



AGENDA PAPER

and
accompanying documents
for the

Ordinary Meeting of the Board
of the
Yarra Plenty Regional Library Service

Thursday 18 June 2020

at
6.00pm

Online Meeting and at
Diamond Valley Library, Civic Drive,
Greensborough 3088

TO BOARD MEMBER

Yarra Plenty Regional Library
Board
The next meeting will be held

AGENDA PAPER

Thursday, 18 June 2020
at 6pm

DATE AND TIME:

Thursday 18 June 2020 at 6pm

LOCATION:

Online Meeting and at
Diamond Valley Library, Civic Drive,
Greensborough 3088

APOLOGIES:

If you cannot attend the meeting,
please email
dlamb@yprr.vic.gov.au
by Monday 15 June 2020

Chief Executive Officer

- A. Apologies
- B. Disclosures of Interest, declaration of Pecuniary and Conflict of Interest
- C. Confirmation of the Minutes of the Meeting of 23 April 2020 and 14 May 2020
- D. Presentation of General Reports
- E. Continuation of matters lapsed from previous meetings
- F. Consideration of action petitions and joint letters
- G. General Business
- H. Reports from delegates appointed by the Board to other bodies
- I. Urgent Business
- J. Confidential item (meeting closed to the public as per S89 (2) of the Local Government Act 1989)

SECTION C

Confirmation of the Minutes

Meeting of 23 April 2020 and 14 May 2020

SECTION D

Presentation of General Reports

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Agenda Item 1: CEO Report

Responsible Officer:	Chief Executive Officer
Author:	Chief Executive Officer
Attachment:	1 – External Meetings attended by the CEO

REPORT

Board and Governance

The Senior Leadership Team that includes the Branch Managers continues to meet twice a week and the Executive Leadership team is also meeting twice a week to plan the staged reopening of the libraries. The Click and Collect service is now operating from 8 branch sites with reduced hours of operation and has been well received. Ivanhoe Library has been closed with the old building to be demolished. Ivanhoe members are being directed to Rosanna Library. This service has been well received by the public. The libraries started Saturday opening on 13th June. We continue to close one hour during the day for restocking of the shelves and cleaning the self-check machines. Branch phones are now operating.

Stage 2 of our reopening plans is underway with a target date of 29 June. A working group has been established to work through the safety and risk assessments for the Stage 2 library service. Key safety features that will be installed are fixed hand hygiene stations at the front door and next to the public PCs. All library desks will have a Perspex screen installed. It is also proposed to operate with a staff member as a concierge to take people's contact details and to monitor numbers at the front door and this table will also have a Perspex screen. Equipment such as signage, social distancing floor decals, hand sanitiser, disinfectant sprays have been ordered.

Knowledge and Information

The Courier service has been reactivated now that the Click and Collect service is operating with the 72-hour quarantining of the physical books being re-evaluated after advice received from the State Government on library opening guidelines which does not require it. The guidelines state that handling of the physical books will require extra hand hygiene practices for library staff and bulk purchase of hand sanitizer is underway. New books are also being delivered directly to the Branches. These are being quarantined for 24 hours as they come from interstate. The courier service to Murrindindi Council has also been reactivated.

The Hurstbridge Hub pilot service is close to being ready to be opened. The refurbishment of the foyer in the Hurstbridge Community Hub has been redesigned and the shelving and self-check equipment has been installed. Transport boxes have been ordered. Eltham Library will be the Branch Library that will look after the Hurstbridge Hub and liaise with Nillumbik Council staff. Communication and marketing of the new service is being

designed. We are working with the Hub staff on a planned opening date which will be dependent on when the Hub is open to the public.

The Click and Collect service has seen a significant surge in the number of holds being asked for and the library has responded by increasing the number of holds per member from 10 to 20.

Public Participation

From Tuesday 30 June it is proposed that Branch Libraries which open till 8.30pm will operate with a close time of 7pm to allow staff to shelve out of hours. Libraries will also close from 2pm – 3pm to allow a clean to be undertaken of high touch items such as chairs, tables, metal plates on toilet doors and keyboards and undertake a refresh of hold shelves. Saturday and Sunday opening hours will also be available. Rosanna will be open Sundays while Ivanhoe is closed. Subject to confirmation that the new refurbishment of Mill Park Library will go ahead (June 22nd) it is proposed that Mill Park will not reopen as the building works are planned to start on July 13th. YPRL is required to pack up and store all the library equipment and the library collection will also need to be packed up under staff oversight. Mill Park Library users will be redirected to Thomastown, and Thomastown will take on Saturday afternoon and Sunday openings with Mill Park Library staff.

Stage 2 of re-opening will allow for a one hour per person per day use of the Public Computers and for browsing of the collections. There will be fewer public computers available as we must enforce the social distancing requirements between desks. Community meeting rooms will remain off limits in Stage 2 as we support staff back to the workplace with a lot of public interaction.

Our Digital program continues to be delivered and this includes the delivery of an online school holiday program with daily activities for children.

People & Culture

There has been a gradual partial return to our physical places of work to ensure that social distancing for staff can be maintained. Branch staff are rostered at either the Branch Library or work from home. As we have shared workspaces and shared telephones at all our Branch Libraries, staff are ensuring that they clean these after use. All Branches and the Mobile Library Service have consulted and completed Risk Assessments to ensure staff safety in the transition back to the workplace including determining safe staff numbers, social distancing, and safe work practices. Our Library Support Service staff are mostly working from home with 10 staff able to be in the Office at any given time. A weekly COVID-19 safety checklist has been developed for Branches to ensure safe work practices are continuously in place

Our Employee Assistance Program Provider was engaged to contact all YPRL staff by phone as part of a 'Coronavirus Check-in Program' with the aim of supporting mental, psychological and emotional wellbeing. This program has now been completed.

YPRL's enterprise bargaining negotiation team has continued to progress discussions in good faith about the impact of COVID-19 on the bargaining process. On 9 June, the

negotiation team finalised agreement to postpone enterprise bargaining until September 2020. In September 2020 the interest-based approach to bargaining will be reactivated with the Fair Work Commission, provided there is no further outbreak of COVID-19. As part of the postponement agreement YPRL has guaranteed that when bargaining recommences the 2020 quantum agreed to as a result of the bargaining process will be back paid to 1 April 2020.

The staff learning and development program has continued to be adapted and modified for online and video delivery, with several training topics expanded and added in response to COVID-19 impacts. Areas of focus for learning and development have been on developing library skills, and health and wellbeing. Recently completed library skills learning and development sessions include Readers Advisory, Our Collections, Twitter Tutorial, Writing and Blogging, Collection e-resources, Libraries After Dark, Digital Mentor, Wikipedia and Libraries, Facebook, and Managing Aggressive Behaviours. Health and Wellbeing sessions have included Mindfulness, Resilience, Isolation Strategies, Working from Home, Infection Prevention and Control, and First Aid Refreshers.

A successful *Changing Gears* Retirement Planning Pilot Program was run for 14 staff. This program was designed to support YPRL's workforce in planning for a secure and productive future as they progress toward retirement. The program covered attitudes towards employment and retirement, factors impacting on career and retirement decisions, phased retirement options, finance and superannuation, health and lifestyle considerations, and active planning for transitioning to retirement. The program included group sessions with experienced consultants, superannuation experts, and a Centrelink Specialist, as well as individual coaching sessions.

Advocacy

CEO participated in an industry panel for a national webinar on measuring GLAM impact in the time of COVID-19 organised by the Australian Library and Information Association on the evening of June 17, 2020. This panel explored perspectives from University and State Libraries as well as Public Libraries.

CEO invited to participate in the trans-Tasman professional development event **Libraries Looking Forward** organised by LIANZA. As New Zealand and Australia are experiencing uncertainty as to what the 'new normal' could look like in a post COVID world this panel will explore what libraries have learnt in lockdown and how to thrive in the new normal. It will be an online event. To date, Marie-Louise Ayers, National Library of Australia and Bill Macnaught, National Librarian have also indicated their interest.

Coralie Kouvelas, Coordinator, Whittlesea Library, presented to the State Library webinar on Libraries delivering for community health and wellbeing. Coralie presented on the Strong Girls Club which operates out of the Whittlesea Library which includes non-binary people, and partners with a number of youth, mental health and health professionals to deliver a monthly program that addresses issues raised by participants.

Serena Bellotti, Branch Manager, Mill Park, participated in the Public Libraries Victoria Reopening and Recovery working group. This group has put together a staged reopening

working document for Public Libraries to use throughout the state.

Infrastructure and Innovation

Infrastructure:

The new self-check machines have been installed at every Branch Library and are operational.

The building works for the new layouts for Watsonia Branch Library and Thomastown Branch Library have been completed and the new furniture ordered. There is a delay on the delivery of the new furniture due to the restrictions at the ports for international delivery.

Each Branch Library is now putting in place a restricted library layout to ensure we can implement the current COVID-19 restrictions of numbers of people gathering in the library. Parts of libraries may be cordoned off to support library staff in implementing these limits.

