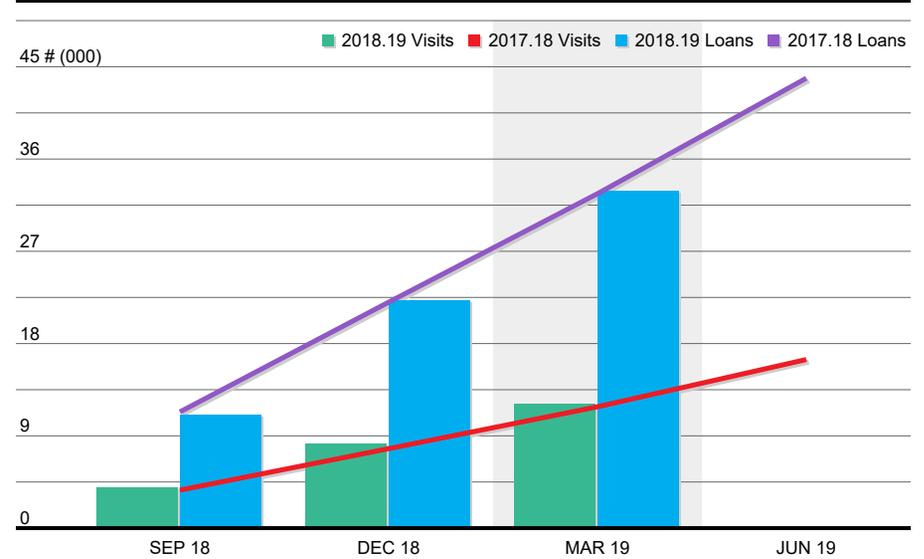
Visits and Loans YTD - Drouin



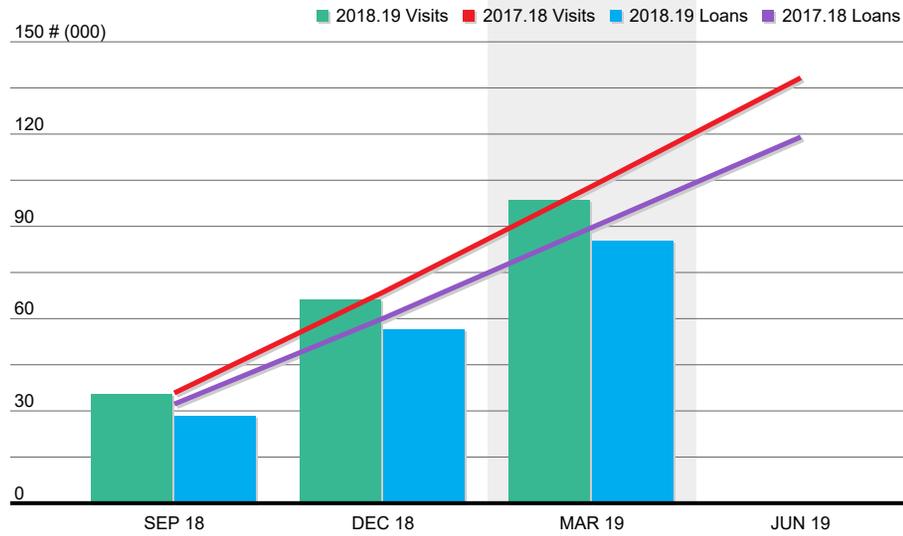
Visits and Loans YTD - Neerim South



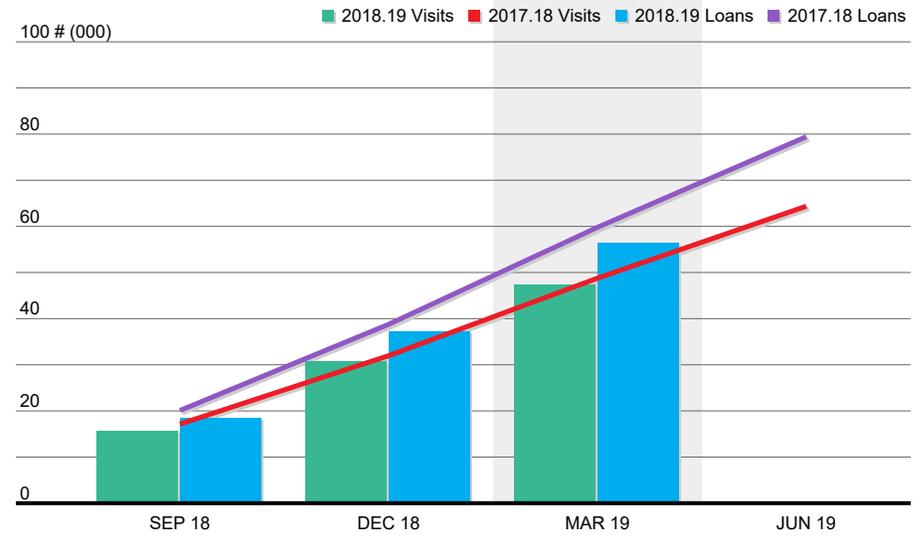
Visits and Loans YTD - Northern Mobile



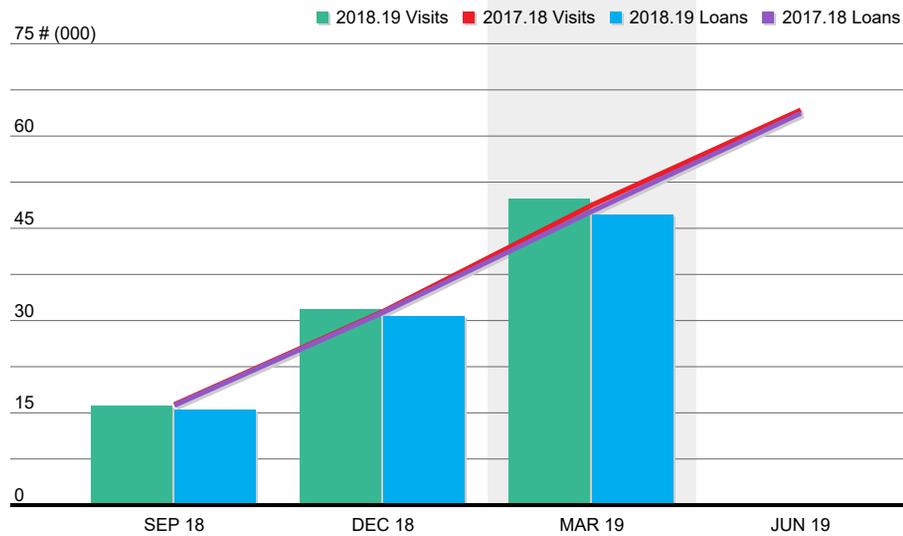
