

# Annual Budget— 2022.23

## OUR VISION

Our vision is for connected, inclusive and resilient communities that are supported to grow and thrive.



## MISSION

# SUPPORTING OUR COMMUNITIES IS OUR MISSION. WE HELP PEOPLE:



**Connect**  
We are responsive and bring people together



**Belong**  
We are inclusive and work with you



**Learn**  
Our free resources allow minds to explore and create

## OUR VALUES

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

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

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

# Introduction



Cr Annemarie McCabe

**Board Chair**

Member Appointed Board Director by  
Baw Baw Shire Council



Leanne Williams

**Chief Executive Officer**

It's our great pleasure to present the inaugural Annual Budget 2022.23 for Myli – My Community Library Ltd (Myli).

Changes to the Local Government Act 2020 were the catalyst for the then West Gippsland Libraries Corporation Board to transition to a not-for-profit (NFP) entity in order to capitalise on opportunities for the future, ensuring it remained innovative, competitive and progressive.

Myli was formed as a not-for-profit company limited by guarantee under the Corporations Act 2001 on the 25th August 2021 and is a registered charity with the Australian Charities and Not-for-profits Commission. This achievement delivers on the Board's strategic objective identified early in 2021. Being the first Library Corporation to successfully transform to a NFP is a true reflection of the organisation's leadership and innovation.

At Myli, we really do see libraries differently. Myli libraries are not just physical spaces, we put a focus on virtual and flexible services. We cater to the present whilst anticipating the needs and expectations of future generations. We are driven by our vision to connect and innovate. We know that staying relevant is the only way to engage a community. These needs change over time, and we must have the agility to foresee the future, be ready, and adapt. We know that quality outcomes are a must. Our leadership aims to exceed all expectations. We demonstrate how innovation can be achieved and we add value to communities every step of the way.

Myli is on an exciting journey of growth. The Board in partnership with the Leadership Team are developing long-term strategies to support the growth of the Myli brand, revenue diversification, service partnerships, joining company members and the expansion of services.

Last financial year, Myli proudly expanded its 24/7 library services to include two additional libraries, Mirboo North and Foster, with further expansion planned, we will continue to demonstrate our leadership and innovation in service provision.

Investment in our people and our library collection, as demonstrated in this budget, strengthens Myli's capacity to support communities to connect, to belong and to learn.

This budget has been developed from a strong financial position of all assets from West Gippsland Libraries being gifted by its Member Councils to Myli from 1 July 2022. We look forward to Myli's journey ahead and our continued growth.

## Acknowledgement

Myli – My Community Library Ltd (Myli) acknowledges the traditional custodians of the various lands where our services and programs take place. We pay our respect to Elders past, present and emerging.

## Our Child Safety Commitment

Myli is committed to the safety and wellbeing of all children and young people.

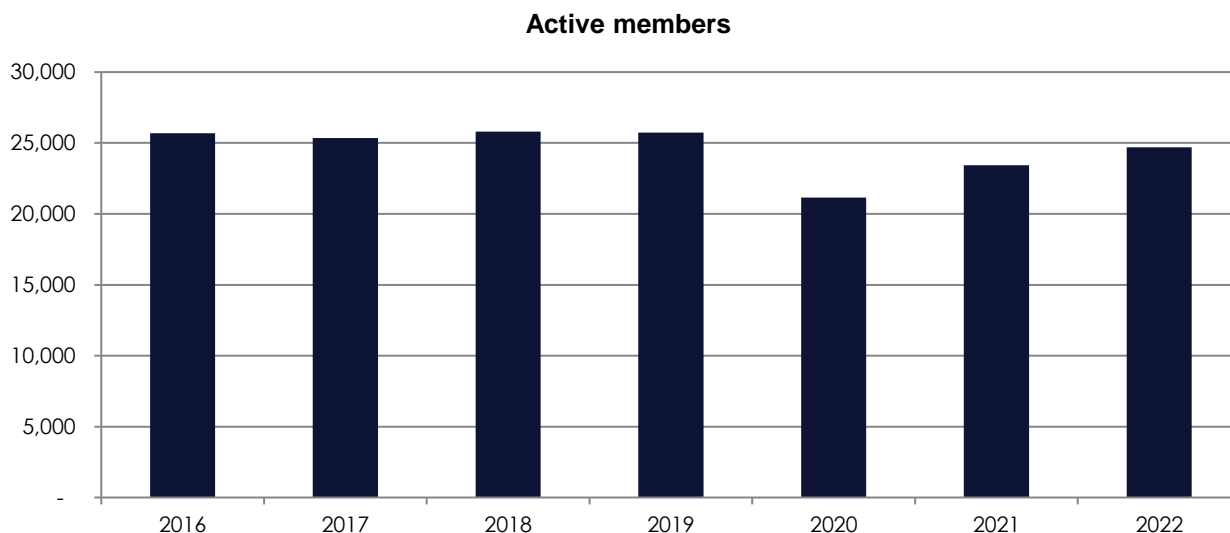
# Annual Budget 2022.23

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# About Myli

At Myli, we strive to provide modern library services that our members are seeking and achievement of this is reflected in the number of members who've used our service in the last 12 months (active membership). As one of the top libraries in the State for active membership as a percentage of the population, we are focused on ensuring more people know and receive the benefits of our services.

From the graph below, it is evident that strategies to return people to the library following the challenges of COVID-19 in 2020 and 2021 are successful.



\* Active membership declined in 2020 due to COVID-19 and libraries being closed.

## How the community rates our service

Early in 2021, we engaged with our community and users to understand how they felt about the service we deliver. The result was a rating of 4.4 stars out of 5.



*“What an inspirational organisation! I have been constantly surprised and impressed by your innovation and I have never had an unpleasant interaction with any of your staff in many years of using your services.”*

~ Library Patron

## Community engagement

To develop the existing four-year strategic Library Plan, service trends from past years were combined with identified areas of growth and feedback was sought from the community early in 2021. The results were:

**2,371** responses to our community consultation. An increase of 7.7% from the previous survey in 2017. Further to the service trends from past years, a lot was learned from those who completed the survey including:

- 18% of respondents did not know that we offer e-audiobooks through BorrowBox or RB Digital.

- 16% did not know that we offer e-books and e-magazines.
- 51% did not know we offer video programs.
- 45% did not know we offer adult programs, both in person and online.
- 53% did not know we take bookings for tech talks to support those bridging the digital literacy gap.
- 38% did not know we have a smartphone application.
- 47% did not know we offered a home delivery service during COVID-19 and continue to do so.
- 56% did not know we offer online story times.
- 49% did not know we provide outreach services such as visiting kindergartens, schools, and aged care facilities.
- 85% did not know we write a mental health blog.

## Influencers of membership

There are a few key priorities that influence membership and usage of the services. They are:

- **New and refreshed vibrant library buildings.** Modern libraries are inviting and welcoming places that the community come to enjoy and connect. This is a key factor to achieve membership growth. Many of our libraries have been renovated including Mirboo North, San Remo and Foster. We are excited about the construction of the new Korumburra and Cowes libraries and the progression of Baw Baw's Cultural Precinct detailed design.
- **Convenience.** Our libraries need to be convenient for our members to use and engage with. Myli now has three 24/7 libraries: Foster, Mirboo North, and Poowong. More are on the way including Korumburra, Cowes and Inverloch.
- **Awareness of our services.** Staff are constantly having conversations within the community where people express a lack of understanding about the services provided by a modern library. Myli recognises the importance of marketing our services to the community to build a greater awareness of the extensive range of programs and the support we provide.
- **Maintaining a quality collection.** We are about people and not just physical items and books. Books are not the only reason people come to the library. However, it's essential that Myli continues to invest in its physical collection as this is a driver of retaining existing membership. Respondents to the community engagement survey requested the continued need to invest and enhance the collection.

