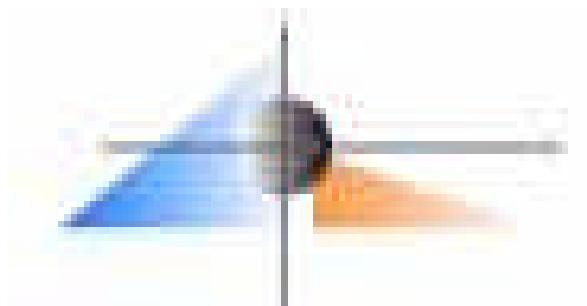




GOLDFIELDS LIBRARY CORPORATION

Library Plan 2006 – 2010





Goldfields Library Corporation

Introduction

The Goldfields Library Corporation (formerly North Central Goldfields Regional Library Corporation) was established in January 1996 to provide library services to the City of Greater Bendigo, Macedon Ranges Shire, Mount Alexander Shire and Loddon Shire. The Corporation also supplies a Mobile Library service to some areas of Buloke Shire and Central Goldfields Shire on a fee for service basis.

Roughly based along the Calder Highway and extending outwards, the service covers an area of 12,979 square kilometres, one of the largest library regions in the State of Victoria. The service reaches a population of almost 150,000, has a collection of over 200,000 items, lends over 1 million items a year and employs approximately 32 full time staff.

Branch Libraries are located at Castlemaine, Kangaroo Flat, Heathcote, Gisborne, Woodend and Kyneton with the Regional Headquarters and largest Branch at Bendigo. One Mobile Library services 17 stops, and the "Mobile Library without wheels" is located at Eaglehawk. The Pyramid Hill service point Library is contained within the local Rural Transaction Centre. A Home Delivery service operates to all major special accommodation centres throughout the region and to housebound patrons within the general Bendigo area.

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



Library Plan 2006-2010

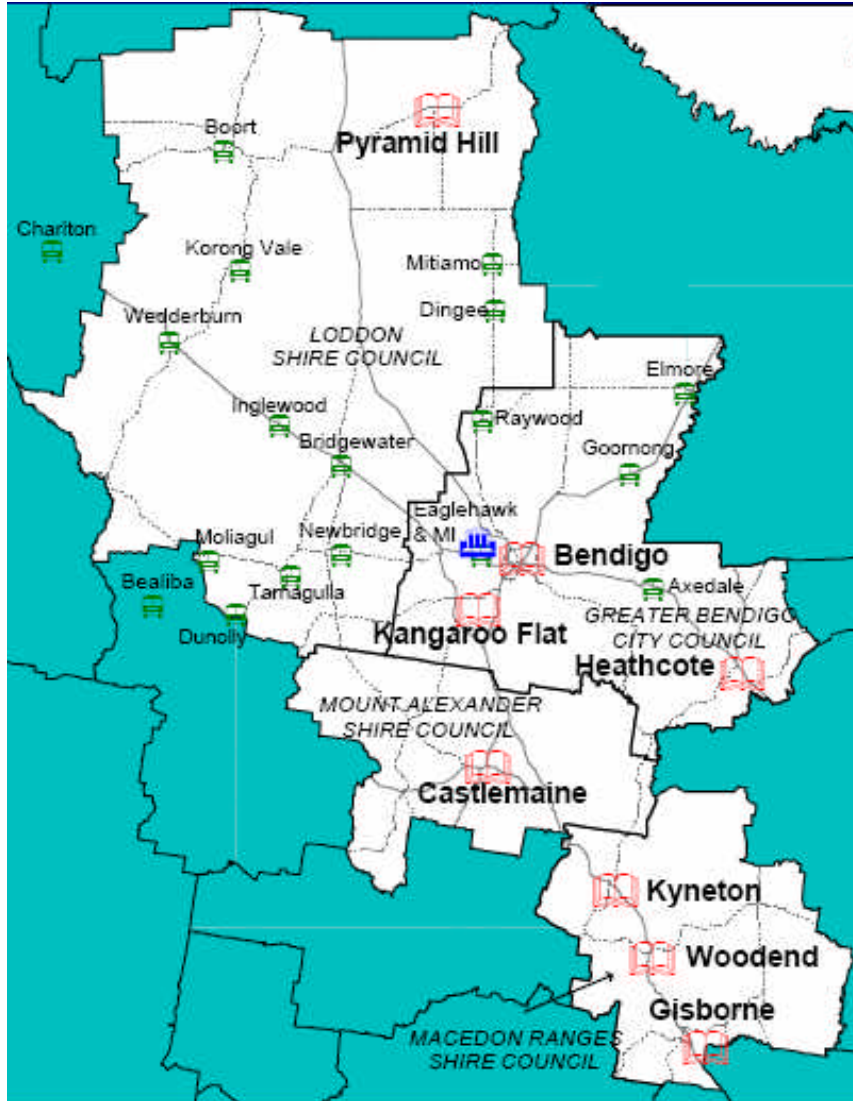
The 2006-2010 Library Plan outlines the directions that the Goldfields Library Corporation will be taking in the next four years. The plan is a requirement under section 125 of the *Local Government Act (Democratic reform) Act, 2003* and is produced in consultation with member Councils, the Goldfields Library Corporation Board, staff and the community.