RECOMMENDATION

THAT the Board resolves to receive the report

M: _____

S: _____

External Meetings/Events attended by CEO

Meetings Information

Date	Meeting/Event	Topic
April 20	Local Government Victoria and Regional Library Corporations CEOs Meeting	Update to on RLC response to COVID-19 pandemic
April 22	State Library Victoria – Public Library Managers	Presentation of SLV response and planned programs
April 24	Amy Hunter - Banyule City Council	Banyule City Council Community Reference Committee - includes numerous Service providers
April 27	Judy Spokes Moreland City Council (LAD)	Community Stories Project proposal during COVID-19
April 28	Regional Library Corporation CEOs Meeting	Update to on RLC response to COVID-19 pandemic
May 1	Amy Hunter – Banyule City Council	Banyule City Council Community Reference Committee
May 11	State Library Victoria Public Library Victoria Advocacy Webinar:	Update given on the SLV State Budget bid for public library funding Status update on the statewide Advocacy campaign
May 13	Regional Library Corporation CEOs Meeting	Update to on RLC response to COVID-19 pandemic
May 14	Leadership Learning Forum 2020 - Webinar Perfecting your Political Prowess	Workshop on key advocacy tools and strategies to use -
May 15	Banyule City Council Officers / YPRL Officers	ILCH Community Meeting Room Operations
May 18	Nillumbik Shire Council Officers	Eltham Community Gallery Redesign - update and discussion re proposed design for feedback to Architects
May 19	Alexander Purich Landscape Architect – City of Whittlesea	Lalor Library Garden - Final Inspection Included other CoW Officers
May 26	Steven Blight – Nillumbik Shire Council Diamond Valley Library	Diamond Valley Library redevelopment project – prospective Architect Interviews
June 1	Cheryl Gallagher – City of Whittlesea	Working for Victoria grant - discussion on potential Drivers being allocated for extending our Home Delivery service
June 2	Leanne Mitchell – Program Integration and Delivery, Creative City, City of Melbourne	YPRL Digital programming during COVID-19

Date	Meeting/Event	Topic
June 4	PLV Library Managers Meeting - Zoom	Update on reopening plans
June 4	Simon Doyle – Nillumbik Shire Council Community stakeholders Architects	Design process for Eltham Community Gallery space - feedback on revised design plans
June 5	Mark Noonan – City of Whittlesea	Mernda Town Centre Hub – proposed high level design presented showing an integrated Hub with library components
June 10	Hurstbridge Hub – inspect the library offer Nillumbik Shire Council Officers / YPRL Officers	Furniture and equipment have been relocated to the Hurstbridge Hub – the set-up of physical infrastructure is complete. Working through the operations with a view to open when the Hub reopens to the public on July 13.
June 11	Regional Library Corporation CEOs Meeting	Update to on RLC response to COVID-19 pandemic

Agenda Item 2: YPRL Budget 2020/2021 and Strategic Resource Plan 2020/2024

Responsible Officer: Chief Executive Officer
Author: Finance Manager
Attachment: 2- Budget 2020/2021 and Strategic Resource Plan 2020/2024

REPORT

SUMMARY

This report is for the Board's information.

INTRODUCTION

The Board is required to approve the Regional Library Service Budget on an annual basis in accordance with Section 129 of the Local Government Act 1989.

Executive Summary

The draft 2020/2021 Budget is underpinned by prudent financial management principles and existing service levels in all current Library Branches. It has also been based on the Regional Library Agreement adopted by the Board in November 2015.

The overall library operations cost for 2020/2021 is budgeted at \$16.1 million, up \$662k (4.3%) from the 2019/2020 budget adopted by the Board June 2019. The total Member Council contributions is budgeted at \$13.04 million, an increase of \$677K (5.48%).

BACKGROUND

The draft 2020/2021 Budget has been prepared to maintain the quality services the Regional Library provides to the communities of the three Member Councils. A full analysis has been undertaken of all expenditure and income to ensure that the budget is set at a realistic and achievable level. The 2020/2021 budget includes provision of an increase in Branch Library opening hours of 10%.

REPORT

Budget principles

The 2020/2021 budget has been prepared according to the following principles:

- Budgeted income to cover operating expenditure plus capital expenditure;
- Application of the Member Council cost apportionment as per the Regional Library Agreement (adopted by the Board on 26 November 2015);
- Maintenance of existing service at Mobile and Outreach library services plus expansion of staffing levels at existing branches to accommodate proposed new opening hours.
- No CPI increase in State Government Funding 2020/2021

- Zero facility hire income July-December 2020 due to COVID-19 Pandemic.

2020/2021 Operational Budget

Total Revenue (operating and capital)

Total Revenue is primarily provided by Council Contributions and is matched to budgeted expenditure. YPRL expenditure in 2020/2021 is budgeted to increase by 1.2% due to cost inflation and by 3.1% to accommodate a 10% increase in total opening hours across the region.

Funding Summary	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	% Change	\$ Change
Council Contributions	12,003,032	12,362,364	13,039,631	5.48%	677,267
State Government	2,395,835	2,443,752	2,454,980	0.46%	11,228
Other Revenue	1,147,201	598,530	571,617	-4.50%	-26,913
Total Income	15,546,068	15,404,646	16,066,228	4.29%	661,583

Council Contributions

The Member Council contributions are based on the cost apportionment model detailed in the YPRL Library Agreement. The overall increase from the 2019/2020 budget is \$677K (or 5.48%).

The cost apportionment formula, which determines the distribution of costs across the three Member Councils, uses the direct costs of all services to all branches and a number of other usage-based cost drivers. Direct costs include salaries and utilities at each branch. Indirect costs include Collections Costs, ICT Expenditure, Organisational Development, Community Engagement, the Mobile Library and Library Support Services. Indirect costs are apportioned to each branch based on criteria contained in the Regional Library Agreement, then total branch library costs (Direct + Indirect apportionment) are allocated to each Council on the basis of the agreement usage formula.

The costs outlined below are prepared in accordance with the cost apportionment model agreed to by Member Councils and signed off in November 2015.

Council Contributions	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	% Change	\$ Change
Banyule	4,494,712	4,726,941	5,007,315	5.93%	280,374
Nillumbik	2,760,620	2,743,395	2,877,600	4.89%	134,205
Whittlesea	4,747,700	4,892,028	5,154,715	5.37%	262,687
Total Council Contributions	12,003,032	12,362,364	13,039,631	5.48%	677,267

State Government Operating Grants

The draft budget is based on State Government Operating Grants increasing by 0.46% against the 2019/2020 budget, which is a 0.0% increase upon the actual amount received in the 2019/2020 financial year. A minimum of 5% of total State Government Funding is required to be allocated to and reported as Local Priorities Grants. The remaining State Government Funding is deducted directly from each council's allocated costs, to determine council contributions.

State Government Operating Grants	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	% Change	\$ Change
Nillumbik	400,929	408,948	410,830	0.46%	1,882
Whittlesea	1,236,527	1,261,258	1,267,049	0.46%	5,791
Banyule	758,379	773,547	777,101	0.46%	3,555
Total Income	2,395,835	2,443,752	2,454,980	0.46%	11,228

Other Revenue (Including Premiers Reading Fund and Local Priorities Funding)

The total of the Library's other revenue is budgeted to decrease by \$27k or 4.5% - primarily due to projected reduction in Facility Hire Fees across July-December 2020 due to the COVID-19 pandemic.

	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	% Change	\$ Change
Other Revenue					
Facility Hire Fees	65,820	68,700	54,800	-20.23%	-13,900
Other User Fees	233,703	167,750	165,725	-1.21%	-2,025
Local Priorities Funding	126,097	130,884	130,000	-0.68%	-884
Premier's Reading Fund	56,795	58,859	57,868	-1.68%	-990
Non-Recurrent Grants	82,912	0	0	N/A	0
Miscellaneous	506,630	92,338	93,224	0.96%	886
Interest Revenue	75,244	80,000	70,000	-12.50%	-10,000
Total Other Revenue	1,147,201	598,530	571,617	-4.50%	-26,913

Total Expenditure (operating and capital)

The total operating plus capital expenditure budget is \$16.0M, an increase of 4.48% from the 2019/2020 budget. The majority of this increase due to additional staffing cost to accommodate a 10% increase in total opening hours across the region.

2020/2021 Expenditure Summary Total	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	% Change	\$ Change
Employee Costs	9,355,500	9,628,141	10,157,164	5.49%	529,024
Library Support Centre Office	85,000	89,000	94,050	5.67%	5,050
Administration Costs	634,016	362,454	350,803	-3.21%	-11,651
Branch Costs	845,562	811,636	876,950	8.05%	65,314
Computer Services	825,079	1,059,076	1,059,620	0.05%	544
Collection Services	1,002,456	1,060,366	1,131,511	6.71%	71,145
Loss on Asset Disposal	5,661	0	0	N/A	0
Other Expenses	588,675	542,285	537,100	-0.96%	-5,185
Capital - Collection	1,860,220	1,722,371	1,754,713	1.88%	32,342
Capital - Plant & Equipment	324,409	0	0	N/A	0
Capital - Lease Repayments	0	54,317	54,317	N/A	0
Total Expenditure	15,526,578	15,329,646	16,016,228	4.48%	686,583

Employee expenses

Increase of 5.49% in Salary Costs primarily due to additional staffing required to increase library opening hours, with the remaining cost increase relating to wage inflation and an additional staff required for the new Ivanhoe facilities.

Other Budget Expenditure Items

- Increase of \$5k (5.67%) in Library Support Centre Office Costs to cover cost of lease and related costs of Danaher Drive office.
- Decrease of \$12k (3.21%) in Administration Costs due to reduced consultancy costs, reduced courier costs, and other savings.
- Increase of \$65k (8.05%) in Branch Costs primarily due to increased energy costs;
- Increase of \$1K (0.05%) in Information Communication & Technology (ICT) due to price inflation less various savings found.
- Increase of \$71K (6.71%) in Collection Services reflecting an increased emphasis on E-Resources to meet increased community demand plus inflation;
- Decrease of \$5K (-0.96%) in Other expenses due to cost inflation less savings found;

Capital Budget

Increase of \$32K (1.9%) in Collection Capital providing 2% across most budgets due to cost inflation, less adjustment for Premiers Reading fund Capital component to match projected funding.

The 2020/2021 Budget provides for \$1.75M to be spent on the procurement of physical collection items such as adult, junior and teen books, DVDs, CDs and audiobooks.

The Collections Asset Strategic Framework and Plan 2018-2022 articulates a rationale, priorities and targets for the Library's collection from a service provision as well as a strategic asset maintenance perspective. It describes where we are now, what internal and external influences are impacting on the service, where we should be and identifies four key areas of focus to achieve the Framework's overall objective.

- The four focus areas which underpin the Framework are:
- Current and relevant collections
- Optimised access
- Curated collections
- Ensured sustainability

The 2020/2021 Collections budget represents the minimum required to deliver the 2020-2021 actions described in the Framework.

Asset Replacement Reserve

The 2020/2021 budget provides for \$50K to be transferred to a reserve to fund the replacement of Library assets such as the Mobile Library. As at 30 June 2019 the amount in Reserve was \$1.2M. As accounting depreciation alone does not cover asset replacement cost, prudent Asset Replacement Reserve transfers are necessary in order to ensure that capital is available to replace current in-service assets with items of comparable functionality.

CONSULTATION

The budget has been prepared by the YPRL Finance Manager with input and advice from the Executive Leadership Team. The Community Service Directors of each Member Council have been consulted and advised regarding the budgeted figures.

CRITICAL DATES

The 2020/2021 Budget should be adopted by the Board by 13 August 2020, following a 4-week public advertising process. The critical dates are outlined on page 2 of the Budget 2020/2021 and Strategic Resource Plan 2021/2024.

FINANCIAL IMPLICATIONS

Any financial implications are included in the body of the report.

POLICY STRATEGY AND LEGISLATION

Section 129 of the Local Government Act (1989) as amended states that the Board is required to adopt the Budget on an annual basis.