## Areas of growth and focus

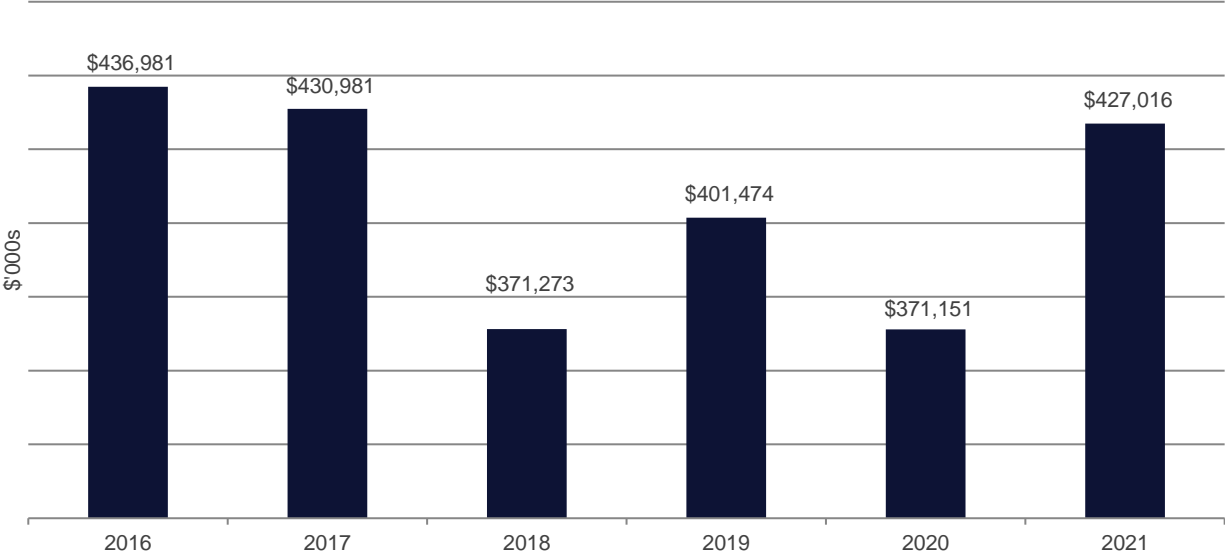
There are key service areas that are experiencing growth.

- E-resources were experiencing significant growth prior to COVID-19 and this appears to have now peaked. We are now seeing growth in people returning to the library for physical items. Continuing to invest in both e-resources and physical items will be essential to meeting the needs of all our members.
- Programs were one of the fastest growing services prior to COVID-19. As people are returning to the library we will be focusing on growing our in person programs whilst maintaining our favourite online programs.
- Prior to COVID-19, visitation to our libraries had increased by 2% (YTD February 2020 compared to YTD February 2019). This was the first time in several years visitation had increased. Our focus will be on working hard post COVID-19 to ensure visitation returns and continues to grow beyond pre-covid levels.

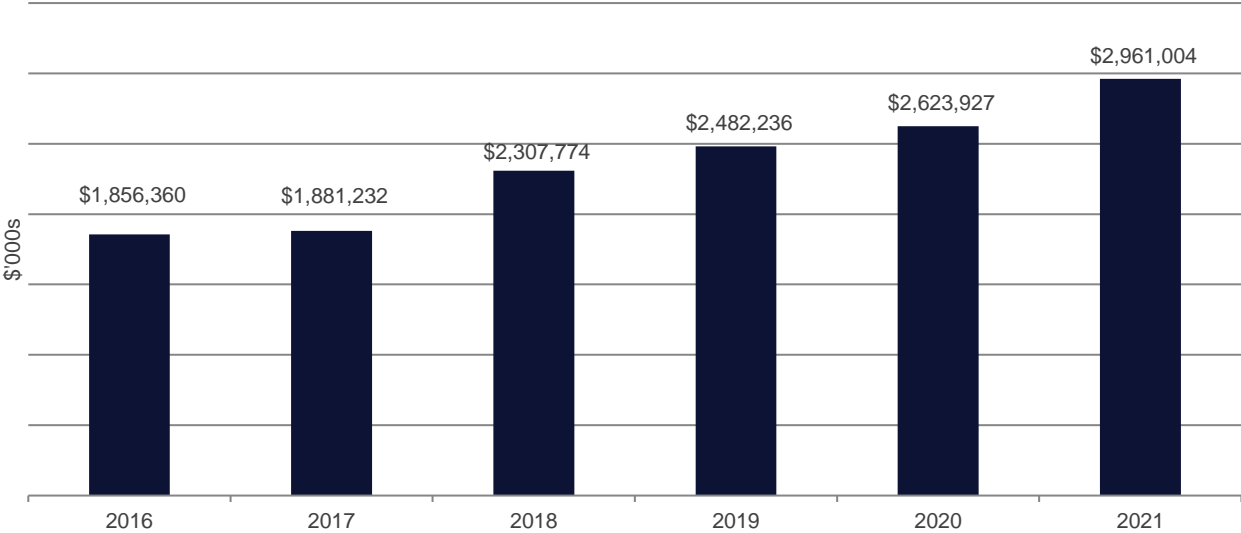
# Organisational Performance

This is the first financial year budget for Myli, however it's predecessor organisation, West Gippsland Libraries, has a track record of strong financial performance as shown below. Strong financial performance enables the organisation to continue to invest in our library services, programs, the collection and the renewal of our libraries.