The purpose of this Library Plan is to establish clear objectives and strategies that will see the Corporation move confidently into the future and face the challenges of providing library services and building communities within a sustainable budget.

The Library Plan is based on the Standards and Measures and Reporting Mechanisms as agreed to in Best Value and clearly outlines the Key Performance Indicators we plan to meet within a set time frame.

The Library Plan clearly identifies the future priorities of the Corporation and establishes the basis on which performance can be measured.

Ideally all goals will be met in the time frame stated but this is dependent, in many cases, on resource requirements.



Source: Department for Victorian Communities, *Directory of Public Library Services in Victoria, 2004/5*.



Vision

The Goldfields Library Corporation will be a valued community resource, providing efficient, timely and needs-based services.

Mission statement

The Goldfields Library Corporation provides information, resources and stimulation for the educational, recreational and cultural development of the community and increases accessibility through enhancing services for all using innovation.

Goldfields Library Corporation's commitment

To set quality and cost standards for all services

- All services provided by the Goldfields Library Corporation will be responsive to the needs of the community
- Services provided by the Goldfields Library Corporation will be accessible to members of the community
- The Goldfields Library Corporation will seek continuous improvement in service provision
- The Goldfields Library Corporation will develop a program of regular consultation with the community in relation to service provision



Goldfields Library Corporation's approach

- We recognise that continuous improvement is the goal across all services
- We are committed to undertake all aspects of the Best Value principles
- We accept that we may not be able to reach Leading Edge Standards in all service areas immediately
- We understand that working within a sustainable budget brings implications for service standards but will promote innovative means for reaching achievable standards
- We will focus on at least one of the key result service areas and work towards establishing Leading Edge values over and above industry standards
- We will select at least one key result area that requires significant input to reach industry standard benchmarks
- We will maintain all standards that are currently performing up to industry standards
- We will change our focus each year until all key result areas are operating at the minimum industry standard or above
- We will develop a community consultation strategy that will incorporate an annual community survey
- We will consult with our community and stakeholders on all matters concerning accessibility, useability and sustainability and develop standards that comply with industry standards



Goldfields Library Corporation's Benchmarks

1. Goldfields Library Corporation will aim to achieve minimum industry standards across all the Key Performance Indicators outlined in the [Annual Survey of Victorian Public Libraries published](#) by Department for Victorian Communities as the base criteria.
2. Goldfields Library Corporation recognises that budget constraints and geographical influences may prevent us attaining Key Performance Indicator's which include results from far better resourced urban libraries.
3. Goldfields Library Corporation will benchmark itself against comparable peer libraries facing similar challenges and with a similar client base such as Geelong Regional Library Corporation, Central Highlands Library Corporation, West Gippsland Library Corporation, Goulburn Valley Library Corporation and Upper Murray Regional Library Corporation.
4. Goldfields Library Corporation will try to match or exceed its peer libraries' Key Performance Indicator's as its benchmark.
5. Goldfields Library Corporation will also use the State average as an achievable benchmark.
6. Goldfields Library Corporation argues there are many performance indicators with much greater relevance to their community than simple statistics but which are much harder to measure and compare. Goldfields Library Corporation will select some that have relevance and set some achievable goals recognising that they may not be able to be measured statistically.
7. These Benchmarks and performance indicators will be reported annually in the Library's Annual Report.



Goldfields Library Corporation Summary of Key Performance Indicators

Strategic Objectives	Goals
The library as the heart of the community – a sense of place	<i>Goldfields Library Corporation will continue to promote its libraries as the heart of their communities and ensure that everyone in the community is made to feel welcome.</i>
The library as a way into communities – a sense of belonging	<i>Goldfields Library Corporation will continue to acknowledge our patrons in a personal manner and ensure that all visitors are treated equitably.</i>
The library as a knowledge base – a sense of enhancement	<i>Goldfields Library Corporation will continue to provide relevant resources, information and knowledge to meet the needs of their community.</i>
The library as a centre for life long learning – a sense of growth	<i>Goldfields Library Corporation will continue to develop and grow as a centre for life long learning for all members of its communities.</i>
The library as a source of entertainment – a sense of pleasure	<i>Goldfields Library Corporation will continue to make available all the necessary resource capital to ensure that visiting the library is enjoyable and pleasurable.</i>
Measurable Key Performance Indicators	Goals
Library Membership	<i>Goldfields Library Corporation will reclaim its higher level of membership to reach or exceed the State average membership level over five years by actively promoting the benefits of library membership.</i>
Hours open per week and average hours per service point open per week	<i>Goldfields Library Corporation will maintain its current level of opening hours whilst balancing the hourly costs against the opportunities for enhanced services.</i>
Loans per opening hour	<i>Goldfields Library Corporation will maintain its current level of loans per opening hour.</i>