Visits and Loans - Wonthaggi



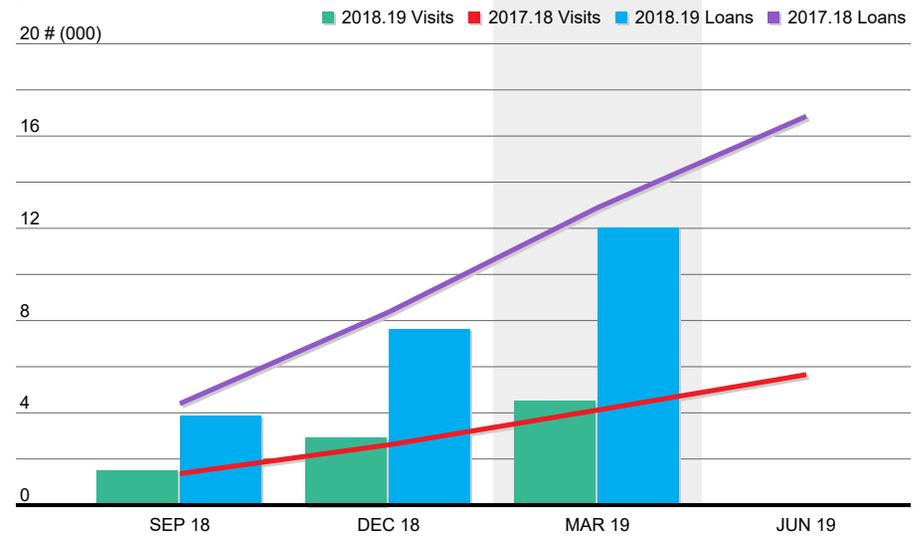
Visits and Loans YTD - Phillip Island



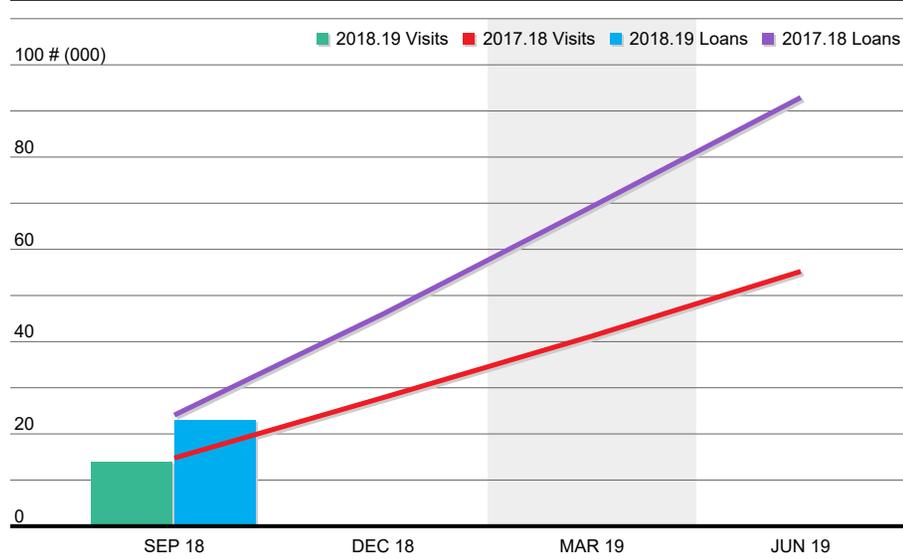
Visits and Loans YTD - Inverloch



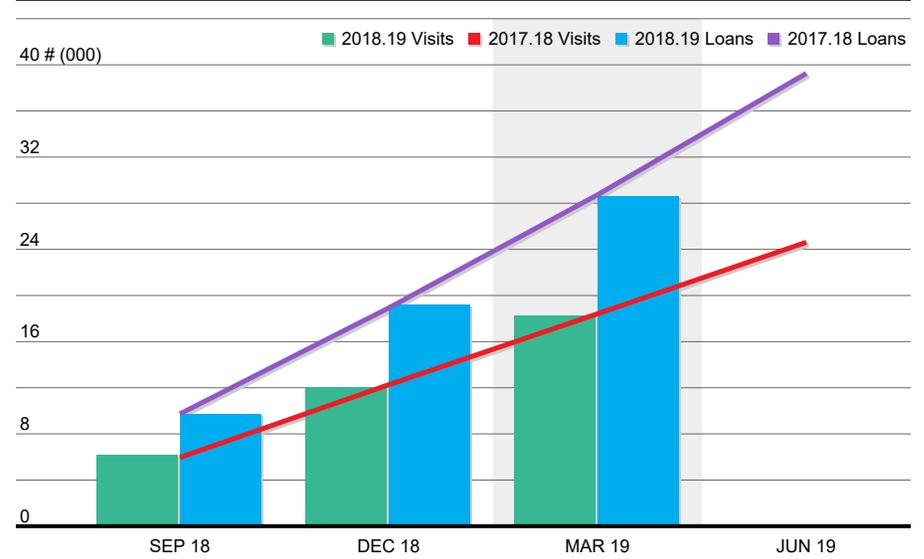
Visits and Loans YTD - South Coast Mobile (BC)