Operating result

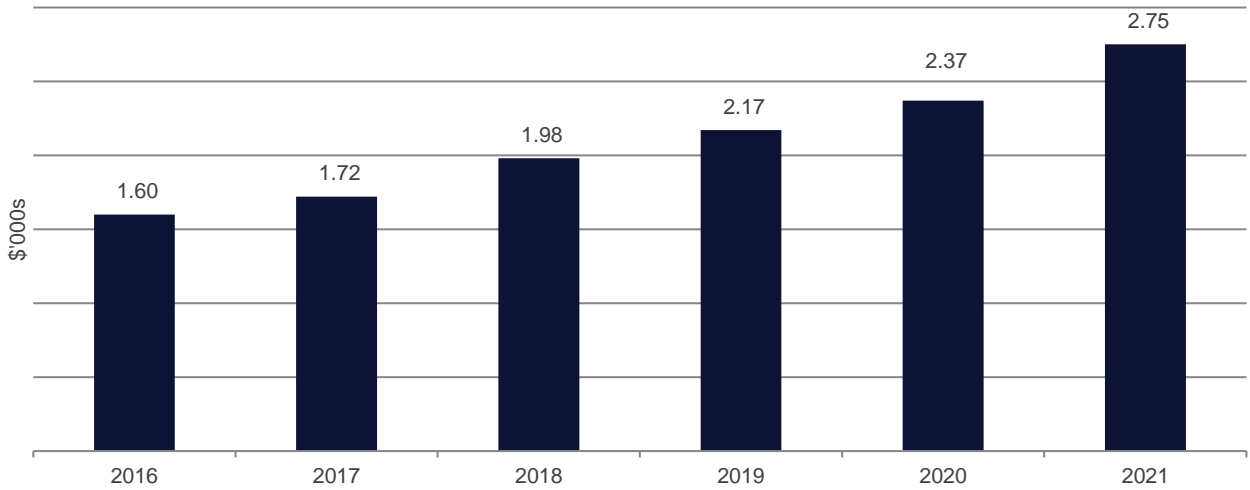


Cash and investments

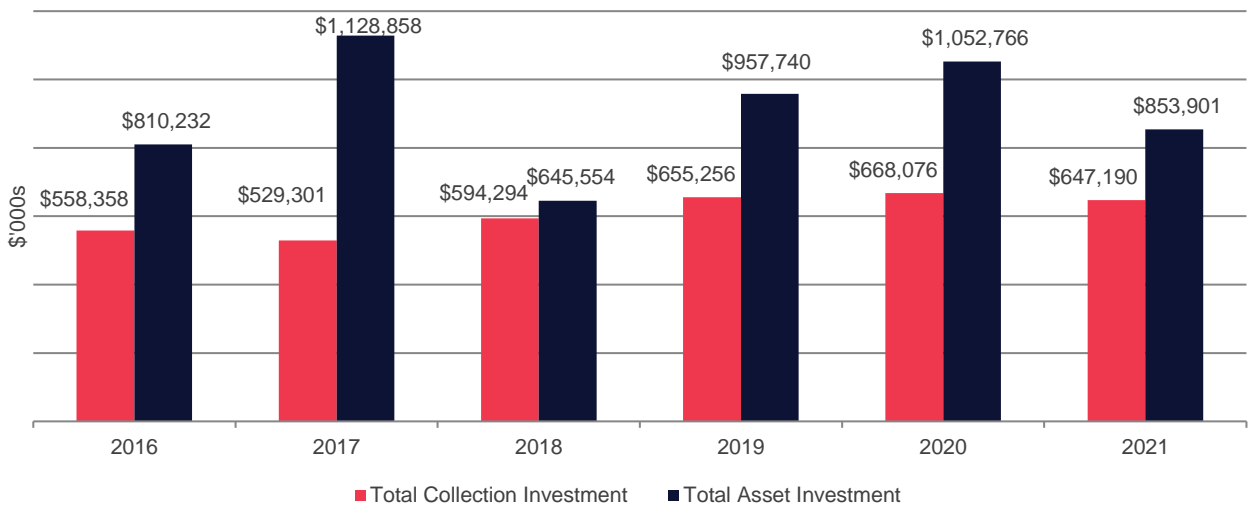




### Working Capital Ratio



### What are we spending on 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 Myli in identifying community needs and aspirations over the long term (Long Term Financial Plan), medium term (Library Plan) and short term (Annual Budget). Accountability is demonstrated in the Annual Report.

## Our Strategic Objectives

Myli is in its second year of a four-year strategic plan to strive for a vision for connected, inclusive and resilient communities that are supported to grow and thrive. To deliver on the mission, and to help people connect, belong, and learn, actions are outlined below.

The Library Plan provides greater detail as to the importance of these actions. As outlined in the **About Us** section of this budget document, the actions connect not only to the achievement of the Vision and Mission, but also retaining and growing membership and usage of the service to ensure long term organisation sustainability.

Myli also plays a role in supporting progress towards the United Nations Sustainable Development Goals. The United Nations Member States adopted 17 goals that are a “*plan for action for people, the planet and prosperity*”. You can read more about the goals at <https://sdgs.org.au/goals/>. Services provided by Myli contribute to goals 3, 4, 5, 10, 11, and 16.



# Connect – We are responsive and bring people together

98.5% of respondents from the community consultation supported the following themes:

Strategic Goal: Making our service available to more people for more hours		
Virtual	Physical	Flexible
Our service goes beyond the four walls of a physical place and being virtual is essential for reaching more people in a digital environment.	People come together at the library because it is welcoming, safe and free.	Our service needs to be flexible to meet the changing and diverse needs of our community.
<p><b>Action:</b> Continue to enhance the website.</p> <p><b>Why:</b> Visitation to the website continues to increase and many are choosing this as their main interaction with our service.</p> <p><b>Achieved</b></p>	<p><b>Action:</b> Provide more 24/7 libraries.</p> <p><b>Why:</b> We know that many in our community cannot get to the library during working hours. 24/7 provides a convenient way to access services. This has been demonstrated by the success of the Foster 24/7 Library.</p> <p><b>Achieved and Ongoing</b></p>	<p><b>Action:</b> Provide more outreach services.</p> <p><b>Why:</b> Improving the awareness and access to our service requires us to go where the community get together. This includes aged care facilities, kindergartens and community events.</p>
<p><b>Action:</b> Provide a program portal to deliver life skills videos and learning content for members.</p> <p><b>Why:</b> Increasing investment in online services and creating a quality member portal is important. It supports membership growth and builds connection with our current and potential membership base.</p>	<p><b>Action:</b> Provide expert advice on the development of new libraries and develop a long-term infrastructure plan to ensure our physical places are modern.</p> <p><b>Why:</b> As our communities grow and our buildings age, its essential that we plan for the renewal of our libraries to ensure they are modern and vibrant.</p> <p><b>Achieved and Ongoing</b></p>	<p><b>Action:</b> Provide a home library service by engaging volunteers to help with this impactful service.</p> <p><b>Why:</b> Accessing our service is a fundamental value of libraries. We know that some in our community face challenges accessing the service and we want to make it easier for them to do so.</p> <p><b>Achieved</b></p>

# Belong – We are inclusive and work with you

98.7% of respondents from the community consultation supported the following themes:

<b>Strategic Goal: Increase our membership and awareness of our service within the community</b>		
<b>Advocacy</b>	<b>Membership</b>	<b>Engagement</b>
<p>Our existing members and partners are our best advocates for promoting our service.</p>	<p>Our aspiration is to demonstrate our value to the community, and ensure people benefit from our high-quality service.</p>	<p>Engaging with our members is essential for providing excellence in everything we do.</p>
<p><b>Action:</b> Develop an Ambassador Program.</p> <p><b>Why:</b> An Ambassador Program will guide how we identify ambassadors and how we help them advocate for us to increase awareness of our service and increase membership.</p>	<p><b>Action:</b> Develop a formal feedback program from members.</p> <p><b>Why:</b> Seeking feedback from members is an essential part of improving our service and achieving excellence.</p>	<p><b>Action:</b> Implement the Volunteers Framework.</p> <p><b>Why:</b> Working with volunteers provides benefits for everyone. It helps reduce social isolation, enables more people to use the service and can improve accessibility.</p> <p><b>Achieved</b></p>
<p><b>Action:</b> Develop an Advocacy Plan</p> <p><b>Why:</b> An advocacy plan will identify and target key strategic priorities which need a higher profile and community awareness.</p>	<p><b>Action:</b> Transition to a Not-for-Profit entity.</p> <p><b>Why:</b> The Local Government Act 2020 requires Library Corporations to change how they are legally governed. This transition is essential to ensure Myli can continue to deliver excellent services to the community for the long-term future.</p> <p><b>Achieved</b></p>	<p><b>Action:</b> Develop a Friends of the Library Framework.</p> <p><b>Why:</b> The friends groups provide immense support for our services including events and programs and annual monetary contributions. We would like to provide more support to the friends groups so we can all succeed.</p>
<p><b>Action:</b> Finalise the Donation, Bequest and Fundraising Policy.</p> <p><b>Why:</b> The community are often asking how they can support our service. This policy will provide clear guidance on how Myli can receive donations, bequests and fundraising contributions.</p>	<p><b>Action:</b> Develop a formal Partnership Plan.</p> <p><b>Why:</b> Partners offer an opportunity to promote our service and share the benefits and costs of service delivery.</p>	<p><b>Action:</b> Improve engagement with our members.</p> <p><b>Why:</b> If our engagement rate increases, that tells us we are delivering services that the community want.</p> <p><b>Achieved</b></p>