Loans handled per staff member	<i>Goldfields Library Corporation will maintain its current level of loans handled per staff member.</i>
<u>Stock per capita</u>	<i>Goldfields Library Corporation will seek the State average of 1.74 current items per capita as a benchmark for its collection.</i>
<u>Expenditure on Library material per capita</u>	<i>Goldfields Library Corporation will actively work to increase its materials expenditure by at least 1% each year.</i>
<u>Turnover rate</u>	<i>Goldfields Library Corporation will maintain a higher level of materials turnover than the State average</i>
<u>Cost per loan</u>	<i>Goldfields Library Corporation will seek to lower its cost per loan to equal or below the State average.</i>
<u>Visits per capita, visits per member & cost per visit</u>	<i>Goldfields Library Corporation will seek to increase visits per capita, visits per member and seek to lower the costs per visit.</i>



Strategic Objectives –2006-2010

Key performance indicators – non measurable

1. The library as the heart of the community – a sense of place

A public library in regional Victoria is seen as the heart of some sections of the community. It disseminates information and it holds the community memory. Libraries promote social wellbeing.

GOAL: *Goldfields Library Corporation will continue to promote its libraries as the heart of their communities and ensure that everyone in the community is made to feel welcome.*

Goal	Strategies/Actions	Performance Indicators/Outcomes
<p>Goldfields Library Corporation will continue to promote its libraries as the heart of their communities and ensure that everyone in the community is made to feel welcome</p>	<ul style="list-style-type: none"> ➤ Ensure that Libraries are attractive in appearance, both internally and externally with appropriate signage that is directional and explanatory. Libraries are to be warm, inviting, friendly and engaging. ➤ Ensure that Branch Libraries are accessible with appropriate opening hours. ➤ Provide space in each Library for community services, programs, events and displays. 	<ul style="list-style-type: none"> ➤ Annual inspections of all Branches with report to the Board ➤ OH & S inspections of all Branches as required under the OH & S Act ➤ Increase in visits per total membership by 1% ➤ Increase in membership by 1% ➤ Annual review of the opening hours. ➤ Increase the number of events, programs and displays by 5% ➤ Increase the number of attendees at events, programs and displays by 10%



2. The library as a way into communities – a sense of belonging

A public library in regional Victoria is often the first place a new resident, or a person new to community life, comes to become oriented and accepted as a citizen of the community. Those isolated by distance can access the library through the Internet and remain a part of their community. In no other place can all sections of the community meet on equal footing as citizens.

GOAL: *Goldfields Library Corporation will continue to acknowledge our patrons in a personal manner and ensure that all visitors are treated equitably.*

Goal	Strategies/Actions	Performance Indicators/Outcomes
<p>Goldfields Library Corporation will continue to acknowledge our patrons in a personal manner and ensure that all visitors are treated equitably</p>	<ul style="list-style-type: none"> ➤ Maintain or increase membership annually. ➤ Produce new Library information flyer. ➤ Ensure 24/7 access through website. ➤ Harness the Friends of Libraries groups enthusiasm. ➤ Support staff training. Develop a training schedule for staff. 	<ul style="list-style-type: none"> ➤ Annual survey for customer feedback ➤ Number of members. Increase in visits per member by 1% ➤ Produce at least one new general flyer for distribution at least once a year. ➤ Number of new members. Increase in membership by 1% ➤ Number of users on the web. Increase number by 10% ➤ Online usage increase by 10% in: <ul style="list-style-type: none"> a. renewals b. holds c. catalogue search d. database usage ➤ Friends of Libraries group activities. Meeting with CEO at least once a year. Report outcomes to the Board ➤ Report on number of training sessions attended by staff



3. The library as a knowledge base – a sense of enhancement

A public library in regional Victoria is a centre for the discovery of information and the creation of knowledge.

GOAL: *Goldfields Library Corporation will continue to provide relevant resources, information and knowledge to meet the needs of their community.*

Goal	Strategies/Actions	Performance Indicators/Outcomes
<p>Goldfields Library Corporation will continue to provide relevant resources, information and knowledge to meet the needs of their community</p>	<ul style="list-style-type: none"> ➤ Maintain relevant material for borrowing and online. ➤ Seek new partnerships with relevant special interest groups. ➤ Support staff training. Develop a training schedule for staff. 	<ul style="list-style-type: none"> ➤ Annual survey for customer feedback ➤ Increase in number of loans by 10% ➤ Increase in Visits per total membership by 1% ➤ Online usage increase by 10% ➤ Number of training programs attended by staff ➤ Develop at least one Partnership project per year with at least one interest group such as : <ul style="list-style-type: none"> a. Friends of Libraries Groups b. Historical Society c. PROV



4. The library as a centre for life long learning – a sense of growth

A public library in regional Victoria provides the resources needed for its citizens to grow and develop throughout their lives. People will move through several stages of life, each requiring different levels of knowledge and understanding, and the library offers resources to meet these needs.