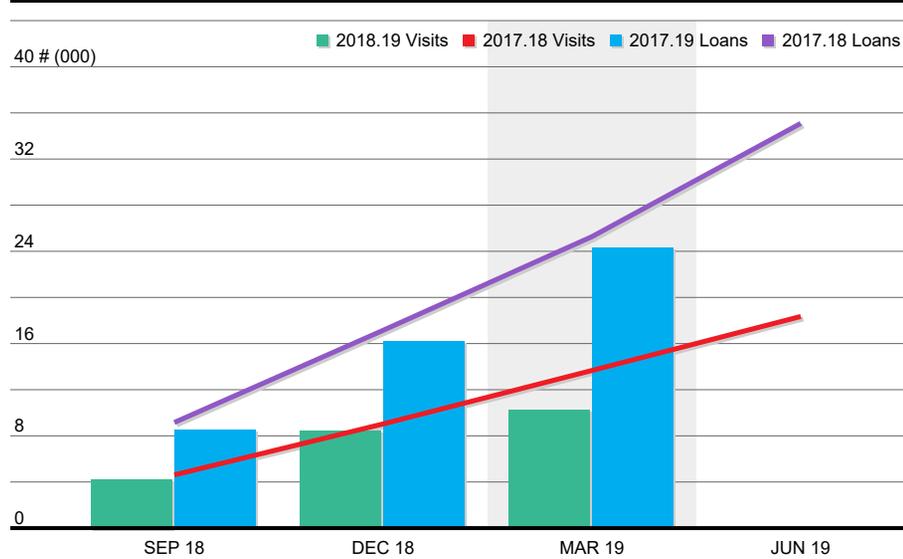
Visits and Loans YTD - Leongatha



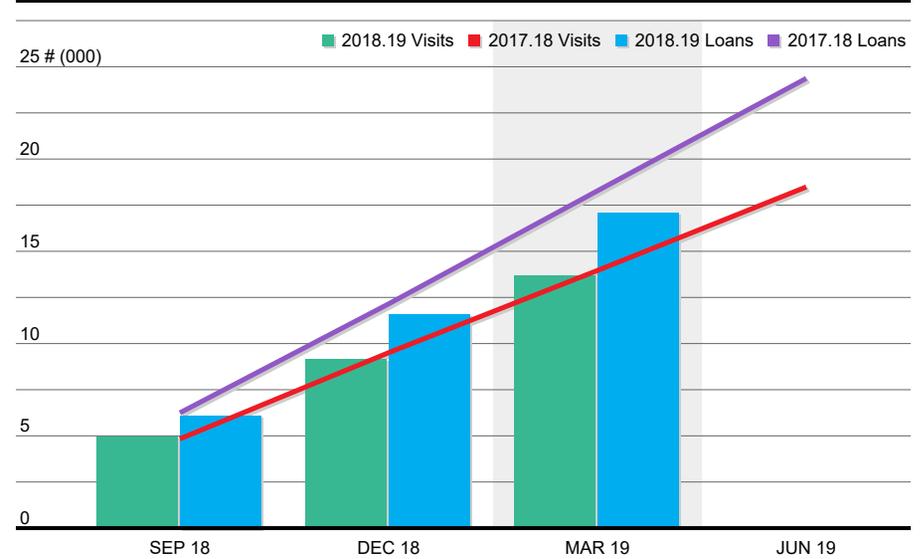
Visits and Loans YTD - Korumburra



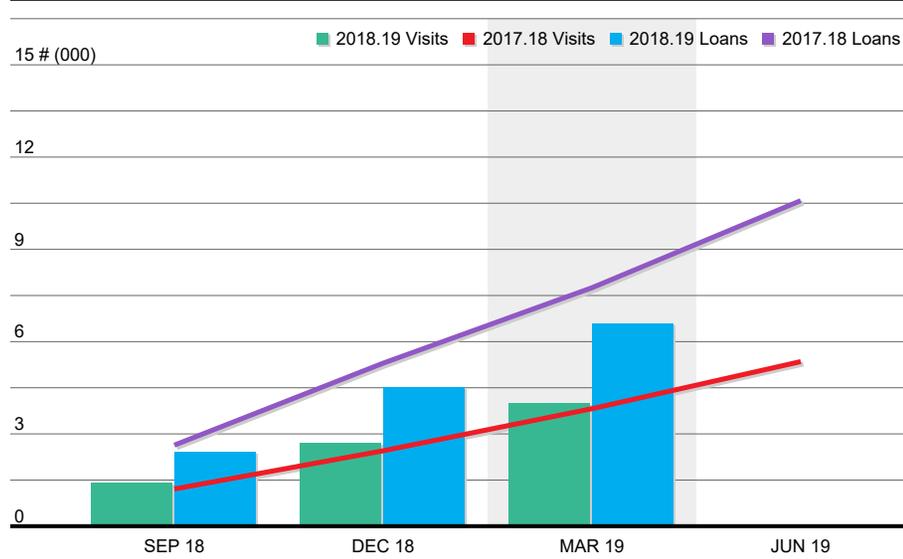
Visits and Loans YTD - Foster