# Learn – Our free resources allow minds to explore and create

98.9% of respondents from the community consultation supported the following themes:

Strategic Goal: Create more learning opportunities within our service and within the community		
Programs and Literacy	Performance	Services
<p>"Information Literacy is the ability to think critically and make balanced judgements about any information we find and use. It empowers us as citizens to develop informed views and to engage fully with society" <i>(Chartered Institute of Library and Information Professionals).</i></p>	<p>Our people are the key to the success of our service. Investing in them so they can be the best they can be is essential.</p>	<p>We have a solid foundation of many essential services. We are also innovative and bravely adapt to changing environments. We will continue to enhance existing services whilst investing in new and emerging services.</p>
<p><b>Action:</b> Develop life skills programs (i.e., financial literacy).</p> <p><b>Why:</b> Our libraries are increasingly providing life skills support to the community because they have nowhere else to turn. We are free and offer a safe place.</p>	<p><b>Action:</b> Develop a Workforce Development Plan.</p> <p><b>Why:</b> Our staff require a variety of skills and professional development to continue to support the community in a changing environment.</p>	<p><b>Action:</b> Provide more new physical books and collection items.</p> <p><b>Why:</b> Many of the respondents to the community engagement survey requested more books to meet the demand.</p> <p><b>Achieved and Ongoing</b></p>
<p><b>Action:</b> Build relationships with education providers.</p> <p><b>Why:</b> Education providers are an essential pathway to promoting the benefits of our programs within the community.</p>	<p><b>Action:</b> Increase the staff training and development budget.</p> <p><b>Why:</b> This demonstrates a commitment to continuous learning and improvement.</p> <p><b>Achieved and Ongoing</b></p>	<p><b>Action:</b> Redevelop our Digital Strategy.</p> <p><b>Why:</b> The Digital Strategy will provide an essential benchmark and tool to equip staff with the skills to support the community.</p>

# Planning and accountability framework

The Long-Term Financial Plan (LTFP), prepared in conjunction with the Library Plan, is a rolling ten-year plan that outlines the financial and non-financial resources that Myli requires to achieve the strategic objectives described in the Library Plan.

The Annual Budget is framed within the LTFP, 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 is reviewed each year in advance of the commencement of the Annual Budget process.

## Financial Goals

Myli has set financial goals to provide guidance and structure to the budget process and assist with maintaining consistent financial planning year on year. Myli's 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.
- Leverage external funding and partnerships.

## Rate cap

For the 2022.23 financial year the Minister for Local Government has set the rate cap at 1.75%.

## Budget development

The Budget has been developed from first principles. Key assumptions that have influenced the development of the budget are detailed below.

- The increase in base wage rate for employees under the Enterprise Agreement is directly linked to the rate cap set by the Minister for Local Government. There is a floor amount of 1.6% which is more than 87% of this year's rate cap ( $87\% \times 1.75\% = 1.52\%$ ), therefore 1.6% has been included in the Budget. Long term sustainability of the organisation is dependent on wage increments not exceeding the rate cap. The Long-Term Financial Plan (LTFP) is conservative and assumes that subsequent years will see a 2% increment in the rate cap and thus provides for a 1.74% increment in wages.
- The superannuation guarantee increases in 2022.23 from 10% to 10.5% and will continue to increase by 0.5% for the next three years. This has been included in the LTFP. This equates to an additional \$20,000 per year for the next four years.
- Materials and services costs continue to be reviewed each year 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. There has been specific consulting expenditure included to complete the transfer of Myli from West Gippsland Libraries.
- The budget provides for an increase in the collection of \$30,000 to ensure Myli continues to provide a collection that is under five years old as identified in the Local Government Performance Reporting Indicators. Available cash to invest in the collection is dependent on ongoing recurring savings elsewhere in the annual operating budget. The LTFP does show a decline in the collection investment in future years due to additional pressure from recurring expenditure. This will continue to be a focus for the organisation.

- Renewal of furniture and equipment has been included in the financial statements to work towards modernising branch libraries.
- The organisation has seen a significant decline during 2020 and 2021 in its other income. This includes revenue from printing and copying, fundraising contributions and donations and other miscellaneous grants. Myli has taken a conservative approach to providing for revenue in these areas for 2022.23 due to the uncertain economic climate.
- An increase in Council contributions consistent with the rate cap of 1.75%.
- An increase in recurring operating grants from the State Government of 1.5%.
- The LTFP is a vital tool to inform strategic decision making for the organisation. It highlights the future implications of decisions made in the present and the recurring impacts to the financial sustainability long term. Highlighting such implications is an important mechanism to avoid decisions that erode the long-term viability of the organisation.

## Major projects last year

Myli builds a strong foundation by delivering on its strategic objectives.

There were three major projects included in the last Annual Budget. They were:

- Mirboo North Library 24/7 access. **Achieved**
- Poowong Library 24/7 access. **Achieved**
- Transition to a Not-For-Profit (NFP). **Achieved**

## Major projects for the coming year

This budget has several highlights:

- One: growth in the investment in the collection which is always a key request from patrons. An additional \$30,000 has been provided in this budget which represents an increase of 4%.
- Two: growth in the investment of staff training and development of \$4,100 or 6.2% compared to the prior year's budget.
- Three: asset investment funding from the facilities reserve that includes Inverloch providing the 24/7 service, furniture renewal at Leongatha of \$50,000 and \$100,000 to support the library fit out of the new Korumburra Hub.

# Financial Statements

This section presents information regarding the Financial Statements. The budget information for the years 2022.23 to 2031.32 incorporates the Long-Term Financial Plan.

This section includes the following financial statements:

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



# Comprehensive Income Statement

For the 10 year period ending 30 June 2032

	Budget 2023	Strategic Resource Plan				Long Term Financial Plan				
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Revenue</b>										
User fees	45,186	51,090	57,011	62,952	68,911	74,889	80,887	86,904	92,942	99,001
Grants (recurrent)	967,021	985,841	1,005,038	1,024,619	1,044,591	1,064,963	1,085,742	1,106,937	1,128,556	1,150,607
Grants (non recurrent)	20,000	20,400	20,808	21,224	21,648	22,081	22,523	22,973	23,432	23,901
Contributions (cash)	5,478,464	5,588,033	5,699,794	5,813,790	5,930,066	6,048,667	6,169,640	6,293,034	6,418,894	6,547,273
Net gain on disposal	-	-	-	-	-	-	-	-	-	-
Donations										
Bequests										
Contracted services										
Other income	21,216	21,640	43,329	53,207	57,370	59,299	62,099	63,127	64,947	66,155
<b>Total Revenue</b>	<b>6,531,887</b>	<b>6,667,004</b>	<b>6,825,980</b>	<b>6,975,792</b>	<b>7,122,586</b>	<b>7,269,899</b>	<b>7,420,891</b>	<b>7,572,975</b>	<b>7,728,771</b>	<b>7,886,937</b>
<b>Expenses</b>										
Employee costs	4,100,961	4,213,327	4,328,772	4,447,380	4,547,001	4,648,854	4,752,988	4,859,455	4,968,307	5,079,597
Facilities expenses	374,090	392,795	412,434	433,056	454,709	477,444	501,316	526,382	552,701	580,336
Collection expenses	189,700	199,185	209,144	219,601	230,582	242,111	254,216	266,927	280,273	294,287
Materials and services	606,165	636,473	668,297	701,711	736,797	773,637	812,319	852,935	895,581	940,360
Depreciation and amortisation	1,127,586	1,068,138	1,031,929	998,492	935,495	1,093,690	1,030,496	995,787	987,703	1,108,133
Borrowing costs	67,730	61,535	53,681	45,828	37,420	28,239	18,128	7,285	-	-
Net loss on disposal										
Other expenses	26,000	27,300	28,665	30,098	31,603	33,183	34,842	36,585	38,414	40,335
<b>Total Expenses</b>	<b>6,492,232</b>	<b>6,598,753</b>	<b>6,732,922</b>	<b>6,876,166</b>	<b>6,973,607</b>	<b>7,297,158</b>	<b>7,404,305</b>	<b>7,545,356</b>	<b>7,722,979</b>	<b>8,043,048</b>
<b>Surplus/(Deficit)</b>	<b>39,655</b>	<b>68,251</b>	<b>93,058</b>	<b>99,626</b>	<b>148,979</b>	<b>(27,259)</b>	<b>16,586</b>	<b>27,619</b>	<b>5,792</b>	<b>(156,111)</b>
<b>Other Comprehensive Income</b>										
<b>Items that will not be reclassified to Surplus or Deficit</b>										
Net Asset Revaluation Increment/(Decrement)	-	-	-	-	-	-	-	-	-	-
<b>Comprehensive Result</b>	<b>39,655</b>	<b>68,251</b>	<b>93,058</b>	<b>99,626</b>	<b>148,979</b>	<b>(27,259)</b>	<b>16,586</b>	<b>27,619</b>	<b>5,792</b>	<b>(156,111)</b>

# Balance Sheet

For the 10 year period ending 30 June 2032

	Budget	Strategic Resource Plan				Long Term Financial Plan				
Assets	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Current Assets</b>										
Cash and Cash Equivalents	1,193,959	1,377,043	1,494,627	1,680,290	1,753,738	1,870,330	1,897,920	2,004,516	2,040,028	2,023,660
Other financial assets	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Trade and Other Receivables	32,659	33,335	34,130	34,879	35,613	36,349	37,104	37,865	38,644	39,435
Other Assets	13,064	13,334	13,652	13,952	14,245	14,540	14,842	15,146	15,458	15,774
<b>Total Current Assets</b>	<b>3,239,682</b>	<b>3,423,712</b>	<b>3,542,409</b>	<b>3,729,121</b>	<b>3,803,596</b>	<b>3,921,219</b>	<b>3,949,866</b>	<b>4,057,527</b>	<b>4,094,130</b>	<b>4,078,869</b>
<b>Non-Current Assets</b>										
Property, Infrastructure, Plant & Equipment	4,226,098	4,060,240	3,977,817	3,827,282	3,825,959	3,597,087	3,491,980	3,309,139	3,315,851	3,213,698
Intangible Assets	42,259	42,259	42,259	42,259	42,259	42,259	42,259	42,259	42,259	42,259
Other non financial assets	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250
<b>Total Non-Current Assets</b>	<b>4,273,607</b>	<b>4,107,749</b>	<b>4,025,326</b>	<b>3,874,791</b>	<b>3,873,468</b>	<b>3,644,596</b>	<b>3,539,489</b>	<b>3,356,648</b>	<b>3,363,360</b>	<b>3,261,207</b>
<b>Total Assets</b>	<b>7,513,289</b>	<b>7,531,461</b>	<b>7,567,735</b>	<b>7,603,912</b>	<b>7,677,064</b>	<b>7,565,815</b>	<b>7,489,355</b>	<b>7,414,175</b>	<b>7,457,490</b>	<b>7,340,076</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Trade and Other Payables	171,317	179,882	188,877	198,320	208,236	218,648	229,581	241,060	253,113	265,768
Trust funds and deposits	-	-	-	-	-	-	-	-	-	-
Employee Provisions	861,202	884,799	909,042	933,950	954,870	976,259	998,127	1,020,486	1,043,344	1,066,715
Interest-Bearing Loans and Borrowings	84,938	92,793	100,646	109,054	118,235	128,345	139,191	-	-	-
<b>Total Current Liabilities</b>	<b>1,117,457</b>	<b>1,157,474</b>	<b>1,198,565</b>	<b>1,241,324</b>	<b>1,281,341</b>	<b>1,323,252</b>	<b>1,366,899</b>	<b>1,261,546</b>	<b>1,296,457</b>	<b>1,332,483</b>
<b>Non-Current Liabilities</b>										
Trade and other payables										
Employee Provisions	98,423	101,120	103,891	106,737	109,128	111,572	114,072	116,627	119,239	121,910
Interest-Bearing Loans and Borrowings	688,264	595,471	494,825	385,771	267,536	139,191	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>786,687</b>	<b>696,591</b>	<b>598,716</b>	<b>492,508</b>	<b>376,664</b>	<b>250,763</b>	<b>114,072</b>	<b>116,627</b>	<b>119,239</b>	<b>121,910</b>
<b>Total Liabilities</b>	<b>1,904,144</b>	<b>1,854,065</b>	<b>1,797,281</b>	<b>1,733,832</b>	<b>1,658,005</b>	<b>1,574,015</b>	<b>1,480,971</b>	<b>1,378,173</b>	<b>1,415,696</b>	<b>1,454,393</b>
<b>Net Assets</b>	<b>5,609,145</b>	<b>5,677,396</b>	<b>5,770,454</b>	<b>5,870,080</b>	<b>6,019,059</b>	<b>5,991,800</b>	<b>6,008,384</b>	<b>6,036,002</b>	<b>6,041,794</b>	<b>5,885,683</b>
<b>Represented By:</b>										
Accumulated Surplus	3,977,833	4,011,958	4,058,487	4,108,300	4,232,789	4,219,160	4,227,451	4,241,259	4,244,155	4,168,996
Reserves	1,631,312	1,665,438	1,711,967	1,761,780	1,786,270	1,772,640	1,780,933	1,794,743	1,797,639	1,716,687
<b>Equity</b>	<b>5,609,145</b>	<b>5,677,396</b>	<b>5,770,454</b>	<b>5,870,080</b>	<b>6,019,059</b>	<b>5,991,800</b>	<b>6,008,384</b>	<b>6,036,002</b>	<b>6,041,794</b>	<b>5,885,683</b>