GOAL: *Goldfields Library Corporation will continue to develop and grow as a centre for life long learning for all members of its communities.*

Goal	Strategies/Actions	Performance Indicators/Outcomes
<p>Goldfields Library Corporation will continue to develop and grow as a centre for life long learning for all members of its communities</p>	<ul style="list-style-type: none"> ➤ Develop linkages with educational centres and community interest groups. 	<ul style="list-style-type: none"> ➤ Quarterly Meetings with interest groups and report to Board ➤ Develop one specific annual project per year with an educational institute or interest group ➤ Report staff attendance at community programs and events ➤ Annual Survey for customer feedback ➤ Increase in number of loans per annum by 10% ➤ Increase in Visits per total membership by 1%



5. The library as a source of entertainment – a sense of pleasure

A public library in regional Victoria is a source of pleasure and entertainment for its community. The library provides a diverse range of resources that support a wide range of interests.

GOAL: *Goldfields Library Corporation will continue to make available all the necessary resource capital to ensure that visiting the library is enjoyable and pleasurable.*

Goal	Strategies/Actions	Performance Indicators/Outcomes
<p>Goldfields Library Corporation will continue to make available all the necessary resource capital to ensure that visiting the Library is enjoyable and pleasurable</p>	<ul style="list-style-type: none"> ➤ Maintain resource funding to provide a responsive, quality collection. ➤ Promote new releases that includes suggested purchase requests from the community. ➤ Enhance the physical environment and bring enjoyment to our Library community through special events. ➤ Extend non-print collections and children's story time. 	<ul style="list-style-type: none"> ➤ Annual survey for customer feedback ➤ Monthly promotion of new releases ➤ Increase the number of events, programs and displays by 5% ➤ Increase in visits per total membership by 1% ➤ Increase in membership by 1% ➤ Increase in the number of non print loans by 10% ➤ Increase in membership by 1% ➤ Increase in number of loans by 10%. ➤ Increase in visits per total members by 1%



Key performance indicators – measurable

1. Library Membership

GOAL: Goldfields Library Corporation will reclaim its higher level of membership to reach the State average membership level over five years by actively promoting the benefits of library membership.

Goldfields Current ¹	Goldfields Target
42.2%	48.7%

Library membership is calculated on the number of active library members with a current library membership.

Goldfields target over the next 5 years is based on the State average, which is **48.7%** in 2004/2005.

Goal	Strategies/Actions	Performance Indicators/Outcomes
<p>Goldfields Library Corporation will reclaim its higher level of membership to reach the State average membership level over 5 years by actively promoting the benefits of library membership</p>	<ul style="list-style-type: none"> ➤ Actively sign up all family members and friends ➤ Promote Annual Book week and sign up new members ➤ Create a stronger presence by promoting the Library ➤ Promote new releases and popular titles ➤ Develop a training schedule for staff 	<ul style="list-style-type: none"> ➤ Increase in number of loans by 10% ➤ Increase in membership by 1% ➤ Increase in visits per total membership by 1% ➤ Produce at least one new general flyer for distribution at least once a year ➤ Annual survey for customer feedback ➤ Report on staff attendance at community programs and events ➤ Report on number of training sessions attended by staff ➤ Monthly promotion of new releases ➤ Monthly Branch Reports ➤ Monthly statistics

¹ Goldfields current targets are based on the latest Annual Return from the Department for Victorian Communities. "Annual Survey of Victorian Public Libraries" conducted in October 2005. The Goldfields target will either be the State average derived from the same source and timeframe, or in some cases, where GLC exceeds the State average, the target will be based on the GLC's Best Value.



2. Hours open per week, Cost per hour open & Average hours per service point open per week

GOAL: Goldfields Library Corporation will maintain its current level of opening hours whilst balancing the hourly costs against the opportunities for enhanced services.

a) Hours open per week

The total number of hours open per week for Goldfields Library Corporation is: 306.5

The number of **opening hours per week** partly reflects patron demand but is also dependent on staffing and the format member Councils use to determine how extra funds should be applied.

b) Average opening hours

The **average opening hours per service point per week** reflects the distribution of library services.

The State average is a **38.1** hours per service point.