LINKS TO STRATEGIC PLAN

Finance and Governance

Goal: Optimise public value through sustainable financial management and governance

Strategy: Responsibly managing our budget to deliver best value to our community

DECLARATIONS OF CONFLICT OF INTEREST

Under section 80C of the Local Government Act 1989 officers providing advice to the Library must disclose any interests, including type of interest.

The Responsible Officer reviewing this report, having made enquiries with the relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

CONCLUSION

The draft 2020/2021 Budget has been based on prudent financial management principles and maintaining existing service levels in all current Library Branches and Mobile Library services. It has also been based the Regional Library Agreement adopted by the Board in November 2015.

The overall increase in library operations is \$662k or 4.29%, which includes provision of an increase in Branch Library opening hours of 10%.

The total Member Council contributions increase is \$677k or 5.48%.

The draft 2020/2021 Budget has been prepared based on the minimum required to ensure maintenance of a high-quality Regional Library service for the communities of Banyule, Nillumbik and Whittlesea.

RECOMMENDATION

THAT the Board resolves to:

- 1. Approve the Draft Budget 2020/2021 and Strategic Resource Plan for public display;**
- 2. Authorise the Chief Executive Officer to give public notice of the preparation of the Regional Library Budget in accordance with Section 129 (1) and (3) of the Local Government Act;**
- 3. Consider any submissions made in accordance with Section 129 (2) of the Local Government Act at the next Board meeting**

M: _____
S: _____

Budget 2020/2021

Strategic Resource Plan 2020/2021 to 2023/2024

18-Jun-20

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Yarra Plenty Regional Library – Budget 2020/2021**1 Background**

Yarra Plenty Regional Library (YPRL) was founded in the mid 1960s, when the former City of Heidelberg agreed to provide library services to the former Shire of Eltham. Later the former Shire of Diamond Valley and the Shire of Whittlesea joined in the Regional group. In 1995, following changes in local government boundaries, the new municipalities of Banyule, Nillumbik and Whittlesea continued their support for the Regional Library Service and Yarra Plenty was one of the first regions incorporated under Section 196 of the Victorian Local Government Act 1989.

There are nine branch libraries located at Diamond Valley, Eltham, Ivanhoe, Rosanna, Watsonia, Lalor, Mill Park, Thomastown and Whittlesea and one mobile library and one outreach vehicle. YPRL also provides a Home Library Service which supports the library needs of people that are home bound due to frailty, illness or disability. The 2020/2021 Budget provides for the continuation of existing service levels at all service points. The Regional Library Service is co-ordinated from a leased office area located on Danaher Drive in South Morang. YPRL also provides computer and collection procurement services to Murrindindi Library Service, including full access to the library's database.

YPRL's funding is provided as follows:

Funding Summary	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	% Change	\$ Change
Council Contributions	12,003,032	12,362,364	13,039,631	5.48%	677,267
State Government	2,395,835	2,443,752	2,454,980	0.46%	11,228
Other Revenue	1,147,201	598,530	571,617	-4.50%	-26,913
Total Income	15,546,068	15,404,646	16,066,228	4.29%	661,583

The Library Service is funded by Member Councils, the State Government and its own operations on the following basis:

- Council Contributions - 81.1% (2019/2020 80.3%)
- State Government Operational Grants - 15.3% (2019/2020 15.9%)
- Library Operations & Other Grants - 3.6% (2019/2020 3.9%)

The Library Service has prepared this budget with an appreciation of the cost pressures on member Councils and is reviewing operating and purchasing processes to find efficiencies and cost savings. Library services continue to be one of the most popular and valued of all Council services. 125,670 residents of Banyule, Nillumbik and Whittlesea are Library members accessing library services regularly.

YPRL is required to prepare and adopt an annual budget under the provisions of the Local Government Act 1989 (the Act). The budget is required to include specific financial information as well as details about the fees and charges that the Library intends to levy.

The budget document provides key information about revenue, operation results, service levels, cash and investments, capital works, financial position, financial sustainability and outlines where the energy of Library staff will be focussed over the coming year to achieve the objectives of the Library Plan 2017-2021.

2 Budget Processes

The preparation of the budget begins with senior officers reviewing expenditure over the last year and preparing an annual budget that can deliver the library service and program of projects in accordance with the Library Agreement and the 2017-21 Library Plan. The Draft Budget is prepared in accordance with the Act and submitted to the Board for approval in principle.

The Library Service is then required to give public notice that it intends to adopt the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by the Board.

The final step is for the Board to adopt the budget after receiving and considering any submission from interested parties.

The budget is typically required to be adopted and a copy submitted to the Minister by 30 June each year. The State Government has extended budget deadlines to 31st August 2020 to allow additional consideration of the implications of the coronavirus on operations. The key dates for the 2020/2021 budget process are summarised below:

1	Draft Budget submitted to the Board for comment	Feb - 27
2	Proposed Budget submitted to the Board for approval	May - 14
3	Public notice advising intention to adopt Budget	May - 21
4	Budget available for public inspection and comment until	Jun - 26
5	Budget and submissions presented to the Board for adoption	Aug - 13
6	Copy of adopted Budget submitted to the Minister by	Aug - 31

3 Linkage to the 2017- 2021 Library Plan

This section describes how the Annual Budget links to the achievement of the Library Plan within an overall planning framework. This framework helps ensure that the community needs and aspirations captured in the Library Plan can be delivered with the funding provided and the actions described in the Priority Action Plan 2020/2021. The Board will be held accountable through the Annual Report and the Annual Audited Financial Statements.

3.1 Library Vision

Informed creative communities: connected and empowered

The Strategic Resource Plan must be reviewed in conjunction with the Library Plan and must be adopted by the same date as the adopted budget. This Strategic Resource Plan is based on the Yarra Plenty Regional Library Plan 2017-2021. The 2020/2021 Budget describes the financial resources required to sustain the organisation and its assets and undertake programs and initiatives outlined in the Priority Action Plan.

The Mission of YPRL is:

To be a sector leading library service

We will provide opportunities for our diverse communities to read, learn, create and connect, supported by equitable access to collections, technology, programs and welcoming and safe spaces. We aim to be the “third space” after home and work or education and to be regarded as the community lounge room.

Goals

YPRL has identified six goals that are supported by a number of strategies and actions that will drive the delivery of services as follows:

- Provide free access to dynamic collections which inform and delight
- Inspire our diverse communities to participate in empowering activities and learning opportunities
- Invest in our people and culture because they are at the heart of everything we do
- Advocate for greater awareness of and investment in the powerful and transforming story of our public libraries
- Create innovative digital and physical infrastructure to deliver sector leading services
- Optimise public value through sustainable financial management and governance

Focus Areas

- Knowledge and Information
- Public Participation
- People and Culture
- Advocacy
- Infrastructure and Innovation
- Finance and Governance

The Priority Action Plan for the 2020/2021 financial year is attached as Appendix E

4 Budget Influences

4.1 Budget Principals and Legislative Requirements

The 2020/2021 budget has been prepared according to the following principles:

- Budgeted income to cover operating expenditure plus capital expenditure with a small surplus of \$50k;
- Application of the Member Council cost apportionment as per the Regional Library Agreement (adopted by the Board on 26 November 2015);
- Maintenance of existing service at Mobile and Outreach library services plus expansion of staffing levels at existing branches to accommodate proposed new opening hours.

4.2 Legislative requirements

Under the Local Government Act 1989 and associated Legislation, YPRL is required to prepare and adopt an annual budget for each financial year incorporating specific information contained in this document.

The 2020/2021 Budget is for the year 1 July 2020 to 30 June 2021 and is prepared in accordance with the Act and Regulations. The budget includes Financial Statements, these being a budgeted Income & Capital Expenditure Statement, Balance Sheet, and Cash Flow. These Statements are required so that informed decisions can be made about the adoption of the budget. Refer Table 5.2.4 and Appendix A for the detailed Statements.

The budget includes a Strategic Resource Plan (refer Section 8).

5 Analysis of Operating and Capital Budget

This section of the report analyses the expected revenues and expenses of the Library Service for the 2020/2021 year

5.1 Total Revenue (operating and capital)

Total Revenue is primarily provided by Council Contributions, and is matched to budgeted expenditure. YPRL expenditure in 2020/2021 is budgeted to increase by 1.2% due to cost inflation and by 3.1% to accommodate a 10% increase in total opening hours across the region.

Council contributions represent 81.1% of the required funding; State Government Operating Grants 15.3% and other revenue is 3.6% (refer table below).

Funding Summary	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	% Change	\$ Change
Council Contributions	12,003,032	12,362,364	13,039,631	5.48%	677,267
State Government	2,395,835	2,443,752	2,454,980	0.46%	11,228
Other Revenue	1,147,201	598,530	571,617	-4.50%	-26,913
Total Income	15,546,068	15,404,646	16,066,228	4.29%	661,583

5.1.1 Council Contributions

The Member Council contributions are based on the Library Agreement which results in the proposed contributions increasing from the 2019/2020 budgeted amount of \$12.36M to \$13.04M (\$677k or 5.48%).

The cost apportionment formula, which determines the distribution of costs across the three Member Councils, uses the direct costs of all services to all branches and a number of other usage based cost drivers. Direct costs include salaries and utilities at each branch. Indirect costs include Collections Costs, ICT Expenditure, Organisational Development, Community Engagement, the Mobile Library and Library Support Services. Indirect costs are apportioned to each branch based on criteria contained in the Regional Library Agreement, then total branch library costs (Direct + Indirect apportionment) are allocated to each Council on the basis of the agreement usage formula.

The costs outlined below are prepared in accordance with the cost apportionment model agreed to by Member Councils, and signed off in November 2015.

Council Contributions	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	% Change	\$ Change
Banyule	4,494,712	4,726,941	5,007,315	5.93%	280,374
Nillumbik	2,760,620	2,743,395	2,877,600	4.89%	134,205
Whittlesea	4,747,700	4,892,028	5,154,715	5.37%	262,687
Total Council Contributions	12,003,032	12,362,364	13,039,631	5.48%	677,267

5.1.2 State Government Operating Grants

The draft budget is based on State Government Operating Grants increasing by 0.5% against the 2019/2020 budget, which is a 0.0% increase upon the actual amount received in the 2019/2020 financial year. A minimum of 5% of total State Government Funding is required to be allocated to and reported as Local Priorities Grants (see 5.1.3). The remaining State Government Funding is deducted directly from each council's allocated costs, to determine council contributions.