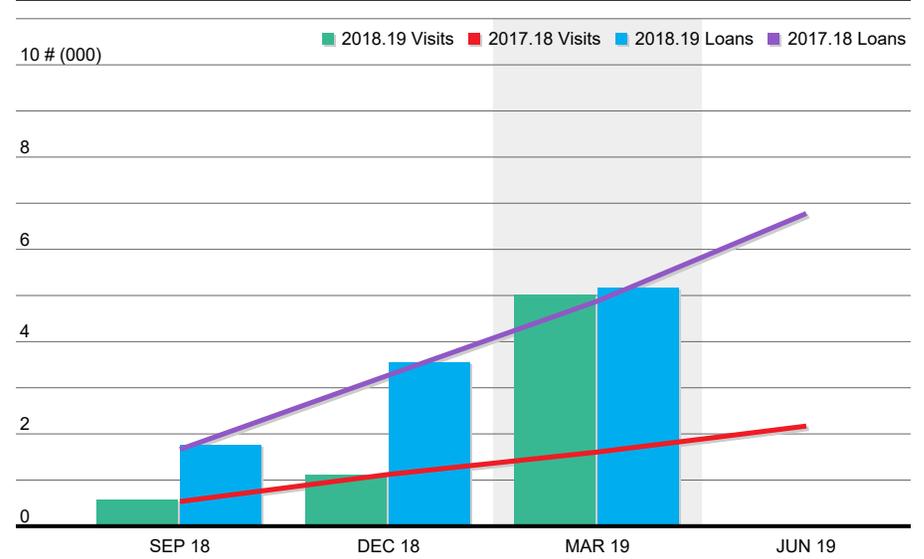
Visits and Loans YTD - Mirboo North



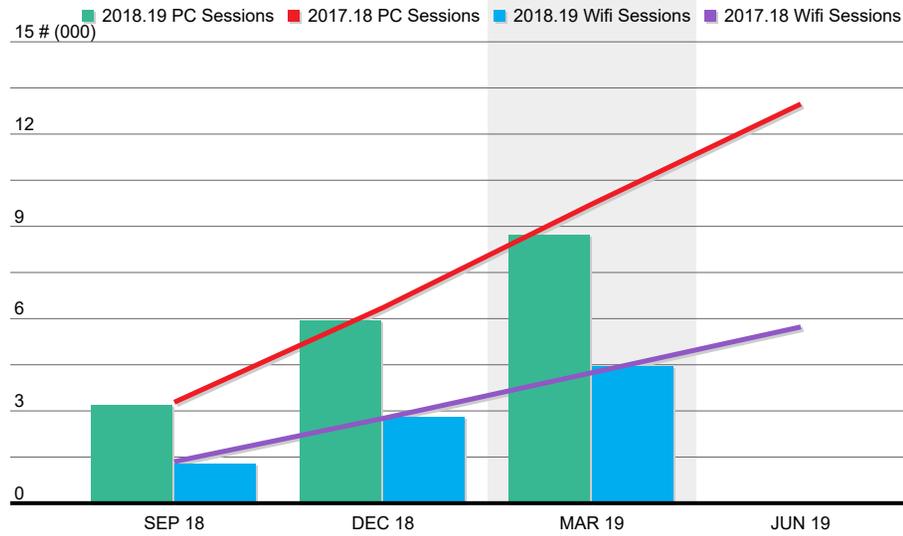
Visits and Loans YTD - Poowong



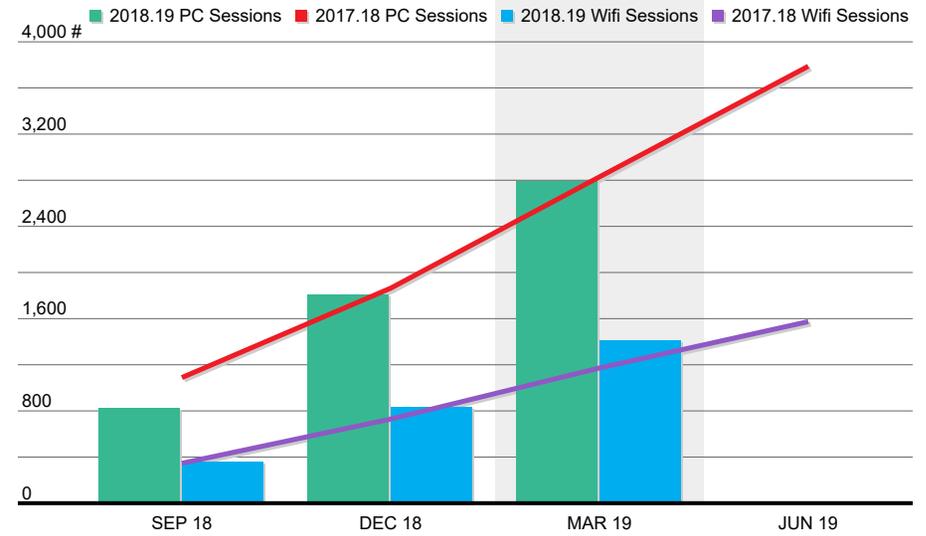
Visits and Loans YTD - South Coast Mobile (SG)