# Statement of Changes in Equity

For the 10 year period ending 30 June 2032

	Year	Total	Accumulated Surplus	Revaluation Reserve	Facilities Reserves		Year	Total	Accumulated Surplus	Revaluation Reserve	Facilities Reserves
<b>Budget</b>	<b>2023</b>					<b>Long Term Financial Plan</b>	<b>2028</b>				
Balance at Beginning of the Financial Year		5,569,490	3,958,006	922,800	688,684	Balance at Beginning of the Financial Year		6,019,059	4,232,789	922,800	863,470
Adjustment on Change in Accounting Policy		-	-	-	-	Adjustment on Change in Accounting Policy		-	-	-	-
Comprehensive Result		39,655	39,655	-	-	Comprehensive Result		(27,259)	(27,259)	-	-
Transfer to Reserves		-	19,828	-	19,828	Transfer to Reserves		-	13,630	-	(13,630)
Transfer from Reserves		-	-	-	-	Transfer from Reserves		-	-	-	-
<b>Balance at End of the Financial Year</b>		<b>5,609,145</b>	<b>3,977,833</b>	<b>922,800</b>	<b>708,512</b>	<b>Balance at End of the Financial Year</b>		<b>5,991,800</b>	<b>4,219,160</b>	<b>922,800</b>	<b>849,840</b>
<b>Strategic Resource Plan</b>	<b>2024</b>					<b>Long Term Financial Plan</b>	<b>2029</b>				
Balance at Beginning of the Financial Year		5,609,145	3,977,833	922,800	708,512	Balance at Beginning of the Financial Year		5,991,800	4,219,160	922,800	849,840
Adjustment on Change in Accounting Policy		-	-	-	-	Adjustment on Change in Accounting Policy		-	-	-	-
Comprehensive Result		68,251	68,251	-	-	Comprehensive Result		16,584	16,584	-	-
Transfer to Reserves		-	(34,126)	-	34,126	Transfer to Reserves		-	(8,293)	-	8,293
Transfer from Reserves		-	-	-	-	Transfer from Reserves		-	-	-	-
<b>Balance at End of the Financial Year</b>		<b>5,677,396</b>	<b>4,011,958</b>	<b>922,800</b>	<b>742,638</b>	<b>Balance at End of the Financial Year</b>		<b>6,008,384</b>	<b>4,227,451</b>	<b>922,800</b>	<b>858,133</b>
<b>Strategic Resource Plan</b>	<b>2025</b>					<b>Long Term Financial Plan</b>	<b>2030</b>				
Balance at Beginning of the Financial Year		5,677,396	4,011,958	922,800	742,638	Balance at Beginning of the Financial Year		6,008,384	4,227,451	922,800	858,133
Adjustment on Change in Accounting Policy		-	-	-	-	Adjustment on Change in Accounting Policy		-	-	-	-
Comprehensive Result		93,058	93,058	-	-	Comprehensive Result		27,618	27,618	-	-
Transfer to Reserves		-	(46,529)	-	46,529	Transfer to Reserves		-	(13,810)	-	13,810
Transfer from Reserves		-	-	-	-	Transfer from Reserves		-	-	-	-
<b>Balance at End of the Financial Year</b>		<b>5,770,454</b>	<b>4,058,487</b>	<b>922,800</b>	<b>789,167</b>	<b>Balance at End of the Financial Year</b>		<b>6,036,002</b>	<b>4,241,259</b>	<b>922,800</b>	<b>871,943</b>
<b>Strategic Resource Plan</b>	<b>2026</b>					<b>Long Term Financial Plan</b>	<b>2031</b>				
Balance at Beginning of the Financial Year		5,770,454	4,058,487	922,800	789,167	Balance at Beginning of the Financial Year		6,036,002	4,241,259	922,800	871,943
Adjustment on Change in Accounting Policy		-	-	-	-	Adjustment on Change in Accounting Policy		-	-	-	-
Comprehensive Result		99,626	99,626	-	-	Comprehensive Result		5,792	5,792	-	-
Transfer to Reserves		-	(49,813)	-	49,813	Transfer to Reserves		-	(2,896)	-	2,896
Transfer from Reserves		-	-	-	-	Transfer from Reserves		-	-	-	-
<b>Balance at End of the Financial Year</b>		<b>5,870,080</b>	<b>4,108,300</b>	<b>922,800</b>	<b>838,980</b>	<b>Balance at End of the Financial Year</b>		<b>6,041,794</b>	<b>4,244,155</b>	<b>922,800</b>	<b>874,839</b>
<b>Long Term Financial Plan</b>	<b>2027</b>					<b>Long Term Financial Plan</b>	<b>2032</b>				
Balance at Beginning of the Financial Year		5,870,080	4,108,300	922,800	838,980	Balance at Beginning of the Financial Year		6,041,794	4,247,051	922,800	871,943
Adjustment on Change in Accounting Policy		-	-	-	-	Adjustment on Change in Accounting Policy		-	-	-	-
Comprehensive Result		148,979	148,979	-	-	Comprehensive Result		(156,111)	(156,111)	-	-
Transfer to Reserves		-	-	-	-	Transfer to Reserves		-	78,056	-	(78,056)
Transfer from Reserves		-	(24,490)	-	24,490	Transfer from Reserves		-	-	-	-
<b>Balance at End of the Financial Year</b>		<b>6,019,059</b>	<b>4,232,789</b>	<b>922,800</b>	<b>863,470</b>	<b>Balance at End of the Financial Year</b>		<b>5,885,683</b>	<b>4,168,996</b>	<b>922,800</b>	<b>793,887</b>

# Statement of Cash Flows

For the period ending 30 June 2032

	Budget	Strategic Resource Plan				Long Term Financial Plan				
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Cash flows from operating activities</b>										
User fees	44,907	50,820	56,693	62,652	68,618	74,594	80,585	86,600	92,630	98,685
Grants	987,021	1,006,241	1,025,846	1,045,843	1,066,239	1,087,044	1,108,265	1,129,910	1,151,988	1,174,508
Contributions and donations	5,478,464	5,588,033	5,699,794	5,813,790	5,930,066	6,048,667	6,169,640	6,293,034	6,418,894	6,547,273
Interest income	-	-	21,256	30,693	34,406	35,875	38,207	38,758	40,090	40,801
Other receipts	20,519	20,964	21,278	21,765	22,230	22,688	23,137	23,608	24,078	24,563
Payments to employees	(4,082,173)	(4,187,033)	(4,301,758)	(4,419,626)	(4,523,690)	(4,625,021)	(4,728,620)	(4,834,541)	(4,942,837)	(5,053,555)
Payments to suppliers	(1,341,142)	(1,245,643)	(1,307,954)	(1,373,384)	(1,442,087)	(1,514,224)	(1,589,969)	(1,669,505)	(1,753,016)	(1,840,706)
Other payments	(1,500)	(1,545)	(1,591)	(1,639)	(1,688)	(1,739)	(1,791)	(1,845)	(1,900)	(1,957)
<b>Net Cash Provided By/(Used In) Operating Activities</b>	<b>1,106,096</b>	<b>1,231,837</b>	<b>1,213,564</b>	<b>1,180,094</b>	<b>1,154,094</b>	<b>1,127,884</b>	<b>1,099,454</b>	<b>1,066,019</b>	<b>1,029,927</b>	<b>989,612</b>
<b>Cash Flows From Investing Activities</b>										
Payments for property, plant and equipment	(1,045,000)	(927,000)	(949,506)	(874,182)	(934,172)	(892,641)	(925,391)	(842,464)	(994,415)	(1,037,295)
Payments for investments										
Payments for intangible assets										
Payments for rental bond										
Proceeds from sale of property, plant and equipment	-	24,720	-	26,225	-	27,823	-	29,517	-	31,315
<b>Net Cash Provided By/(Used In) Investing Activities</b>	<b>(1,045,000)</b>	<b>(902,280)</b>	<b>(949,506)</b>	<b>(847,957)</b>	<b>(934,172)</b>	<b>(864,818)</b>	<b>(925,391)</b>	<b>(812,947)</b>	<b>(994,415)</b>	<b>(1,005,980)</b>
<b>Cash Flows From Financing Activities</b>										
Proceeds from Borrowings	-	-	-	-	-	-	-	-	-	-
Repayment of Borrowings	(78,743)	(84,938)	(92,793)	(100,646)	(109,054)	(118,235)	(128,345)	(139,191)	-	-
Finance Costs	(67,730)	(61,535)	(53,681)	(45,828)	(37,420)	(28,239)	(18,128)	(7,285)	-	-
Proceeds of Finance Leases	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Leases	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided By/(Used In) Financing Activities</b>	<b>(146,473)</b>	<b>(146,473)</b>	<b>(146,474)</b>	<b>(146,474)</b>	<b>(146,474)</b>	<b>(146,474)</b>	<b>(146,473)</b>	<b>(146,476)</b>	<b>-</b>	<b>-</b>
Net Increase (Decrease) in Cash & Cash Equivalents	(85,377)	183,084	117,584	185,663	73,448	116,592	27,590	106,596	35,512	(16,368)
Cash & Cash Equivalents at the Beginning of the Financial Year	1,279,336	1,193,959	1,377,043	1,494,627	1,680,290	1,753,738	1,870,330	1,897,920	2,004,516	2,040,028
<b>Cash &amp; Cash Equivalents at the End of the Financial Year</b>	<b>1,193,959</b>	<b>1,377,043</b>	<b>1,494,627</b>	<b>1,680,290</b>	<b>1,753,738</b>	<b>1,870,330</b>	<b>1,897,920</b>	<b>2,004,516</b>	<b>2,040,028</b>	<b>2,023,660</b>