State Government Operating Grants	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	% Change	\$ Change
Banyule	758,379	773,547	777,101	0.46%	3,555
Nillumbik	400,929	408,948	410,830	0.46%	1,882
Whittlesea	1,236,527	1,261,258	1,267,049	0.46%	5,791
Total Income	2,395,835	2,443,752	2,454,980	0.46%	11,228

5.1.3 Other Revenue (Including Premiers Reading Fund and Local Priorities Funding)

The total of the Library's other revenue is budgeted to decrease by \$27k or 4.5% - primarily due to projected reduction in Facility Hire Fees across July-December 2020 due to the COVID-19 pandemic.

Other Revenue	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	% Change	\$ Change
Facility Hire Fees	65,820	68,700	54,800	-20.23%	(13,900)
Other User Fees	233,703	167,750	165,725	-1.21%	(2,025)
Local Priorities Funding	126,097	130,884	130,000	-0.68%	(884)
Premier's Reading Fund	56,795	58,859	57,868	-1.68%	(990)
Non-Recurrent Grants	82,912	0	0	N/A	0
Miscellaneous	506,630	92,338	93,224	0.96%	886
Interest Revenue	75,244	80,000	70,000	-12.50%	(10,000)
Total Other Revenue	1,147,201	598,530	571,617	-4.50%	(26,913)

Refer Appendix C for the schedule of fees and charges.

5.2 Expenditure – Operating and Capital

The total operating plus capital expenditure budget is \$16.0M, an increase of 4.48% from the 2019/2020 budget. The majority of this increase due to additional staffing cost to accommodate a 10% increase in total opening hours across the region.

2020/2021 Expenditure Summary Total	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	% Change	\$ Change
Employee Costs	9,355,500	9,628,141	10,157,164	5.49%	529,024
Library Support Centre	85,000	89,000	94,050	5.67%	5,050
Administration Costs	634,016	362,454	350,803	-3.21%	-11,651
Branch Costs	845,562	811,636	876,950	8.05%	65,314
Computer Services	825,079	1,059,076	1,059,620	0.05%	544
Collection Services	1,002,456	1,060,366	1,131,511	6.71%	71,145
Loss on Asset Disposal	5,661	0	0	N/A	0
Other Expenses	588,675	542,285	537,100	-0.96%	-5,185
Capital - Collection	1,860,220	1,722,371	1,754,713	1.88%	32,342
Capital - Plant & Equipment	324,409	0	0	N/A	0
Capital - Lease Repayments	0	54,317	54,317	N/A	0
Total Expenditure	15,526,578	15,329,646	16,016,228	4.48%	686,583

5.2.1 Employee expenses

Increase of 5.49% in Salary Costs primarily due to additional staffing required to increase library opening hours, with the remaining cost increase relating to wage inflation and an additional staff required for the new Ivanhoe facilities.

5.2.2 Other Budget Expenditure Items

- Increase of \$5k (5.67%) in Library Support Centre Office Costs to cover cost of lease and related costs of Danaher Drive office.
- Decrease of \$12k (3.21%) in Administration Costs due to reduced consultancy costs, reduced courier costs, and other savings.
- Increase of \$65k (8.05%) in Branch Costs primarily due to increased energy costs;
- Increase of \$1K (0.05%) in Information Communication & Technology (ICT) due to price inflation less various savings found.
- Increase of \$71K (6.71%) in Collection Services reflecting an increased emphasis on E-Resources to meet increased community demand plus inflation;
- Decrease of \$5K (-0.96%) in Other expenses due to cost inflation less savings found;

5.2.3 Capital Budget

Increase of \$32K (1.9%) in Collection Capital providing 2% across most budgets due to cost inflation, less adjustment for Premiers Reading fund Capital component to match projected funding.

The 2020/2021 Budget provides for \$1.75M to be spent on the procurement of physical collection items such as adult, junior and teen books, DVDs, CDs and audiobooks.

The Collections Asset Strategic Framework and Plan 2018-2022 articulates a rationale, priorities and targets for the Library's collection from a service provision as well as a strategic asset maintenance perspective. It describes where we are now, what internal and external influences are impacting on the service, where we should be and identifies four key areas of focus to achieve the Framework's overall objective.

The four focus areas which underpin the Framework are:

- Current and relevant collections
- Optimised access
- Curated collections
- Ensured sustainability

The 2020/2021 Collections budget represents the minimum required to deliver the 2019-2020 actions described in the Framework.

5.2.4 Operating (Accrual) Budget

The following statement is the Operating Budget prepared in accordance with the relevant accounting standards and includes all income and expenditure on an accrual basis. It excludes all capital expenditure.

Operating Budget	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	% Change	\$ Change
REVENUE					
Council Contributions	12,003,032	12,362,364	13,039,631	5.48%	677,267
State Government	2,395,835	2,443,752	2,454,980	0.46%	11,228
Other Revenue	1,147,201	598,530	571,617	-4.50%	(26,913)
TOTAL REVENUE	15,546,068	15,404,646	16,066,228	4.29%	661,583
EXPENSES					
Employee Costs	9,355,500	9,628,141	10,157,164	5.49%	529,024
Library Support Centre Office	85,000	89,000	94,050	5.67%	5,050
Administration Costs	634,016	362,454	350,803	-3.21%	(11,651)
Branch Costs	845,562	811,636	876,950	8.05%	65,314
Computer Services	825,079	1,059,076	1,059,620	0.05%	544
Collection Services	1,002,456	1,060,366	1,131,511	6.71%	71,145
Loss on Asset Disposal	5,661	0	0	N/A	0
Other Expenses	588,675	542,285	537,100	-0.96%	(5,185)
Depreciation	2,282,975	1,960,800	1,943,000	-0.91%	(17,800)
TOTAL EXPENSES	15,624,924	15,513,758	16,150,198	4.10%	636,441
NET ACCOUNTING SURPLUS/(DEFICIT)	(78,856)	(109,112)	(83,970)		25,142

6 Budgeted Cash Position

The following table represents a summary of the Standard Cash Flow Statement and indicates the cash results from the operating, investing and financing activities of the Library Service for the 2020/2021 year. The net budgeted increase in 2019/2020 is \$275k and \$107k in the 2020/2021 year.

Cash Flows	2018/2019 Actual \$	2019/2020 Budget \$	2020/2021 Budget \$
Operating	2,294,552	2,051,517	1,915,966
Investing	(1,356,128)	(1,776,688)	(1,809,030)
Financing	0	0	0
Net Increase (decrease) in cash held	938,424	274,829	106,936
Cash at beginning of financial year	3,654,981	4,593,405	4,868,234
Cash at end of financial year	4,593,405	4,868,234	4,975,170

6.1.1 Cash at End of the Year

Overall total cash is forecast to increase to \$5.0M as at 30 June 2021.

The majority of the Corporation's Cash is restricted. By 30 June 2020 the Corporation is estimated to have \$1.3M in its Asset Replacement Reserve, following a \$225k drawdown for truck repairs in early 2019. It is estimated that \$2.0M is required to fund employee entitlements such as Long Service Leave and Annual Leave as at 30 June 2020.

7 Budgeted Financial Position – Balance Sheet

The following table represents a summary of the Library's assets, liabilities and equity.

Balance Sheet Summary	2018/2019 Actual \$	2019/2020 Budget \$	2020/2021 Budget \$
Assets and Liabilities			
Total Assets	9,148,995	9,097,233	9,071,759
Total Liabilities	2,867,486	2,924,836	2,983,332
Net Assets	6,281,509	6,172,397	6,088,427
Equity	6,281,509	6,172,397	6,088,427

The Library's Assets comprise its bank balance (which is primarily restricted cash) and non-current assets (the majority being the collection), whilst the liabilities comprise payables and employee provisions. Equity consists of member contributions the accumulated accounting surplus and reserves.

8 Strategic Resource Plan

The Library Service is required by the Act to prepare a Strategic Resource Plan (SRP) covering both financial and non-financial resources and including key financial indicators for at least the next four financial years to support the Library Plan.

8.1 Plan Development

The Library Service has prepared a Strategic Resource Plan (SRP) for the four years 2020/2021 - 2023/2024 as part of its ongoing financial planning budget. The SRP takes the stated goals and strategic actions in the plan and establishes that the necessary financial underpinnings are in place to deliver on the plan.

The key objective, which underlies the development of the SRP, is financial sustainability in the short and medium to long term. This will be achieved while the Library Service delivers its strategic objectives as per the Library Plan; the key financial objectives which inform the SRP are:

- Maintenance of existing service levels
- Maintenance of capital expenditure on the library collection in line with the Collections Framework
- Operating budgets to ensure sufficient cash and sustainability of the medium and long term.
- Review of operations and services to identify efficiencies and cost savings.

In preparing the Strategic Resource Plan, the Library Service has also been mindful of the need to comply with the following principles of sound financial management as contained in the Act:

Prudently manage financial risks relating to debt, assets and liabilities

Consider the financial effects of the library service's decisions on future generations

Provide full, accurate and timely disclosure of financial information.

8.2 Financial Resources

The following table summarises the key financial results for the next 4 years as set out in the Plan for the years 2020/2021 to 2023/2024. Appendix A contains the Income & Capital Statement, Balance Sheet, and Cash Flow, which provide a more detailed analysis of the financial resources to be used over the four year period.

Financial Indicators Summary	2018/2019 Actual \$	2019/2020 Budget \$	2020/2021 Proposed \$	2021/2022 Projection \$	2022/2023 Projection \$	2023/2024 Projection \$
Accounting Surplus/(Deficit)	(78,856)	(109,112)	(83,970)	(61,650)	(131,883)	(136,020)
Cash and Investments	4,593,405	4,868,234	4,975,170	3,758,245	3,892,481	4,027,902
Cash Increase/(Decrease)	938,424	274,829	106,936	(1,216,925)	134,236	135,421
Capital Works	2,184,629	1,776,688	1,809,030	3,195,210	1,882,114	1,919,757

The key outcomes of the Strategic Resource Plan are as follows:

- Financial sustainability:**

Cash and investments are projected to decrease from \$4.87M at 30 June 2020 to \$4.03M at 30 June 2024. Cash is held in order to cover outstanding liabilities and restricted purposes such as employee provisions and reserves. The Asset Replacement Reserve is projected to be \$50k as at 30 June 2022, subsequent to replacement of the mobile library vehicles at an estimated cost of \$1.35M.

- Contributions strategy:**

Council contribution increases are forecast at an average of 2.73% per annum over the next four years. Overall budgetary requirements are reviewed each year in the context of the prevailing economic conditions and any cost efficiencies that the Library can achieve.