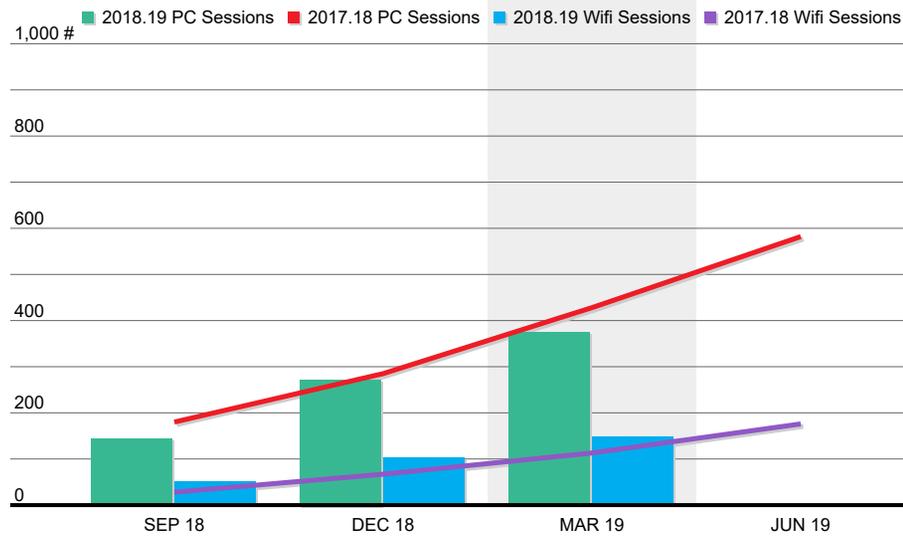
PC & Wifi YTD - Warragul



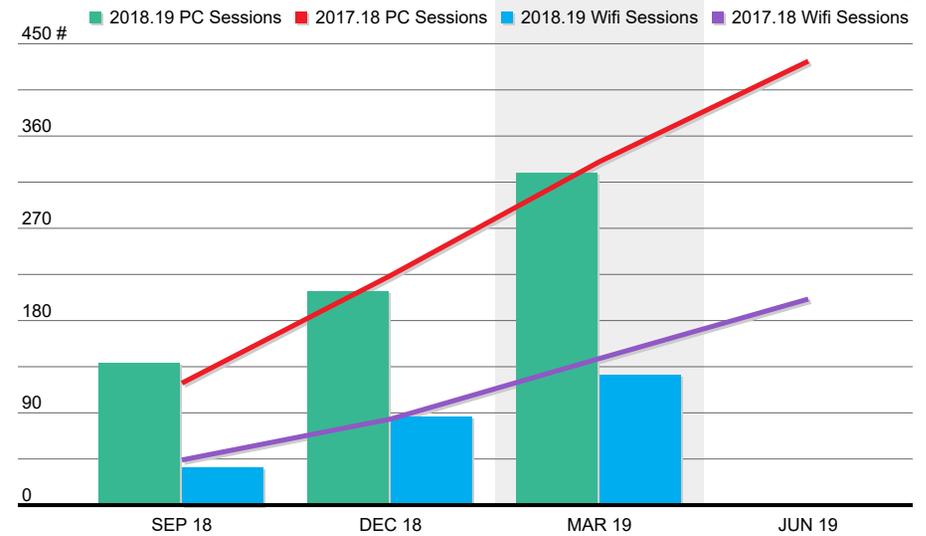
PS & Wifi YTD - Drouin



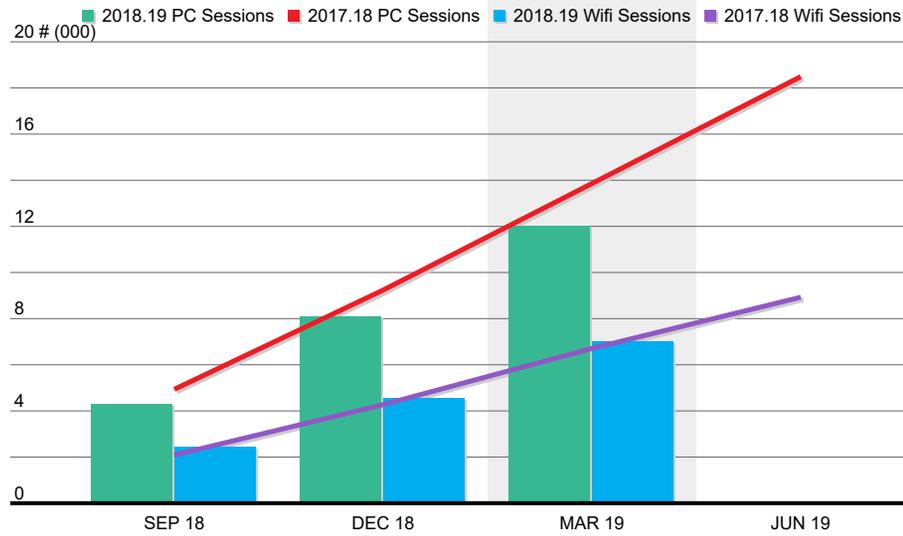
PC & Wifi YTD - Neerim South



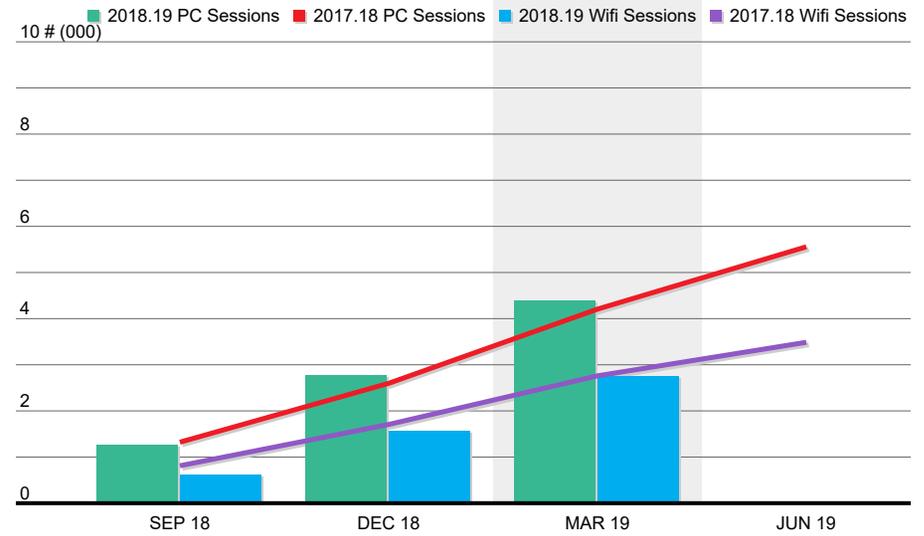
PC & Wifi YTD - Northern Mobile