# Capital Works

For the 10 year period ending 30 June 2032

	2023 Budget	2024 LTFP	2025 LTFP	2026 LTFP	2027 LTFP	2028 LTFP	2029 LTFP	2030 LTFP	2031 LTFP	2032 LTFP
<b>Property</b>										
Land - freehold	-	-	-	-	-	-	-	-	-	-
Buildings on freehold land	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	35,000	-	-	-	56,275	-	-	-	-	-
<b>Plant and equipment</b>										
Furniture, equipment and computers	200,000	142,140	141,100	74,305	20,259	194,758	158,809	102,080	143,145	212,678
Motor vehicles	32,000	-	42,436	-	45,020	-	47,762	-	50,671	-
Library collections	778,000	784,860	765,970	799,876	812,617	697,883	718,819	740,384	800,599	824,617
<b>Total capital works</b>	<b>1,045,000</b>	<b>927,000</b>	<b>949,506</b>	<b>874,182</b>	<b>934,172</b>	<b>892,641</b>	<b>925,391</b>	<b>842,464</b>	<b>994,415</b>	<b>1,037,295</b>
<b>Represented by:</b>										
Renewal	925,000	909,000	931,506	856,182	916,172	874,641	907,391	824,464	976,415	1,019,295
New	120,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
<b>Total capital works</b>	<b>1,045,000</b>	<b>927,000</b>	<b>949,506</b>	<b>874,182</b>	<b>934,172</b>	<b>892,641</b>	<b>925,391</b>	<b>842,464</b>	<b>994,415</b>	<b>1,037,295</b>
<b>Represented by:</b>										
Carried forward	32,000	-	-	-	-	-	-	-	-	-
Newly budgeted	1,013,000	927,000	949,506	874,182	934,172	892,641	925,391	842,464	994,415	1,037,295
<b>Total capital works</b>	<b>1,045,000</b>	<b>927,000</b>	<b>949,506</b>	<b>874,182</b>	<b>934,172</b>	<b>892,641</b>	<b>925,391</b>	<b>842,464</b>	<b>994,415</b>	<b>1,037,295</b>

# 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 for the public libraries annual recurring grant of 1.5%. This grant increment is not guaranteed, and the sector is advocating for an increment to be included in the State Budget. The Premiers Reading Challenge recurring grant is budgeted to remain the same which is consistent with prior years. No budget allocation has been made for other grants to be received due to the uncertain nature of the COVID-19 environment.

Operating Grant Funding Type and Source	Budget	Budget	Variance	Variance
	2022	2023	\$	%
<b>State Government</b>				
Public libraries	909,192	941,015	31,822	3.5%
Premiers reading challenge	26,006	26,006	-	0.0%
Other	-	20,000	20,000	0.0%
<b>Total recurrent grants</b>	<b>935,198</b>	<b>987,021</b>	<b>51,822</b>	<b>5.5%</b>

## 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, technology 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.

The increase in contributions for the 2022.23 financial year is consistent with the rate cap of 1.75% for all member Councils shown in the table below. West Gippsland Libraries also receives wonderful support from local Friends groups who fundraise and contribute to local programs and collection requirements. This is budgeted to remain consistent due to COVID-19.

Contributions	Budget	Budget	Variance	Variance
	2022	2023	\$	%
<b>Member Contributions</b>				
Bass Coast Council	1,912,808	1,946,282	33,474	1.75%
Baw Baw Council	1,961,347	1,995,671	34,324	1.75%
South Gippsland Council	1,494,084	1,520,230	26,146	1.75%
<b>Total member contributions</b>	<b>5,368,239</b>	<b>5,462,183</b>	<b>93,944</b>	<b>1.75%</b>
Friends of the library contributions	15,000	15,263	263	0.00%
Donations	1,000	1,018	18	0.00%
<b>Total contributions</b>	<b>5,384,239</b>	<b>5,478,464</b>	<b>94,225</b>	<b>1.75%</b>

# Employee Costs

Employee costs are budgeted to increase by 2%. This is based on the following factors:

- This year plays catch up to underbudgeting the Enterprise Agreement (EA) increment in 2021.22. Last year's budget provided for 1.32%, however EA negotiations saw an increment of 1.6% being provided.
- This years EA also provides for 1.6% increment to staff.
- An increase in the superannuation guarantee of 0.5% as the government mandated superannuation guarantee increases from 10% to 10.5%.

Other elements incorporated into the employee costs budget include:

- Band increments that apply to staff who have not yet reached the end of band have been separately identified.
- Travel allowance costs have been budgeted at \$35,000.
- 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 Myli continues to commit to and develop all employees who are the biggest asset in delivering library services.
- The staff development day is an annual event and continues to be highly successful. The staff development day is separately identified as it is compulsory for all staff to attend, thus incurring additional costs on the day.

The table below shows the increment in employee costs compared to the 2022 Adopted Budget.

Employee costs	Budget	Budget	Variance	Variance
	2022	2023	\$	%
Salaries and wages	3,647,196	3,699,744	52,548	1.44%
Workcover	21,593	22,186	593	2.75%
Superannuation	351,882	379,031	27,149	7.72%
<b>Total employee costs</b>	<b>4,020,671</b>	<b>4,100,961</b>	<b>80,290</b>	<b>2.00%</b>