Goldfields Current ¹	Goldfields Target
30.7	30.7

Goal	Strategies/Actions	Performance Indicators/Outcomes
Goldfields Library Corporation will maintain its current level of opening hours whilst balancing the hourly costs against the opportunities for enhanced services.	<ul style="list-style-type: none"> ➤ Review opening hours in all Branches ➤ Analyse opportunities to increase use of Libraries at other times against increased costs 	<ul style="list-style-type: none"> ➤ Annual review of the opening hours ➤ Annual survey for customer feedback ➤ Monthly Branch Reports and statistics



3. Loans per opening hour

GOAL: *Goldfields Library Corporation will maintain its current level of loans per opening hour.*

Goldfields Current ¹	Goldfields Target
78.0	78.0

Loans per opening hour are a good reflection of the efficiency and use patterns of a Library.

The State average is currently 78.3 loans per opening hour.

Goal	Strategies/Actions	Performance Indicators/Outcomes
<p>Goldfields Library Corporation will maintain current level of loans per opening hour</p>	<ul style="list-style-type: none"> ➤ Increase membership and use patterns ➤ Review opening hours ➤ Review loan periods ➤ Purchase multiple copies of popular items ➤ Review time lag between delivery and shelf 	<ul style="list-style-type: none"> ➤ Annual review of the opening hours ➤ Annual survey for customer feedback ➤ Review Best Value document. ➤ Increase in membership by 1% ➤ Increase in number of loans by 10% ➤ Increase in visits per total membership by 1% ➤ Monthly Branch Reports ➤ Monthly statistics



4. Loans handled per staff member

GOAL: *Goldfields Library Corporation will maintain its current level of loans handled per staff member.*

Goldfields Current¹	Goldfields Target
42,413	42,413

The number of loans handled per staff member indicates how a library allocates staff duties. (Staff not involved in the loans process are counted in this statistic).

The current State average is **32,601**. Goldfields Library Corporation currently loans almost 10,000 items more per staff member per year than the State average. Goldfields Library will also review its Best Value document to ensure that improved work practices with current staff numbers can sustain this better than average result.

Goal	Strategies/Actions	Performance Indicators/Outcomes
<p>Goldfields Library Corporation will maintain its current level of loans handled per staff member</p>	<ul style="list-style-type: none"> ➤ Improve work processes ➤ Improve online services by introducing new or online products and services or enhancing existing online products and services 	<ul style="list-style-type: none"> ➤ Review Best Value document ➤ Annual survey for customer feedback ➤ Number of users on the web. Increase number by 10% ➤ Annual review of online services (comprising usage patterns and statistics) ➤ Enrolments in and completion of professional development courses



5. Stock per capita

GOAL: *Goldfields Library Corporation will seek the State average of 1.74 current items per capita as a benchmark for its collection*

Goldfields Current¹	Goldfields Target
1.53	1.74

The Goldfields Libraries will seek 1.74 items per capita as the benchmark for its collection.

The current State average is 1.74 items per capita.

Goal	Strategies/Actions	Performance Indicators/Outcomes
<p>Goldfields Library Corporation will seek the State average of 1.74 current items per capita as a benchmark for its collection</p>	<ul style="list-style-type: none"> ➤ Review and build collections to meet user needs ➤ Aim to achieve ideal collection size of 1.74 items per capita at all Branches within 5 years ➤ Review and maintain an accurate database of materials ➤ Establish sustainable collection sizes for all Branches 	<ul style="list-style-type: none"> ➤ Monthly Branch reports ➤ Monthly statistics ➤ Number of new items added to the collection ➤ Annual survey for customer feedback ➤ Number of users on the web. Increase number by 10% ➤ Annual review of online services (comprising usage patterns and statistics) ➤ Increase in membership by 1% ➤ Increase in number of loans by 10% ➤ Increase in visits per total membership by 1% ➤ Annual review of user pays services ➤ Increase in number of items



6. Expenditure on Library material per capita

GOAL: *Goldfields Library Corporation will actively work to increase its materials expenditure by at least 1% each year*

Goldfields Current ¹	Goldfields Target
4.64	4.69

Stock expenditure per capita establishes the health and sustainability of a library collection. New and relevant stock encourages borrowing and patron use.

The target is based on the current State average as a minimum of \$4.56 per capita. Goldfields currently exceeds the State average and will continue to increase its materials expenditure per capita based on community wants and needs.

Goal	Strategies/Actions	Performance Indicators/Outcomes
<p>Goldfields Library Corporation will actively work to increase its materials expenditure by at least 1% each year</p>	<ul style="list-style-type: none"> ➤ Continue to exceed the State average on materials expenditure ➤ Utilise savings achieved in other areas to materials budget ➤ Seek to increase the budget 	<ul style="list-style-type: none"> ➤ Monthly Branch reports ➤ Annual survey for customer feedback ➤ Annual review of user pays services ➤ Number of new items added to the collection ➤ Annual review of online services (comprising usage patterns and statistics)



7. Turnover rate

GOAL: *Goldfields Library Corporation will maintain a higher level of materials turnover than the State average*

Goldfields Current¹	Goldfields Target
5.6	5.6

Turnover of stock, the average across the collection that each book is borrowed in a year, shows the use of the collection overall.