- Capital works strategy:**

Capital expenditure over the 4 year period (from 2020/2021 to 2023/2024) is projected to total \$8.81M at an average of \$2.20M per year. The SRP includes the replacement of the mobile library vehicles in 2021/22.

8.3 Service Delivery Strategy

Service levels will be maintained in all existing Libraries. While the Plan casts forward to 2024 work is needed to determine what the staffing and operating needs will be with the opening of the new Library in Mernda.

8.4 Non Financial Resources

In addition to the financial resources over the planning period, the following table summarises the human resources requirements over the next four years.

The 2020/2021 (and future years) excludes any additional staff numbers or increased service provision for existing or new libraries.

	2018/2019 Actual \$	2019/2020 Budget \$	2020/2021 Proposed \$	2021/2022 Forecast \$	2022/2023 Forecast \$	2023/2024 Forecast \$
Employee Cost	9,355,500	9,628,141	10,157,164	10,360,308	10,567,514	10,778,864
Employee Numbers - EFT	93.17	93.27	97.50	97.50	97.50	97.50

8.5 Funding Strategies

In developing the Strategic Resource Plan, strategies have been developed for revenue and capital works.

8.6 Revenue

The average contribution increase for councils in 2020/2021 are budgeted at 5.48%. Overall budgetary requirements are reviewed each year in the context of the prevailing economic conditions and any cost efficiencies that the Library can achieve. The State Government Grants are budgeted to remain the same as 2019/2020 actual.

8.7 Capital Works

A key objective is to maintain the Library Service's assets in a condition required to ensure consistent or improving service levels year on year. Capital asset renewal is an ongoing process which impacts service provision for the life of the assets, typically several years after the budget has been approved. Sufficient Capital Expenditure is required to ensure service levels are maintained in the short, medium, and long term.

The total 2020/2021 Capital Works Budget is \$1.75M for the Collection. Non collection Capital Purchases are budgeted as part of recurrent expenditure then capitalised in accordance with YPRL accounting procedure.

The following influences have impacted on the Capital Works Budget for the 2020/2021 and following years:

- The budgeted Council contributions
- State Government grants available
- The level of cash and investment reserves required to fund future capital expenditure programs.

Refer to 5.2.3 and Appendix A for further details regarding Capital Works.

8.8 Financial Indicators

The following table outlines a summary of budgeted financial ratios for the years to 2022/2023 (Refer Appendix D for a more detailed schedule) These ratios are used as a guide to assess the financial health of YPRL and show that the Library is financially sustainable provided the ongoing commitment of Member Councils to goals and financial requirements the SRP.

Please note that the Working Capital ratio allows for the possibility of no LSL taken. In practice, every time a staff member elects to take Long Service Leave, the Working Capital ratio will increase.

Financial Ratios Summary	2018/2019 Actual	2019/2020 Budget	2020/2021 Proposed	2021/2022 Forecast	2022/2023 Forecast	2023/2024 Forecast
Working Capital						
Ratio:	1.71	1.72	1.72	1.28	1.30	1.32
Investment Gap						
Ratio:	0.96	0.88	0.90	1.58	0.87	0.87
Underlying Result						
Ratio:	-0.01	-0.01	-0.01	0.00	-0.01	-0.01
Debt Servicing & Commitment						
YPRL has no debt	N/A	N/A	N/A	N/A	N/A	N/A

9 Statutory Disclosures

The Library is required to present information in its Annual Budget and Strategic Resource Plan pursuant to the Act and the Regulations.

These following Appendices provide such information:

- Standard Financial Statements– refer Appendix A
- Schedule of Loan Borrowings – refer Appendix B
- Fees and Charges Schedule – refer Appendix C
- Financial Ratios - refer Appendix D
- Prescribed Indicators and Measures of Service Performance – Refer Appendix E
- Council Contribution Calculations - Refer Appendix F

Yarra Plenty Regional Library Group

Budgeted Income Statement for the years ending 30 June 2020/2021 - 2023/2024



	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	% Change	\$ Change	2021/2022 Growth Projection %	Projection 2021/2022	Projection 2022/2023	Projection 2023/2024
Revenue									
Council Contributions - Banyule	4,494,712	4,726,941	5,007,315	5.93%	280,374	1.35%	5,075,081	5,174,315	5,275,490
Council Contributions - Nillumbik	2,760,620	2,743,395	2,877,600	4.89%	134,205	2.16%	2,939,716	2,997,197	3,055,802
Council Contributions - Whittlesea	4,747,700	4,892,028	5,154,715	5.37%	262,687	1.36%	5,224,741	5,326,901	5,431,060
State Government Funding	2,395,835	2,443,752	2,454,980	0.46%	11,228	2.00%	2,504,080	2,554,161	2,605,244
Grant - Local Priorities	126,097	130,884	130,000	-0.68%	(884)	2.00%	132,600	135,252	137,957
Grant - Premiers Reading Fund	56,795	58,859	57,868	-1.68%	(990)	2.00%	59,026	60,206	61,410
Facility Hire Fees	65,820	68,700	54,800	-20.23%	(13,900)	2.50%	137,145	140,574	144,088
Other User Fees	233,703	167,750	165,725	-1.21%	(2,025)	2.00%	169,040	172,420	175,869
Non-Recurrent Grants	82,912	0	0	0.00%	0	0.00%	0	0	0
Miscellaneous	506,630	92,338	93,224	0.96%	886	2.50%	95,554	97,943	100,392
Interest Revenue	75,244	80,000	70,000	-12.50%	(10,000)	0.00%	70,000	70,000	70,000
Total Revenue	15,546,068	15,404,646	16,066,228	4.29%	661,582	2.12%	16,406,982	16,728,969	17,057,312
Expenses									
Employee Costs	9,355,500	9,628,141	10,157,164	5.49%	529,024	2.00%	10,360,308	10,567,514	10,778,864
Library Support Centre Lease Costs	85,000	89,000	94,050	5.67%	5,050	1.80%	95,743	97,466	99,221
Branch Costs	845,562	811,636	876,950	8.05%	65,314	2.00%	894,489	912,379	930,626
Computer Services	825,079	1,059,076	1,059,620	0.05%	544	1.80%	1,078,693	1,098,110	1,117,876
Collection Services	1,002,456	1,060,366	1,131,511	6.71%	71,145	1.80%	1,151,878	1,172,612	1,193,719
Loss on Asset Disposal	5,661	0	0	0.00%	0	0.00%	0	0	0
Other Expenses	588,675	542,285	537,100	-0.96%	(5,185)	2.00%	547,842	558,799	569,975
Administration Costs	634,016	362,454	350,803	-3.21%	(11,651)	2.00%	357,819	364,975	372,275
Depreciation	2,282,975	1,960,800	1,943,000	-0.91%	(17,800)	2.00%	1,981,860	2,088,997	2,130,777
Total Operating Expense	15,624,924	15,513,758	16,150,198		636,441	2.12%	16,468,632	16,860,852	17,193,333
Net Accounting Surplus/(Deficit)	(78,856)	(109,112)	(83,970)		25,142		(61,650)	(131,883)	(136,020)
Add Back Depreciation	2,282,975	1,960,800	1,943,000	-0.91%	(17,800)	2.00%	1,981,860	2,088,997	2,130,777
Less Capital - Collection	(1,860,220)	(1,722,371)	(1,754,713)	1.88%	(32,342)	2.00%	(1,789,807)	(1,825,603)	(1,862,115)
Less Capital - Other	(324,409)	0	0	0.00%	0	2.00%	(1,350,000)	0	0
Less Capital - Lease Repayments	0	(54,317)	(54,317)	0.00%	0	2.00%	(55,403)	(56,511)	(57,642)
Net Operating plus Capital	19,490	75,000	50,000		(25,000)		(1,275,000)	75,000	75,000

Yarra Plenty Regional Library Group

Balance Sheet Projection 2020/2021 - 2023/2024



	30 June 2019 Actual	30 June 2020 Budget	30 June 2021 Proposed Budget	30 June 2022 Projection	30 June 2023 Projection	30 June 2024 Projection
Current Assets						
Cash and Cash Equivalents	4,593,405	4,868,234	4,975,170	3,758,245	3,892,481	4,027,902
Trade and other receivables	92,057	52,020	53,060	54,122	55,204	56,308
Other current assets	128,452	26,010	26,530	27,061	27,602	28,154
Total Current Assets	4,813,914	4,946,264	5,054,761	3,839,428	3,975,287	4,112,365
Non Current Assets						
Bookstock, Plant & Equipment	4,335,081	4,150,969	4,016,998	5,230,349	5,023,466	4,812,445
Total Non Current Assets	4,335,081	4,150,969	4,016,998	5,230,349	5,023,466	4,812,445
Total Assets	9,148,995	9,097,233	9,071,759	9,069,776	8,998,753	8,924,810
Current Liabilities						
Trade and other payables	955,562	974,673	994,167	1,014,050	1,034,331	1,055,018
Employee Provisions - Current	1,864,890	1,902,188	1,940,232	1,979,036	2,018,617	2,058,989
Total Current Liabilities	2,820,452	2,876,861	2,934,398	2,993,086	3,052,948	3,114,007
Non Current Liabilities						
Employee Provisions - Non Current	47,034	47,975	48,934	49,913	50,911	51,929
Total Non Current Liabilities	47,034	47,975	48,934	49,913	50,911	51,929
Total Liabilities	2,867,486	2,924,836	2,983,332	3,042,999	3,103,859	3,165,936
Net Assets	6,281,509	6,172,397	6,088,427	6,026,777	5,894,894	5,758,874
Equity						
Members Contributions	3,770,080	3,770,080	3,770,080	3,770,080	3,770,080	3,770,080
Accumulated Surplus	2,511,429	2,402,317	2,318,347	2,256,697	2,124,814	1,988,794
Total Equity	6,281,509	6,172,397	6,088,427	6,026,777	5,894,894	5,758,874

Yarra Plenty Regional Library Group

Cash Flow Projection 2020/2021 - 2023/2024



	2018-2019 Actual	2019-2020 Budget	Proposed 2020-2021 Budget	Projection 2021/2022	Projection 2022/2023	Projection 2023/2024
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CASH INFLOWS/(OUTFLOWS) FROM OPERATING ACTIVITIES

Receipts

Council Contributions	13,203,335	13,598,600	14,343,594	14,563,492	14,848,254	15,138,587
State Government Funding	2,395,835	2,443,752	2,454,980	2,504,080	2,554,161	2,605,244
Interest Received	67,321	80,000	70,000	70,000	70,000	70,000
Other	788,512	518,530	501,617	593,365	606,396	619,716