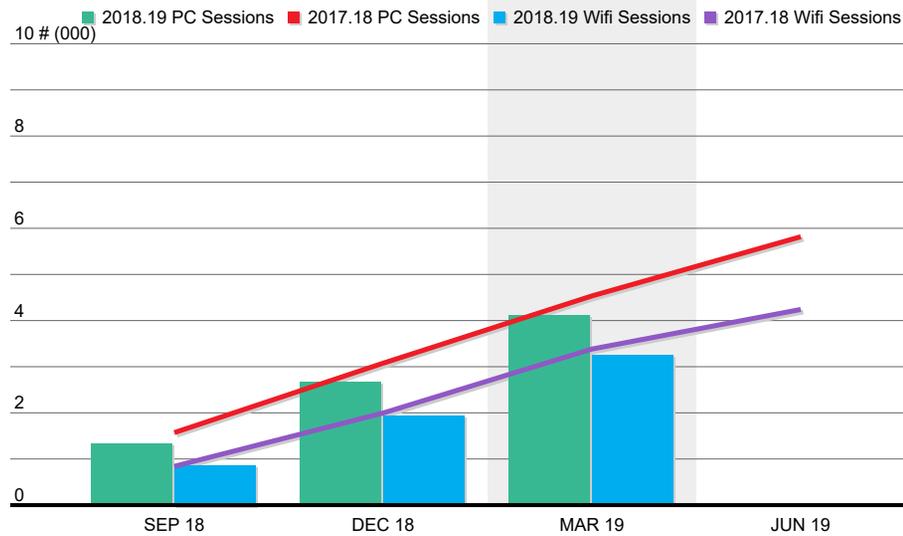
PC & Wifi YTD - Wonthaggi



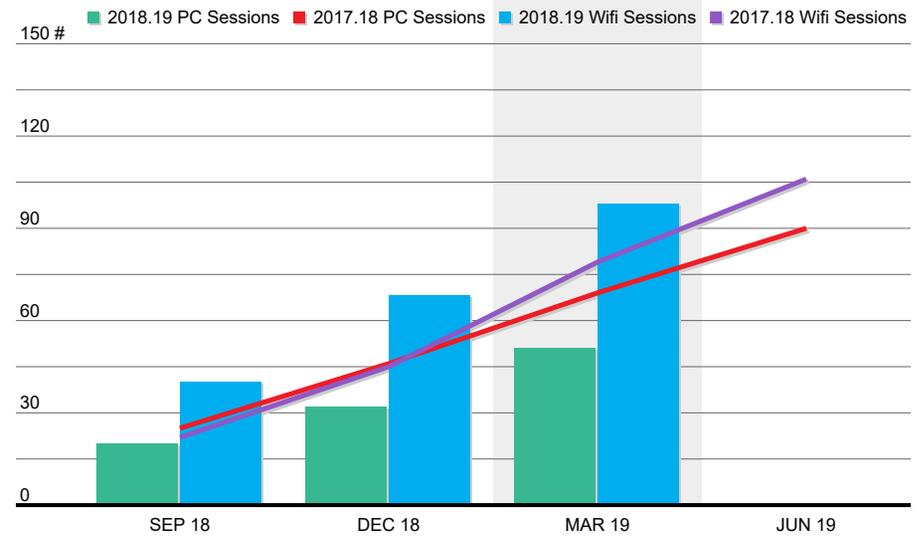
PC & Wifi YTD - Phillip Island



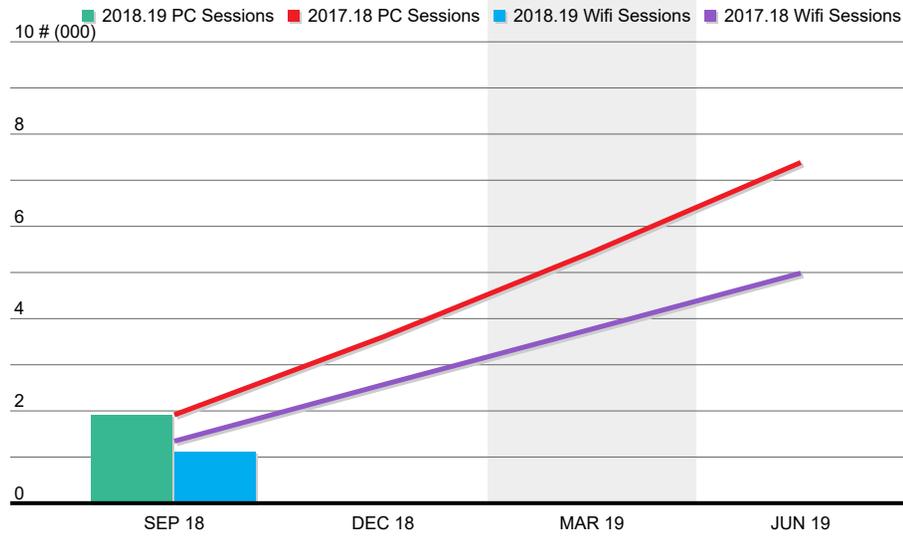
PC & Wifi YTD - Inverloch



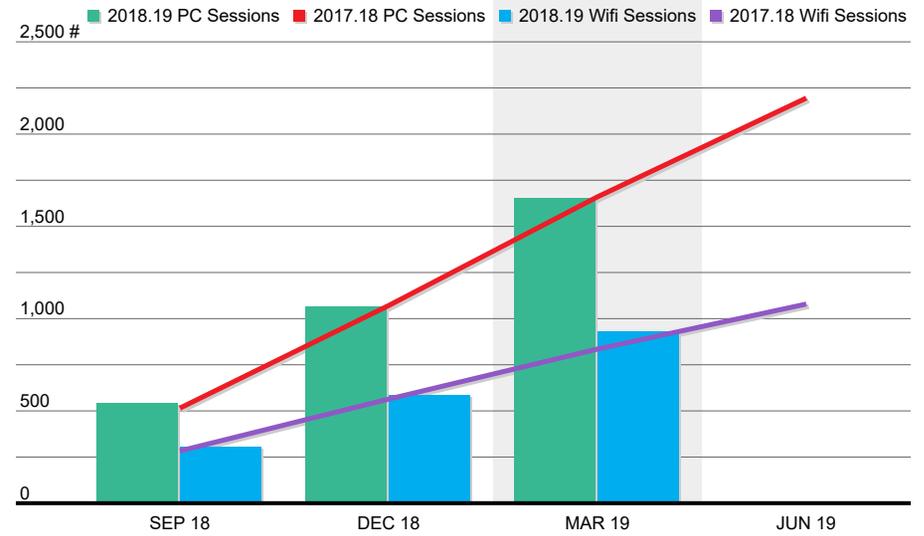
PC & Wifi YTD - South Coast Mobile (BC)