The State average is a minimum for turnover rate is 5.4. Goldfields currently exceed the State average and will continue to maintain or exceed this turnover rate.

Goal	Strategies/Actions	Performance Indicators/Outcomes
Goldfields Library Corporation will maintain a higher level materials turnover than the State average	<ul style="list-style-type: none"> ➤ Regularly review the collection ➤ Generate monthly usage reports for collections 	<ul style="list-style-type: none"> ➤ Review Best Value document ➤ Annually review Collection Policy ➤ Monthly Branch reports ➤ Monthly statistics ➤ Annual survey for customer feedback ➤ Increase in membership by 1% ➤ Increase in number of loans by 10%. ➤ Increase in visits per total membership by 1%



8. Cost per loan

GOAL: *Goldfields Library Corporation will seek to lower its cost per loan to equal or below the State average.*

Goldfields Current ¹	Goldfields Target
3.80	3.00

Cost per loan is based on total library expenditure and total loan figures.

The target is based on the State average as a minimum for cost per loan is \$ 3.00.

Goal	Strategies/Actions	Performance Indicators/Outcomes
<p>Goldfields Library Corporation will seek to lower its cost per loan to equal or below the State average</p>	<ul style="list-style-type: none"> ➤ Seek to achieve costs below State average ➤ Develop a strategy to investigate new options to achieve greater efficiencies using new technologies 	<ul style="list-style-type: none"> ➤ Review Best Value document ➤ Monthly Branch reports ➤ Monthly statistics ➤ Annual survey for customer feedback ➤ Online usage and statistics ➤ Increase in membership by 1% ➤ Increase in number of loans by 10% ➤ Annual review of online services (comprising usage patterns and statistics) ➤ Quarterly Meetings with interested partners, reciprocal members and other groups and report to Board ➤ Increase in visits per total membership by 1% ➤ Quarterly review vendor contracts



9. Visits per capita, visits per member & cost per visit

GOAL: *Goldfields Library Corporation will seek to increase visits per capita, visits per member and seek to lower the costs per visit.*

a) Visits per capita

The number of *visits per capita* is visits per head of population. The target is based on the State average as a minimum of 5.8 visits per capita

Goldfields Current ¹	Goldfields Target
4.7	5.8

b) Visits per Member

The number of visits per member reflects the average number of times a member visits the library per annum.

Goldfields Current ¹	Goldfields Target
11.1	14

c) Cost per visit

The *cost per visit* reflects the overall costs per library user. The target is based on the current State average as a minimum for cost per visit which is \$4.80.

Goldfields Current ¹	Goldfields Target
7.00	4.80



Goal	Strategies/Actions	Performance Indicators/Outcomes
Goldfields Library Corporation will seek to increase visits per capita and visits per member and seek to lower the costs per visit	<ul style="list-style-type: none">➤ Promote services➤ Promote product months➤ Continue and review story times and other programs in all Branches➤ Investigate and develop partnerships, reciprocal memberships and services with other organisations	<ul style="list-style-type: none">➤ Produce at least one new general flyer for distribution at least once a year➤ Develop at least one Partnership project per year with an educational institute or interest group➤ Quarterly Meetings with interested partners, reciprocal members and other groups and report to Board➤ Annual survey for customer feedback➤ Increase in membership by 1%➤ Increase in number of loans by 10%➤ Increase in visits per total membership by 1%➤ Review Best Value document



Strategic Resource Plan

The Strategic Resource Plan incorporates the resources required, both financial and non-financial to achieve the objectives and strategic activities identified in the Library Plan. The budget represents the operations of the Goldfields Library Corporation for the twelve months July 2006 to June 2007.

The Goldfields Library Corporation Budget

The Budget is prepared on the basis of a base contribution of \$16.95 per capita (\$16.11 in 2005/6), from the four member Councils to cover capital and operating expenses. Member Councils cover all utility costs associated with operating the Libraries directly. Population figures are based on ABS statistics and are provided by the Department for Victorian Communities.

	2005/6	@ \$16.11	2006/7	@ \$ 16.95
Greater Bendigo	94,614	\$1,524,232	95,968	\$1,626,657
Loddon	8,407	\$ 135,437	8,364	\$ 141,770
Mount Alexander	17,242	\$ 277,768	17,242	\$ 292,252
Macedon – 73.6%	29,443	\$ 474,327	30,060	\$ 509,517
Total Population	149,706		151,634	
TOTAL INCOME		\$2,411,764		\$ 2,570,196

State Government Funding

The State Government funding is based on the estimated population figures, with minor adjustments for areas with a growing or declining population. The Corporation receives 100% of the State Government Library Funding grant from the City of Greater Bendigo, Mount Alexander Shire and Loddon Shire Councils. The Corporation also receives 73.6% of Macedon Ranges Shire Council's State Government Library Funding grant allocation. The Corporation receives 100% of the Local Priority Funding State Government grant from three member Councils, which is included in the total amounts, and 73.6% from Macedon Ranges which is included as a separate line item.