Payments

Payments to suppliers	(4,036,365)	(4,128,988)	(4,304,590)	(4,395,363)	(4,462,386)	(4,546,294)
Payments to employees	(9,434,661)	(9,628,141)	(10,157,164)	(10,360,308)	(10,567,514)	(10,778,864)
Net GST payment	(689,425)	(660,000)	(817,000)	(683,000)	(850,000)	(867,000)

Net Cash Provided by Operating Activities

2,294,552	2,223,754	2,091,437	2,292,266	2,198,911	2,241,389
------------------	------------------	------------------	------------------	------------------	------------------

CASH INFLOWS/(OUTFLOWS) FROM INVESTING ACTIVITIES

(Payments)/Receipts for Bookstock, plant & equipment	(2,403,092)	(1,948,925)	(1,984,501)	(3,509,191)	(2,064,675)	(2,105,968)
Net Cash used in Investing Activities	(2,403,092)	(1,948,925)	(1,984,501)	(3,509,191)	(2,064,675)	(2,105,968)

Net increase/(decrease) in cash held	(108,540)	274,829	106,936	(1,216,925)	134,236	135,421
Cash held at beginning of financial year	4,701,945	4,593,405	4,868,234	4,975,170	3,758,245	3,892,482
Cash at end	4,593,405	4,868,234	4,975,170	3,758,245	3,892,482	4,027,903

Appendix B

Schedule of Loan Borrowings

Schedule of Borrowings
Projected Liability as at 1 July 2020 = 0
The SRP does not propose any non-lease based borrowing be undertaken over the 4 year forecast.

Appendix C

Fees and Charges Schedule

Item	Charge
Overdue charge	None
Lost library card	\$2.50
Lost items	Cost of the item
Book sales	As marked
Inter library loans	\$10 service fee Cost recovery: \$16.50 if applicable
Use of meeting room	To be determined.
Use of training room	To be determined.
Printing and copying	A4: 20c per page (B&W) A3: 40c per page (B&W) A4: 60c per page (colour) A3: \$1.20 per page (colour)
Debt recovery	\$15 service fee plus debt
Book club fee	\$100 per club per annum

All fees and charges inclusive of GST as it applies.

Appendix D - Financial Ratios

Financial Ratios	2018/2019 Actual \$ 000's	2019/2020 Budget \$ 000's	2020/2021 Proposed \$ 000's	2021/2022 Forecast \$ 000's	2022/2023 Forecast \$ 000's	2023/2024 Forecast \$ 000's
Working Capital To assess the Library's ability to meet current commitments						
	\$4,814	\$4,946	\$5,055	\$3,839	\$3,975	\$4,112
Current Assets/Current Liabilities	\$2,820	\$2,877	\$2,934	\$2,993	\$3,053	\$3,114
Ratio:	1.71	1.72	1.72	1.28	1.30	1.32
Investment Gap To assess the Library's capital expenditure against depreciation						
	\$2,185	\$1,722	\$1,755	\$3,140	\$1,826	\$1,862
Capital spend/ depreciation	\$2,283	\$1,961	\$1,943	\$1,982	\$2,089	\$2,131
Ratio:	0.96	0.88	0.90	1.58	0.87	0.87
Underlying result Measures the Library's surplus as a percentage of revenue						
	-\$79	-\$109	-\$84	-\$62	-\$132	-\$136
Net surplus/ total revenue	\$15,546	\$15,405	\$16,066	\$16,407	\$16,729	\$17,057
Ratio:	-0.01	-0.01	-0.01	0.00	-0.01	-0.01
Debt Servicing& Debt Commitment YPRL has no debt						

Appendix E

Prescribed Indicators and Measures of Service Performance

Services funded under this budget are measured via the below indicators of service performance, and will be reported against in the 2020/2021 annual report performance statement.

Knowledge & Information

- Percentage of new items loaned in the first year of purchase
- Patron Satisfaction Rating for Collections
- Turnaround of Patron Requests
- Loans of eBooks, eAudiobooks and eMagazines as a percentage of total loans
- Age of Collection
- Local authors supported through works acquisition

Measure

Percentage
Survey Rating
Survey Rating

Percentage
Percentage
Number of local authors

Public Participation

- Attendance at all programs
- Visits to libraries
- Events and Activities - Children
- Events and Activities - Adults

Measure

Number of attendees
Number of visits
Survey Rating - Percentage
Survey Rating - Percentage

People & Culture

- Library User Satisfaction - Staff Service
- Library User Satisfaction - Staff Knowledge
- Staff Engagement and Satisfaction

Measure

Survey Rating
Survey Rating
Survey Rating

Advocacy

- Partnerships to deliver services and programs
- Grants and Sponsorship of services and programs
- Delivery of presentations at key forums and conferences

Measure

Number of partnerships
Dollar Value
Number of presentations delivered

Infrastructure and Innovation

- Provision of public PC's exceed demand
- Provision of Internet via Wi-Fi and PC Access
- Library User Satisfaction - Library Opening Hours
- Library User Satisfaction - Library Safety
- Library User Satisfaction - Welcoming Spaces
- Maker Space Engagement

Measure

Percentage of opening hours
Percentage of opening hours
Survey Rating
Survey Rating
Survey Rating
Percentage

Finance and Governance

- Adjusted Underlying Surplus
- Sound Liquidity Provision
- Sound Asset Renewal
- Annual Audit Completion
- Cost per loan metric
- Staff Expenditure per Capita metric
- Water usage
- Energy Usage

Measure

Dollar Value
Liquidity Ration
Asset Renewal Ratio
Annual Audit Successful Completion
Dollar Value (Ratio)
Dollar Value (Ratio)
Litres
Kilowatt hours

Yarra Plenty Regional Library Group
Council Contribution Calculations 2020/2021 Budget



		DVL	ELT	IVA	LAL	MIL	ROS	THO	WAT	WHI	
Library Branch		Diamond Valley	Eltham	Ivanhoe	Lalor	Mill Park	Rosanna	Thomastown	Watsonia	Whittlesea	
Expenditure Allocation per Supplemental Agreement Schedule											
A(1)(a)	Direct Expenditure	697,226	1,233,460	1,081,717	887,612	1,173,981	715,497	672,789	848,813	431,489	7,742,583
A(1)(b)(i)	Collection Costs	303,117	441,714	477,609	458,664	603,243	288,161	251,268	404,821	127,628	3,356,227
A(1)(b)(ii)	Computer Expenditure	112,343	207,402	198,760	224,685	211,723	125,305	185,797	142,589	73,455	1,482,059
A(1)(b)(iii)	Organisational Development	36,244	63,384	48,423	43,725	59,615	39,318	30,967	43,319	25,458	390,454
A(1)(b)(iv)	Community Engagement	54,052	75,397	65,999	57,582	106,153	55,313	73,950	53,568	52,791	594,806
A(1)(b)(v)	Branch Courier	11,778	11,778	11,778	11,778	11,778	11,778	11,778	11,778	11,778	106,000
A(1)(b)(vi)	Mobile Library Expenditure	169,659	169,659	35,124	33,560	33,560	35,124	33,560	35,124	33,560	578,929
A(1)(b)(vii)	Capital Expenditure (N/A)	-	-	-	-	-	-	-	-	-	-
A(1)(b)(viii)	Administration	133,778	133,778	133,778	133,778	133,778	133,778	133,778	133,778	133,778	1,204,001
A(1)(b)(ix)	Executive Management	65,049	65,049	77,044	62,371	62,827	77,044	62,371	77,044	62,371	611,169
Total Branch Expenditure Attribution		1,583,246	2,401,620	2,130,232	1,913,755	2,396,657	1,481,318	1,456,258	1,750,834	952,307	16,066,228
B(1)	Less Direct Income										
	Fund Raising	1500	550	2800	1100	1900	1600	800	3400	500	14,150
Net Branch Expenditure Attribution		1,581,746	2,401,070	2,127,432	1,912,655	2,394,757	1,479,718	1,455,458	1,747,434	951,807	16,052,078
A(2)(a)	Banyule Usage	25%	19%	93%	3%	6%	91%	4%	83%	12%	
A(2)(a)	Nillumbik Usage	65%	77%	3%	1%	4%	5%	3%	9%	7%	
A(2)(a)	Whittlesea Usage	10%	4%	4%	95%	90%	4%	93%	9%	81%	
	Total Usage	100%	100%	100%	100%	100%	100%	100%	100%	100%	
	Banyule Allocation	402,225.74	448,699.15	1,970,935.65	65,353.69	148,208.24	1,346,635.74	61,453.62	1,444,668.87	113,695.63	6,001,876
	Nillumbik Allocation	1,024,814.70	1,859,081.74	65,864.06	21,803.10	100,241.42	70,675.52	39,606.27	150,700.84	63,195.19	3,395,983
	Whittlesea Allocation	154,705.56	93,289.36	90,631.85	1,825,498.13	2,146,307.73	62,406.89	1,354,398.44	152,064.48	774,916.47	6,654,219
	Total Allocation	1,581,746	2,401,070	2,127,432	1,912,655	2,394,757	1,479,718	1,455,458	1,747,434	951,807	16,052,078
			Banyule	Nillumbik	Whittlesea	Total					
	Weighted Usage		37.85%	21.30%	40.85%						
	Comparison: Council Weighted Usage 2019/2020		37.34%	21.51%	41.15%						
Net Attributed Library Expenditure			\$ 6,001,876	\$ 3,395,983	\$ 6,654,219	\$ 16,052,078					
			105.97%	104.67%	105.15%	105.35%					
Less Estimated State Government Grant			\$ 777,101	\$ 410,830	\$ 1,267,049	\$ 2,454,980					
	State Government contribution component		12.9%	12.1%	19.0%	14.7%					
Room Hire Fees			\$ 26,800	\$ -	\$ 28,000	\$ 54,800					
Regional Income (By % Council Contribution)											
B(3)	Interest on Investments		\$ 26,911	\$ 15,383	\$ 27,706	\$ 70,000					
B(2)	Photocopying		\$ 53,089	\$ 29,882	\$ 57,304	\$ 140,275					
B(2)	Damaged Book Charges		\$ 6,188	\$ 3,483	\$ 6,679	\$ 16,350					
B(2)	Overdues & Doubtful Debts		-\$ 15,479	-\$ 8,713	-\$ 16,708	-\$ 40,900					
B(2)	Grant Funding		\$ 71,101	\$ 40,021	\$ 76,746	\$ 187,868					
B(2)	Murrindindi		\$ 24,760	\$ 13,937	\$ 26,726	\$ 65,424					
B(2)	Inter Library Loans		\$ 397	\$ 224	\$ 429	\$ 1,050					
B(2)	Book Club		\$ 2,725	\$ 1,534	\$ 2,941	\$ 7,200					
B(2)	Miscellaneous		\$ 20,967	\$ 11,802	\$ 22,631	\$ 55,400					
Total Regional Income			\$ 190,659	\$ 107,553	\$ 204,455	\$ 502,667					
Balance Council Contribution 2020/2021			\$ 5,007,315	\$ 2,877,600	\$ 5,154,715	\$ 13,039,631					
Year on Year Variance 2019/2020 to 2020/2021			\$ 280,374	\$ 134,205	\$ 262,687	\$ 677,267					
Year on Year Variance % 2019/2020 to 2020/2021			5.93%	4.89%	5.37%	5.48%					
Comparison: Council Contribution 2019/2020			\$ 4,726,941	\$ 2,743,395	\$ 4,892,028	\$ 12,362,364					
Year on Year Variance 2018/2019 to 2019/2020			\$ 232,230	(\$ 17,225)	\$ 144,329	\$ 359,334					
Year on Year Variance % 2018/2019 to 2019/2020			5.17%	-0.62%	3.04%	2.99%					
Comparison: Council Contribution 2018/2019			\$ 4,494,711	\$ 2,760,620	\$ 4,747,699	\$ 12,003,030					
Year on Year Variance 2017/2018 to 2018/2019			(\$ 19,023)	\$ 66,733	\$ 114,492	\$ 162,202					
Year on Year Variance % 2017/2018 to 2018/2019			-0.42%	2.48%	2.47%	1.37%					
Comparison: Council Contribution 2017/2018			\$ 4,513,734	\$ 2,693,887	\$ 4,633,207	\$ 11,840,828					
Total Increase over the last 3 years			\$ 493,581	\$ 183,713	\$ 521,508	\$ 1,198,803					