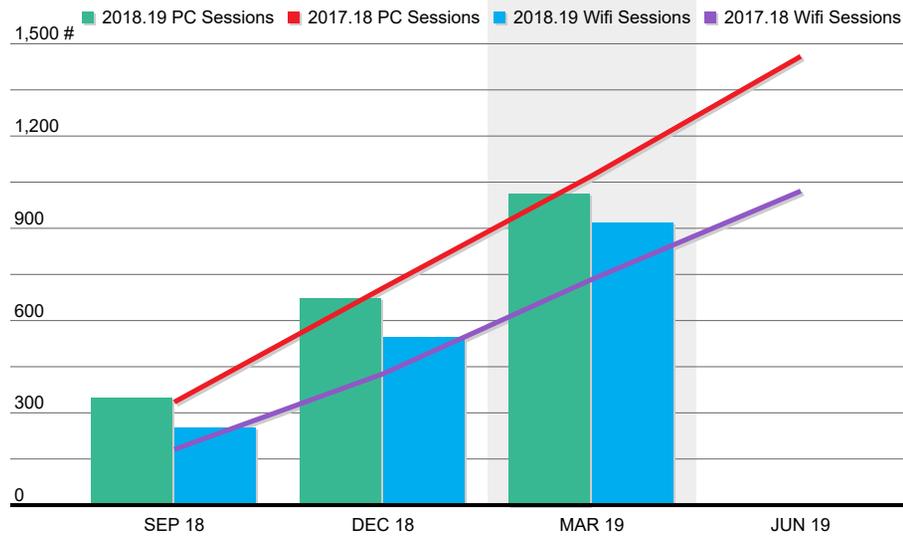
PC & Wifi YTD - Leongatha



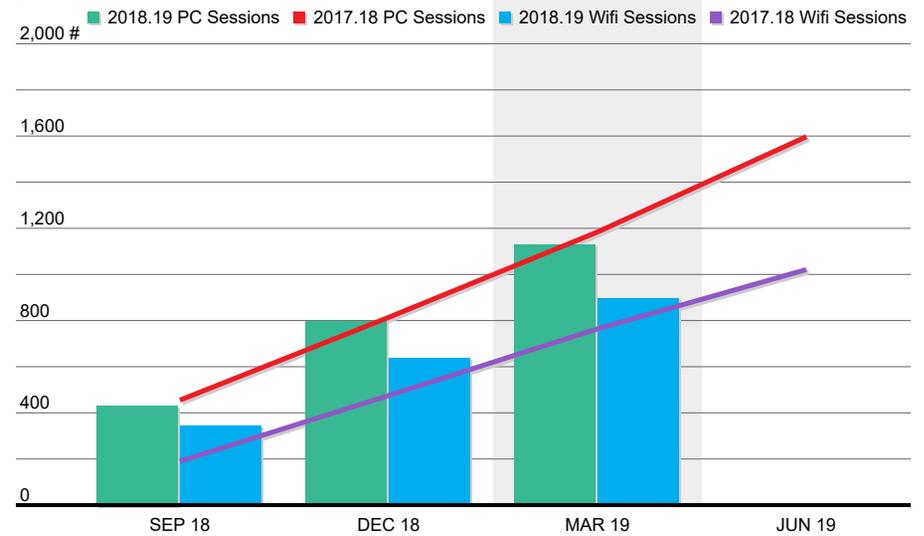
PC & Wifi YTD - Korumburra



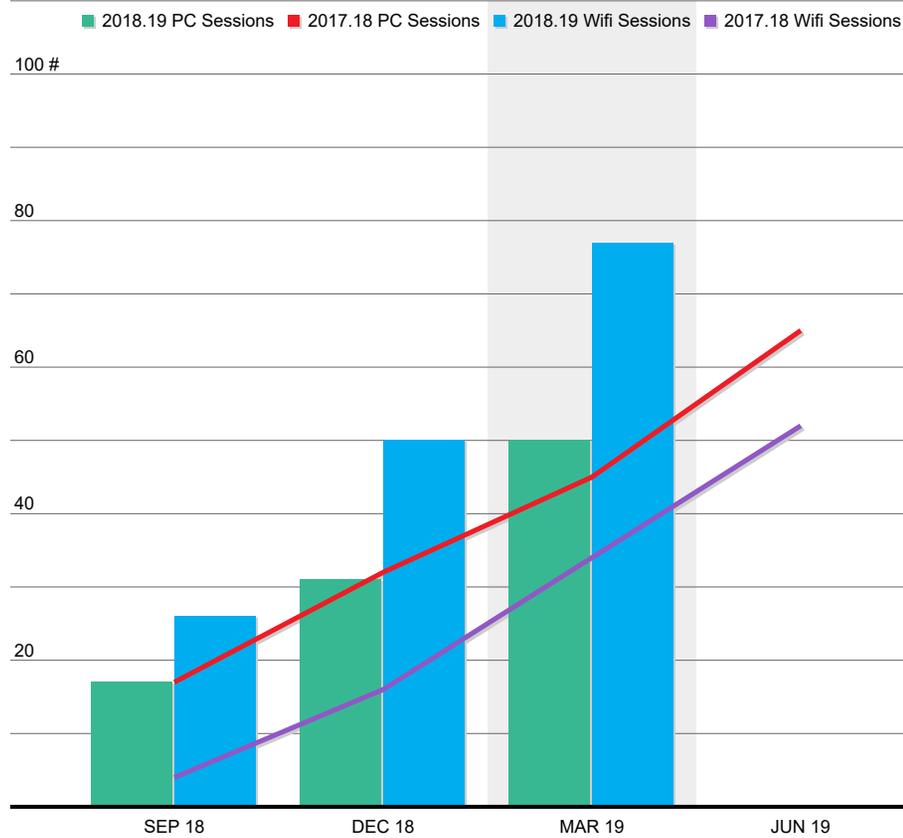
PC & Wifi YTD - Foster



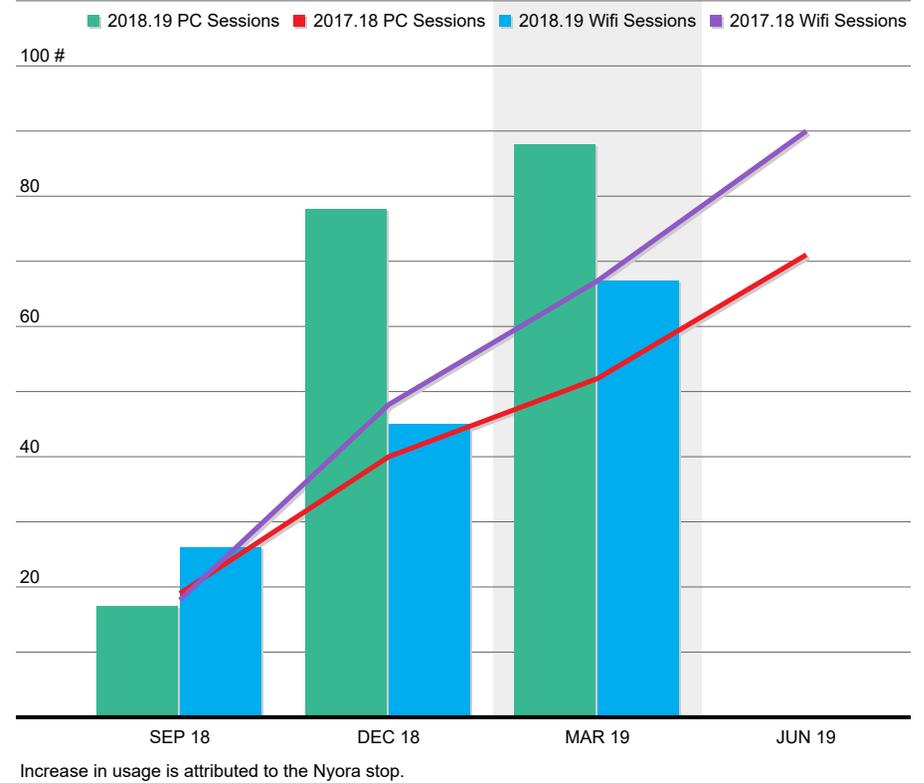
PC & Wifi YTD - Mirboo North



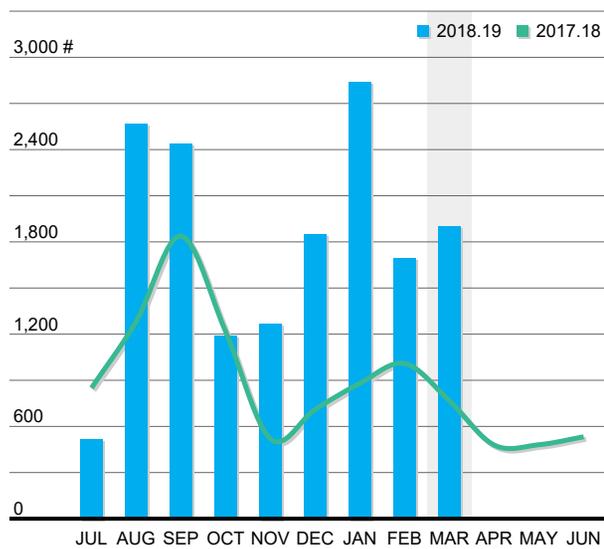