Council	2005/2006	2006/2007
Greater Bendigo	\$457,523	\$ 491,943
Loddon	\$ 73,464	\$ 79,820
Mount Alexander	\$109,487	\$ 115,806
Macedon	\$146,689	\$ 159,338
Macedon Local Priority	\$ 7,720	\$ 8,142
TOTAL	\$ 796,883	\$ 855,049

** Calculation based on the Corporation receiving 73.6% of Macedon Ranges Shire Council's State Government Library Funding and 73.6% of the State Government Local Priority Funding.*

** Calculation based on the Corporation receiving 73.6% of Macedon Ranges Shire Council's State Government Library Funding and 73.6% of the State Government Local Priority Funding*



STANDARD STATEMENT OF FINANCIAL PERFORMANCE

	06/07	07/08	08/09	09/10	10/11
	\$	\$	\$	\$	\$
REVENUES FROM ORDINARY ACTIVITIES					
Revenue from operating activities					
Member Contributions	2,643,565	2,844,510	3,007,273	3,200,319	3,370,191
Grants	945,041	880,464	906,642	933,605	961,376
User Fees, Charges and Fines	153,700	156,006	158,346	160,721	163,132
	<u>3,742,306</u>	<u>3,880,980</u>	<u>4,072,260</u>	<u>4,294,645</u>	<u>4,494,698</u>
Revenue from outside operating activities					
Interest	50,000	40,000	42,000	44,100	46,305
Other Income	12,000	12,090	12,181	12,274	12,368
Proceeds From Sale of Fixed Assets	39,500	29,500	29,500	29,500	29,500
Assets Received Free of Charge	13,000	13,000	13,000	13,000	13,000
	<u>114,500</u>	<u>94,590</u>	<u>96,681</u>	<u>98,874</u>	<u>101,173</u>
Total Revenue	<u>3,856,806</u>	<u>3,975,570</u>	<u>4,168,941</u>	<u>4,393,519</u>	<u>4,595,871</u>
EXPENSES FROM ORDINARY ACTIVITIES					
Employee Benefits	1,984,715	2,083,616	2,187,474	2,296,537	2,411,069
Plant and Equipment Costs	309,306	321,709	334,700	348,302	362,551
Depreciation	627,560	633,836	640,174	646,576	653,041
Administration and Maintenance Charges	83,493	86,633	89,892	93,276	96,788
Other Expenses	414,851	433,059	450,907	469,738	489,621
Written Down Value of Assets Sold	41,722	29,500	29,500	29,500	29,500
	<u>3,461,647</u>	<u>3,588,352</u>	<u>3,732,646</u>	<u>3,883,929</u>	<u>4,042,570</u>
Total Expenses	<u>3,461,647</u>	<u>3,588,352</u>	<u>3,732,646</u>	<u>3,883,929</u>	<u>4,042,570</u>
Net Result	<u>395,159</u>	<u>387,217</u>	<u>436,295</u>	<u>509,590</u>	<u>553,301</u>
Movements in Equity	-	-	-	-	-
Total Changes in Equity	<u>395,159</u>	<u>387,217</u>	<u>436,295</u>	<u>509,590</u>	<u>553,301</u>

**STANDARD STATEMENT OF FINANCIAL POSITION**

	06/07	07/08	08/09	09/10	10/11
	\$	\$	\$	\$	\$
CURRENT ASSETS					
Cash Assets	80,428	80,872	88,387	84,561	77,026
Receivables	4,000	4,500	7,000	8,500	10,000
Other Financial Assets	716,981	915,043	1,147,646	1,431,080	1,717,098
Total Current Assets	801,409	1,000,415	1,243,033	1,524,141	1,804,124
CURRENT LIABILITIES					
Payables	205,428	199,500	205,000	215,000	222,000
Employee Benefits	220,904	230,904	240,904	252,061	265,276
Total Current Liabilities	426,332	430,404	445,904	467,061	487,276
NET CURRENT ASSETS	375,077	570,011	797,129	1,057,080	1,316,848
NON-CURRENT ASSETS					
Plant, Resources and Equipment	3,885,107	4,104,700	4,343,075	4,622,713	4,946,246
Total Non-Current Assets	3,885,107	4,104,700	4,343,075	4,622,713	4,946,246
NON-CURRENT LIABILITIES					
Employee Benefits	313,733	341,043	370,240	400,240	430,240
Total Non-Current Liabilities	313,733	341,043	370,240	400,240	430,240
NET NON-CURRENT ASSETS	3,571,374	3,763,657	3,972,835	4,222,473	4,516,006
NET ASSETS	3,946,451	4,333,668	4,769,964	5,279,554	5,832,855
EQUITY					
Member Contributions	2,236,785	2,236,785	2,236,785	2,236,785	2,236,785
Asset Revaluation Reserve	1,306,784	1,306,784	1,306,784	1,306,784	1,306,784
Plant & Equipment Reserve	24,000	104,000	204,000	304,000	384,000
Dev Int Reserve	85,260	114,100	143,805	174,401	205,915
Accumulated (Deficit) / Surplus	293,622	572,000	878,590	1,257,584	1,699,371
TOTAL EQUITY	3,946,451	4,333,669	4,769,964	5,279,554	5,832,855