Agenda Item 3: Procurement Policy Review

Responsible Officer:	Chief Executive Officer
Author:	Finance Manager
Attachment:	3 – YPRL Procurement Policy June 2020

REPORT

INTRODUCTION

The purpose of this report is for the Board to consider and endorse the revised Procurement Policy June 2020.

This Procurement Policy is made under Section 186A of the Local Government Act 1989. This section of the Act requires the Library 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 Library.

REPORT

A Procurement Policy review is required annually under the act. The changes to the Procurement Policy 2020 have been revised with input from key operational staff. The 2020 Procurement Policy updates are:

- 2.2.3 Methods to include the usage of business debit cards as well as credit cards
- 2.3.2.2 Quotation limits adjusted to align with most recent MAV model procurement policy
- 2.4.2 Delegation for Executive Leadership team increased from \$10k to \$20k
- 2.4.2 Delegation for Band 7 Management staff increased from \$5k to \$10k
- 2.4.2 New Delegation category – Band 6 Management staff, limit \$500, approval applies only to designated branch budgets delegated to the Band 6 staff member.
- 2.4.2 New debit card expenditure limit \$100 for Band 6 Management staff.
- 2.4.2.1 Tender recommendation threshold aligned with MAV from \$10k to \$20k.

Band 6 Managers/Branch Managers have oversight over day to day branch operations and manage the casual staffing budgets which range from \$7k to \$40k per branch. The new delegation category will enable Branch Managers to purchase minor operational items such as children's craft equipment and stationery from their Library Resources budget, without requiring Executive staff to review these minor purchase orders. Library Resources budgets range from \$2k to \$3k per branch.

The introduction of a Band 6 delegation category will reduce administrative burden on Executive Management staff and enhance organisational efficiency.

YPRL has introduced prepaid debit cards with a limit of \$100, providing improved audit trail and controlled replacement for reimbursing minor staff purchases from cash register floats. Cash register floats are no longer required at branch due to YPRL's policy of not accepting cash.

Increasing delegation levels across management aligns more closely with staff delegated budgets and appropriate levels of oversight. For example, a delegated authority limit of \$20k is a better match for Executive Manager who has been delegated responsibility for a \$5 million-dollar annual budget.

CONSULTATION

The procurement policy has been reviewed by all staff with delegation authority under the new policy.

CRITICAL DATES

The Procurement Policy is scheduled to be reviewed again in June 2021.

FINANCIAL IMPLICATIONS

YPRL is required to have, and to annually review, its Procurement Policy as per Section 186A of the Local Government Act 1989

POLICY STRATEGY AND LEGISLATION

YPRL is required to have, and to annually review, its Procurement Policy as per Section 186A of the Local Government Act 1989

LINKS TO Strategic PLAN

Finance and Governance

Goal: Optimise public value through sustainable financial management and governance

Strategies:

- Continually monitor and optimise our processes for efficiency
- Commit to good governance practices in all we do

DECLARATIONS OF CONFLICT OF INTEREST

Under section 80C of the Local Government Act 1989 officers providing advice to the Library must disclose any interests, including type of interest.

The Responsible Officer reviewing this report, having made enquiries with the relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

CONCLUSION

The changes recommended in the revised Procurement Policy 2020 increase our efficiency to process common invoices and costs for YPRL's operations

RECOMMENDATION

THAT the Board resolves to adopt the revised YPRL Procurement Policy June 2020

M: _____

S: _____



Procurement Policy

Release No: 7.0
Status: Approved
Version Date: June 2020

Approved by: YPRL Board
Adopted:
Next Review: June 2021

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1. Principles

1.1 Background

Yarra Plenty Regional Library

- Recognises that:
 - Developing a procurement strategy and adopting appropriate best practice contracting and procurement principles, policies, processes and procedures for all goods, services and works by Library, will enhance the achievement of the Library objective of sustainable and responsible finance and governance.
 - The elements of best practice applicable to local government procurement incorporate:
 - broad principles covering ethics, value for money, responsibilities and accountabilities;
 - guidelines giving effect to those principles;
 - a system of delegations (i.e. the authorisation of officers to approve a range of functions in the Procurement process);
 - procurement processes, with appropriate procedures covering minor simple procurement to high value complex procurement; and
 - a professional approach to all major procurements.
- Requires the Library's contracting and purchasing activities:
 - support the Library's corporate strategies, aims and objectives;
 - span the whole life cycle of an acquisition from initial concept to the end of the useful life of an asset, including its disposal, or the end of a service contract;
 - achieve value for money and quality in the acquisition of goods, services and works by the Library;
 - can demonstrate that public money has been well spent;
 - are conducted, and are seen to be conducted, in an impartial, fair and ethical manner;
 - seek continual improvement.

1.2 Scope

This Procurement Policy is made under Section 186A of the *Local Government Act 1989*.

This section of the Act requires the Library 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 Library.

This policy applies to all contracting and procurement activities of the Library and is binding upon Library staff and temporary employees, contractors and consultants while engaged by the Library.

1.3 Purpose

The purpose of this Policy is to:

- provide policy and guidance to Library staff to allow consistency and control over procurement activities;
- demonstrate accountability to stakeholders;
- provide guidance on ethical behaviour in public sector purchasing;
- demonstrate the application of elements of best practice in purchasing; and
- increase the probability of obtaining the right outcome when purchasing goods and services.

1.4 Treatment of GST

All monetary values stated in this policy include GST except, where specifically stated otherwise.

1.5 Definitions and Abbreviations

Term	Definition
Act	<i>Local Government Act 1989.</i>
Commercial in Confidence	e.g prices, discounts, rebates, profits, methodologies and process information, etc.
Contract Management	The process that ensures both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.
Library Staff	Includes full time and part-time Library staff, and temporary employees, contractors and consultants while engaged by the Library.
Probity	The dictionary definition of probity refers to uprightness, honesty, proper and ethical conduct and propriety in dealings. Within Government, the word "probity" is often used in a general sense to mean "good process." A Procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with the Library's policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.

Standing Offer Arrangements (SOA)	A contract that sets out rates for goods and services which are available for the term of the agreement. However, no commitment is made under the agreement to purchase a specified value or quantity of goods or services
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
Procurement	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
Tender Process	The process of inviting parties to submit a quotation or tender by public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.
Value for Money	<p>Value for money in procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including:</p> <ul style="list-style-type: none"> • contribution to the advancement of the Library's priorities; • non-cost factors such as fitness for purpose, quality, service and support; and • Cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.

1.6 Related Legislation and Documents

- Local Government Act 1989 (as amended)
- Victorian Local Government Best Practice Procurement Guidelines
- Employee Code of Conduct
- Instrument of Delegation
- O H & S Policy
- OHS Purchasing Procedure
- Purchasing Procedure
- Business Credit Card Policy
- Independent Broad-based Anti Corruption Commission (IBAC) recommendations
- Other relevant legislative requirements such as, but not limited to, the Trade Practices Act, Goods Act and the Environmental Protection Act.

2. Effective Legislative and Policy Compliance and Control

2.1 Ethics and Probity

2.1.1 Requirement

The Library's procurement activities shall be performed with unquestionable integrity and in a manner able to withstand the closest possible scrutiny.

2.1.2 Conduct of Library Staff

2.1.2.1 General

Library staff shall at all time conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity and *will*:

- treat potential and existing suppliers with equality and fairness;
- not seek or receive personal gain;
- maintain confidentiality of Commercial in Confidence such as contract prices and other sensitive information;
- present the highest standards of professionalism and probity;
- deal with suppliers in an honest and impartial manner that does not allow conflicts of interest;
- provide all suppliers and tenderers with the same information and equal opportunity; and
- be able to account for all decisions and provide feedback on them.

Library staff responsible for managing or supervising contracts are prohibited from performing any works under the contract they are supervising.

2.1.2.2 Members of Professional Bodies

Library staff belonging to professional organisations shall, in addition to the obligations detailed in this policy, ensure that they adhere to any code of ethics or professional standards required by that body.

2.1.3 Tender Processes

All tender processes shall be conducted in accordance with the requirements of this policy, YPRL Procurement Procedures, the Contracts Register and review processes, relevant legislation, relevant Australian Standards and the Act.

2.1.4 Conflict of Interest

Library 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 library duties.

Library staff shall not participate in any action or matter associated with the arrangement of a contract (ie, 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 member of Library staff involved being alert to and promptly declaring an actual

or potential conflict of interest to the Library.