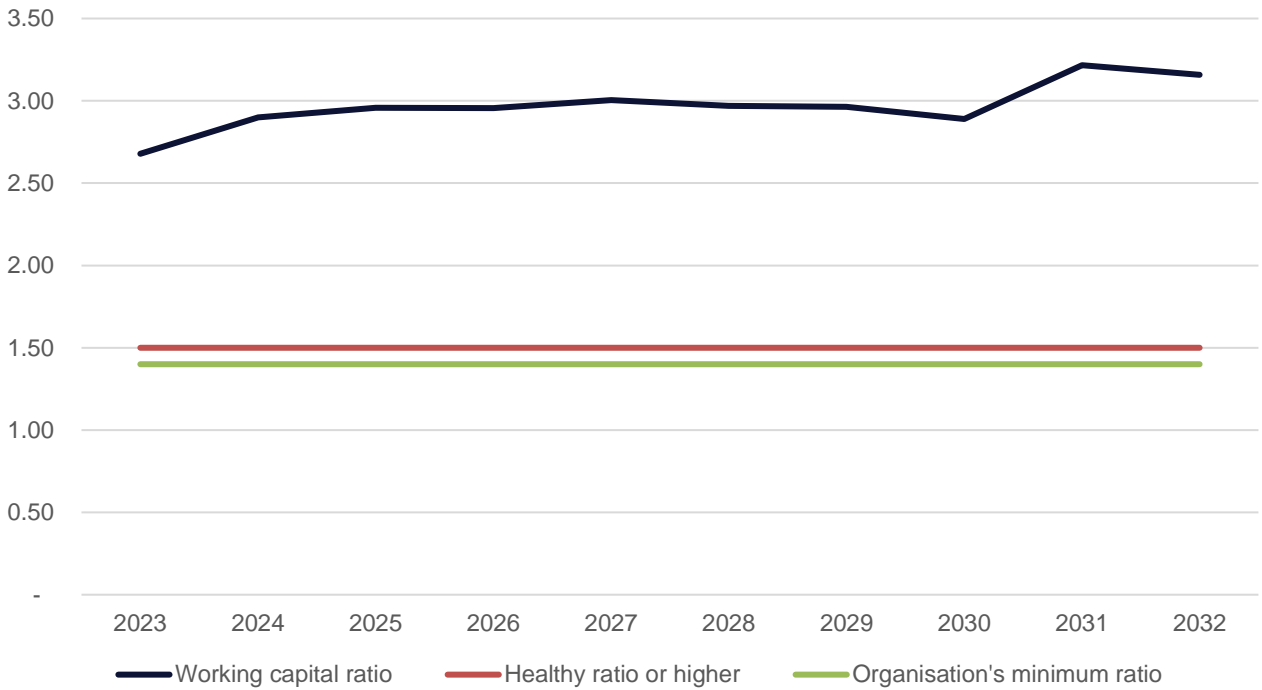
# Financial Sustainability

Myli reviews 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, innovation and renewal of furniture and equipment to ensure libraries remain fresh and modern.

Myli tracks its working capital ratio (current assets less current liabilities) to ensure it remains financially sustainable. Myli sets a minimum working capital ratio benchmark of 1.40 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. A healthy working capital ratio is considered above 1.50 in line with the Victorian Auditor General's Office.

The ratio remains strong over the next 10 years however attention needs to be drawn to a slight decline to the trend. Long term financial sustainability requires focus on annual recurring expenditure to ensure decisions made in the present do not have adverse impacts on the long-term cash flow and the ability to meet ongoing asset renewal requirements. A focus is also required to build additional income streams to help support the sustainability of Myli in the longer term.

### Projected Working Capital Ratio



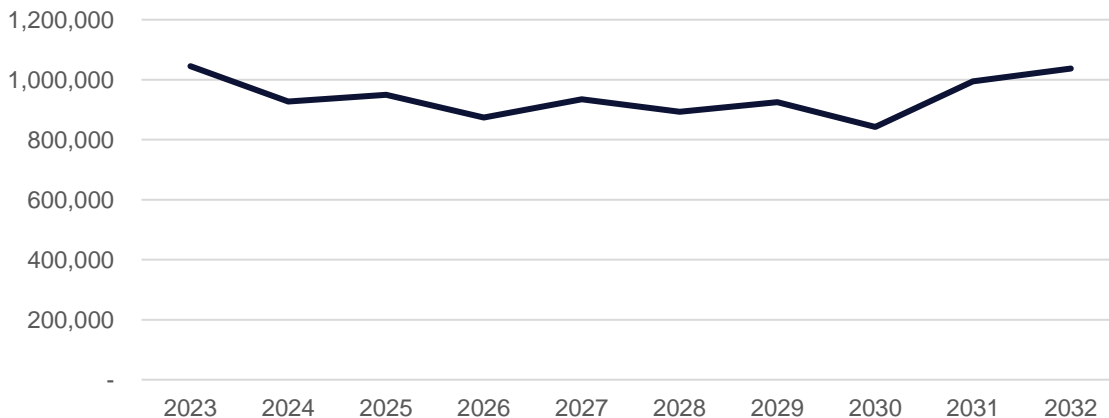
## Borrowings

The organisations borrowings are for the Support Centre land and building. The remaining life of the loan is eight years.

	Budget 2022	Budget 2023	Variance \$	Variance %
Total amount borrowed as at 30 June of the prior year	946,629	851,945	( 94,684 )	-10%
Total amount to be borrowed	924,528	-	( 924,528 )	100%
Total amount projected to be redeemed	( 1,019,212 )	( 78,743 )	940,469	-92%
<b>Total amount of borrowings proposed as at 30 June</b>	<b>851,945</b>	<b>773,202</b>	<b>( 78,743 )</b>	<b>-9%</b>

## Capital Works

### Projected long term asset investment





## Capital Works (continued)

	Project	Asset Expenditure Types		Summary of Funding Sources				
	Cost	New	Renewal	Grants	Contribution	Cash	Facilities Reserve	Borrowings
	2023	\$	\$	\$	\$	\$		\$
<b>Property</b>								
Leasehold improvements - 24/7 Access - Inverloch	35,000	35,000	-	-	-	-	35,000	-
<b>Total property</b>	<b>35,000</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,000</b>	<b>-</b>
<b>Plant and equipment</b>								
RFID Tags	15,000	15,000	-	-	-	15,000	-	-
Minor Purchases	5,000	5,000	-	-	-	5,000	-	-
Furniture - Korumburra	100,000	100,000	-	-	-	-	100,000	-
Furniture renewal - Leongatha	50,000	-	50,000	-	-	-	50,000	-
Computer Purchases	30,000	-	30,000	-	-	30,000	-	-
<b>Total plant and equipment</b>	<b>200,000</b>	<b>120,000</b>	<b>80,000</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>150,000</b>	<b>-</b>
<b>Motor vehicles</b>								
Transit van**	32,000	-	32,000	-	-	32,000	-	-
<b>Library collection</b>								
Library Materials	480,000	-	480,000	-	-	480,000	-	-
E-resources	270,000	-	270,000	-	-	270,000	-	-
Premiers Reading Challenge	26,000	-	26,000	-	-	26,000	-	-
Local and Cultural History	2,000	-	2,000	-	-	2,000	-	-
<b>Total library collection</b>	<b>778,000</b>	<b>-</b>	<b>778,000</b>	<b>-</b>	<b>-</b>	<b>778,000</b>	<b>-</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>1,045,000</b>	<b>155,000</b>	<b>890,000</b>	<b>-</b>	<b>-</b>	<b>860,000</b>	<b>185,000</b>	<b>-</b>

# Fees and Charges

Fee name	Details	GST?	2022 Charge	2023 Charge	Change	Unit of measure
Overdue fine	Adults	No	free	free	-	Removed under new initiative
Overdue fine	Junior	No	free	free	-	Per day
Overdue fine	Other items borrowed by juniors	No	free	free	-	Removed under new initiative
Inter library loans	Core copies electronic delivery	Yes	\$18.50	\$19.70	-	Per item
Inter library loans	Core loans including normal delivery	Yes	\$28.80	\$30.30	-	Per item
Replacement Library Cards	Replacement Library Cards	Yes	\$3.20	\$3.20	-	
Lost or damaged items	Lost /damaged items	Yes	cost of item	cost of item	-	
Lost or damaged items	Audio materials/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
Unpaid fees 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.						
Meeting room hire	Community groups or not-for-profits		free	free	-	
Meeting room hire	For profit organisations	Yes	\$90.00	\$90.00	-	Full day
Meeting room hire	For profit organisations	Yes	\$50.00	\$50.00	-	Half day
Refundable deposit for RFID Card	For applications to provide open access to unstaffed libraries at supported locations.	Yes	\$30.00	\$30.00	-	