**STANDARD STATEMENT OF CASH FLOWS**

	06/07	07/08	08/09	09/10	10/11
	\$	\$	\$	\$	\$
	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)
Cash Flows from Operating Activities					
Payments					
Employee Related Costs	(1,953,182)	(2,043,306)	(2,152,777)	(2,257,880)	(2,368,604)
Plant and Equipment Costs	(338,602)	(362,117)	(368,230)	(391,382)	(402,556)
Administration and Maintenance Charges	(94,162)	(103,158)	(99,546)	(107,153)	(106,759)
Other Expenses	(461,210)	(492,686)	(496,773)	(520,762)	(544,433)
GST paid on Investing Activities	(133,293)	(89,343)	(90,855)	(92,897)	(101,757)
GST submitted to the ATO	(176,957)	(205,881)	(230,595)	(245,587)	(254,712)
	<u>(3,157,405)</u>	<u>(3,296,492)</u>	<u>(3,438,775)</u>	<u>(3,615,662)</u>	<u>(3,778,821)</u>
Receipts					
Member Contributions	2,912,542	3,113,561	3,307,450	3,521,451	3,707,760
Grants	1,039,545	968,512	997,306	1,026,965	1,057,513
User Fees, Charges and Fines	172,571	171,605	173,336	176,016	179,245
Interest	52,508	39,500	39,500	42,600	44,805
Other Revenue	17,700	13,299	13,399	13,501	13,605
GST Received from Investing Activities	3,950	2,950	2,950	2,950	2,950
	<u>4,198,816</u>	<u>4,309,427</u>	<u>4,533,942</u>	<u>4,783,484</u>	<u>5,005,878</u>
Net Cash Inflow/(Outflow) from Operating Activities	<u>1,041,410</u>	<u>1,012,935</u>	<u>1,095,166</u>	<u>1,167,822</u>	<u>1,227,057</u>
Cash Flows from Investing Activities					
Proceeds from Sale of Assets (Increase)/Decrease in Deposits Held	39,500	29,500	29,500	29,500	29,500
Payment for Plant, Resources and Equipment	(1,291,208)	(863,929)	(889,048)	(937,714)	(988,074)
Net Cash Inflow/(Outflow) from Investing Activities	<u>(1,041,177)</u>	<u>(1,012,491)</u>	<u>(1,087,651)</u>	<u>(1,171,648)</u>	<u>(1,234,592)</u>
Cash Flows from Financing Activities					
Net Cash Inflow/(Outflow) from Financing Activities	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Increase/(Decrease) in Cash Held	233	444	7,515	(3,826)	(7,535)
Cash at the Beginning at Year	<u>80,195</u>	<u>80,428</u>	<u>80,872</u>	<u>88,387</u>	<u>84,561</u>
Cash at the End of the Year	<u>80,428</u>	<u>80,872</u>	<u>88,387</u>	<u>84,561</u>	<u>77,026</u>
Reconciliation of Operating Result and Net Cash Flows from Operating Activities for the year ending 30 June					
Net surplus/(deficit) from operations	395,159	387,217	436,295	509,590	553,301
Depreciation and amortisation	627,560	633,836	640,174	646,576	653,041
Net movement in current assets and liabilities	18,691	(8,118)	18,697	11,657	20,715
Net cash inflow/(outflow) from operating activities	<u>1,041,410</u>	<u>1,012,935</u>	<u>1,095,166</u>	<u>1,167,822</u>	<u>1,227,057</u>



STANDARD STATEMENT OF CAPITAL WORKS

	06/07	07/08	08/09	09/10	10/11
	\$	\$	\$	\$	\$
Resources	719,208	666,969	706,987	749,406	794,371
Plant and Vehicles	438,000	38,760	39,535	40,326	41,132
Computer Equipment	105,000	128,150	111,395	114,736	118,178
Furniture and Equipment	35,000	36,050	37,132	38,245	39,393
Total Capital Works	1,297,208	869,929	895,049	942,713	993,074

Represented by:

Renewal	534,845	571,860	448,029	480,954	572,850
Upgrade	762,363	298,069	447,020	461,759	420,224
Expansion	-	-	-	-	-
New Assets	-	-	-	-	-
Total Capital Works	1,297,208	869,929	895,049	942,713	993,074