PC & Wifi YTD - Poowong



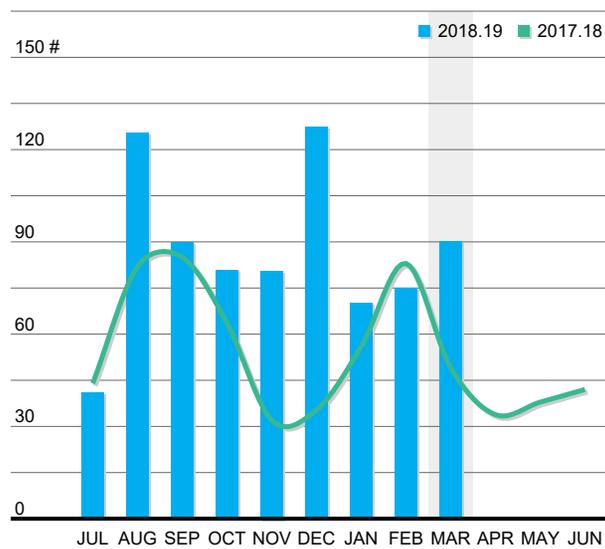
PC & Wifi YTD - South Coast Mobile (SG)



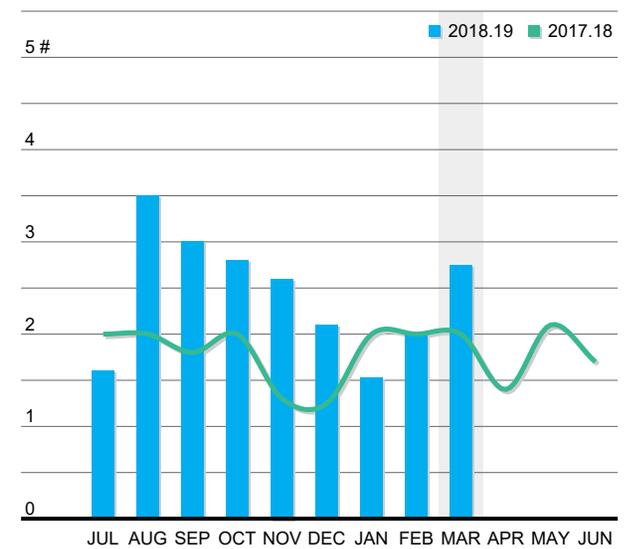
Average Daily Reach



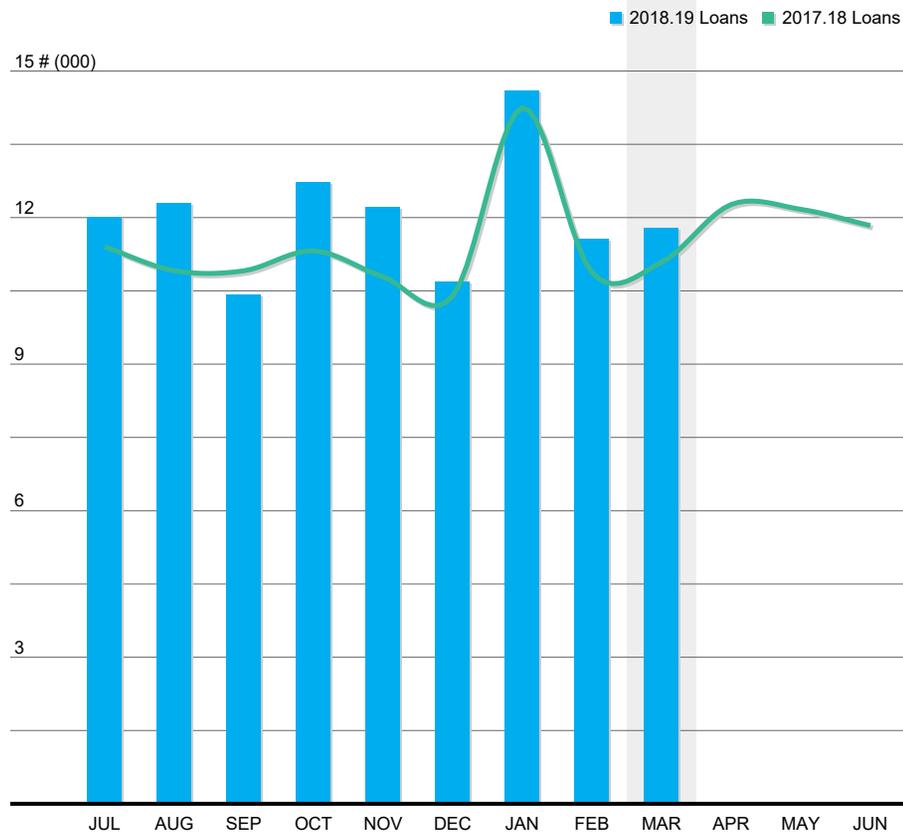
Average Daily Engagement



Average Daily New Likes



Self Checkout Loans



Self Checkout Users