Where future conflicts or relevant private interests arise, Library staff must declare any conflict to their Manager and/or the CEO who will decide whether the officer should continue to be involved in the specific Procurement exercise.

2.1.5 Fair and Honest Dealing

All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote.

Impartiality must be maintained in selecting contractors and suppliers so that no action is taken that could result in criticism of the Library.

The commercial interests of existing and potential suppliers must be protected.

Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to prices, discounts, rebates, profit, manufacturing and product information.

2.1.6 Accountability and Transparency

Accountability in procurement means being able to explain and evidence what has happened. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

Therefore the processes by which all procurement activities are conducted will be in accordance with the Library's procurement policies and procedures as set out in this policy and related Library policies and procedures.

Additionally:

- all Library staff must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by the Library and provide feedback on them;
- regular training is to be provided to appropriate YPRL staff on the policy and procedures of procurement;
- all procurement activities are to leave an audit trail for monitoring and reporting purposes.

2.1.7 Role of the Audit Committee

The CEO will provide the Audit Committee with regular reports that reflect compliance/non-compliance with laws, legislation and policies, including non compliance with the Procurement Policy

The Audit Committee should endorse the annual review of the Procurement Policy.

2.1.8 Gifts and Hospitality

No member of library staff shall, either directly or indirectly solicit or accept gifts or presents from any member of the public who is involved, either directly or indirectly, with any matter that is connected with the duties of the officer, or in which the Library is interested. (Refer 3.10 of the 'Employee Code of Conduct' for details relating to this matter).

Library 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. Library 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.

Details of all gifts, benefits or hospitality in excess of \$50 value, received by staff, must be managed in accordance with the Employee Code of Conduct section on Gifts, Benefits and Hospitality and be recorded in the Gifts Register which is maintained by the PA of the CEO.

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.

2.1.9 Disclosure of Information

Information received by the Library that is Commercial in Confidence must not be disclosed.

Library staff are to protect, by refusing to release or discuss the following:

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

Library 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.

2.2 Governance

Good governance is getting the processes right that provide an environment that develops and fosters an organisational culture that is conducive to good governance.

2.2.1 Structure

The Library shall:

- establish a procurement management responsibility structure and delegations ensuring accountability, traceability and auditability of all procurement decisions made over the lifecycle of all goods, services and works purchased by the Library;
- ensure that the Library's procurement structure:
 - is flexible enough to purchase in a timely manner the diverse range of material, goods, works and services required by the Library;
 - ensures that prospective contractors and suppliers are afforded an equal opportunity to tender/quote;
 - encourages competition; and

- ensures that policies that impinge on the purchasing policies and practices are communicated and implemented.

2.2.2 Standards

The Library's procurement activities shall be carried out to the professional standards required by best practice and in compliance with the:

- The Local Government Act,
- The Library's relevant and appropriate policies and procedures,
- The Library's Employee Code of Conduct,
- Recommendations and control measures as identified (from time to time) by the Independent Broad-based Anti Corruption Commission (IBAC), and
- Other relevant legislative requirements such as but not limited to the Trade Practices Act, Goods Act and the Environmental Protection Act.

2.2.3 Methods

The Library's standard methods for purchasing goods, services and works shall be by:

- purchase order following a quotation process,
- Business credit card or debit card,
- under contract following a tender process, or
- where the Library is satisfied that value for money requirements have been satisfied, under purchasing schemes including collaborative purchasing arrangements with other Libraries and commercial schemes such as provided by MAV;

unless there are other arrangements authorised by the Library CEO arising from exceptional circumstances, such as emergencies.

The Library may, at its discretion and based on the complexity and cost of the project, conduct one stage or multi-stage tenders.

Typically a multi-stage tender process will commence with a registration of interest stage followed by a tender process involving the organisations selected as a consequence of the registration of interest stage.

Registrations of Interest (ROI) may be appropriate where:

- the requirement is complex, difficult to define, unknown or unclear,
- the requirement is capable of several technical solutions,
- the Library wishes to consider ahead of formal tender processes such issues as whether those tendering possess the necessary technical, managerial and financial resources to successfully complete the project,
- tendering costs are likely to be high and Library seeks to ensure that companies incapable of supplying the requirement don't incur unnecessary expense,
- it is necessary to pre-qualify suppliers and goods to meet defined standards, and
- the requirement is generally known but there is still considerable analysis, evaluation and clarification required (both of the objective and the solution).

Additionally, for highly complex projects the Library may run sequential tenders, the first to solicit solutions, the second to compete to provide the solution selected by Library. Such sequential tenders may or may not be preceded by the registration of interest phase as required by the Library based on the actual needs of the project.

2.2.4 Responsible Financial Management

The principle of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle: the availability of existing funds within an approved budget, or source of funds, shall be established prior to the commencement of any procurement action for the supply of goods, services or works.

Library staff must not authorise the expenditure of funds in excess of their financial delegations.

Library funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this policy.

2.3 Procurement Thresholds and Competition

2.3.1 Requirement

The Library will from time to time decide and publish in this policy clear guidelines for minimum spend competition thresholds. These will be decided by the Library based on the size and complexity of the proposed procurement activities.

2.3.2 Minimum Spend Competition Thresholds

2.3.2.1 Tenders

Purchase of all goods, services and works for which the estimated expenditure exceeds \$150,000 must be undertaken by public tender.

However, should the CEO consider that the nature of the requirement and the characteristics of the market are such that the public tender process would lead to a better result for the Library, public tenders may be called for purchase of goods, services and works for which the estimated expenditure is less than \$150,000.

2.3.2.2 Quotations

Purchase of goods, services and works having a total valuation of less than \$150,000 may be undertaken using the procurement by quotation method as described below:

- Items with a value of \$0 to \$5,000: no quotation
- Items with a value \$5,001 to \$15,000:

A minimum of one (digital, email or other written) quotation must be obtained and the details recorded before placing an order (similar details must be recorded where more than one supplier has quoted).

- Items with a value \$15,001 to \$150,000:

A minimum of three (digital, email or other written) quotations must be sought.

The order must be placed with the supplier offering the lowest price for the most acceptable goods or services.

Details of the suppliers contacted and their quotations must be attached to the 'Funding Request/ Procurement Policy Requirement' Form.

Quotations in excess of \$20,001 must be sighted and countersigned by CEO prior to the Purchase Order being placed. (Refer also Section 2.4.2 Delegations)

- Advertising

Requests for quotations may be advertised at the CEO's discretion. This may occur when a field of potential tenderers hasn't been established, or an innovative approach is required, or the project has broad appeal that may attract keen prices, etc.

- Insufficient quotations

The situation may arise where insufficient quotations are received to satisfy the above requirements.

This may occasionally occur where there are few local suppliers for the goods, services or works being sought or the work is highly specialised. In this case, the details of the contacted suppliers must be recorded on the spreadsheet or recommendation and an appropriate comment recorded.

2.3.2.3 Aggregated Value of a Contract

The value of a purchase contract is the aggregate value of the contract over the term of the contract. If the term of the contract is not clear, a default term of 2 years is to be used for cumulative expenditure.

2.3.2.4 Exemptions:

There are limited circumstances in which there may be legitimate reasons for a variation from the requirement to comply with sections 2.3.2.1 relating to calling for tenders and quotations and tenders threshold of this Policy. To seek an exemption from this policy, the exemption must be within one or more categories below:

1. **Legal Services** – The services are for the provision of legal advice – these services are exempt under the Local Government (General) Regulations 2004 No 130, Part 4, Clause 10;
2. **Ministerial Exemption** – An exemption from the Minister for Local Government in accordance with Section 186(5) (c) of the Act has been obtained for the specified services or works;
3. **MAV Public Liability or Professional Indemnity Insurance Scheme** – If YPRL participates in the MAV's Public Liability and Professional Indemnity scheme (or other Insurance Scheme approved by the Minister under Section 76A of the Act) such Insurance Premiums are exempt from Section 186 of the Act. However, if YPRL does not participate in the Minister's approved (under Section 76A of the Act) Insurance Scheme, YPRL must undertake a public tender process;
4. **Statutory Payments** – Statutory payments such as Superannuation (Employer and Employee Contributions) and Work Cover Insurance Premiums;
5. **Loan Funds** – The provision of Loan Funds. Loan agreements do not constitute the procurement of a good or service under Section 186 of the *Local Government Act 1989*, but rather a financial accommodation. Therefore, they are not subject to the public tender requirements of the Act;

6. **Emergency** – In accordance with Section 186 (5) of the *Local Government Act 1989*, that YPRL resolves the contract must be entered into as a result of an emergency;
7. **Sole Supplier/Insufficient Quotes** – When it is clear beyond doubt that there are not sufficient suppliers to provide requisite quotes. This exemption does not apply if over the value of \$150,000 for goods and services (and \$200,000 for the provision of Works). Ministerial Exemption must be sought by YPRL should this be the case;
8. **Exceptionally Advantageous Time Limited Conditions** – This includes unusual disposals by suppliers, unsolicited innovative proposals, liquidation, bankruptcy, or receivership and which are not routine purchases from regular suppliers. This exemption does not apply if over the value of \$150,000 for Goods and Services and \$200,000 for the provision of works. Ministerial Exemption must be sought by YPRL should this be the case;
9. **Intellectual Property** – Where the goods or services can only be supplied by a particular business and no other reasonable alternative or substitute exists, namely for a work of art; or to protect patent, copyright, or other exclusive right, proprietary information, software – are some examples. This exemption does not apply if over the value of \$150,000 for Goods and Services and \$200,000 for the provision of Works. Ministerial Exemption must be sought by YPRL should this be the case;
10. **Absence of Competition** – Goods and services that are limited by patents or licences. To be supported by documentation and demonstrated organisational benefits. This exemption does not apply if over the value of \$150,000 for Goods and Services and \$200,000 for the provision of Works. Ministerial Exemption must be sought by YPRL should this be the case;
11. **Support from Original Supplier** – For additional goods or services by the original supplier or authorised representative where a change in supplier would result in the organisation to procure goods or services that are not compatible with existing goods or services. For example spare parts for vehicles and plant. This exemption does not apply if over the value of \$150,000 for Goods and Services and \$200,000 for the provision of Works. Ministerial Exemption must be sought by YPRL should this be the case;
12. **Utilities:** Such as Electricity; Gas and Water as these services are provided under the ‘umbrella’ of the 3 Member Councils (the Library Buildings are owned by the Councils who are responsible for providing and sourcing the utilities supplied to the Buildings - YPRL is responsible for the costs of these services)

An exemption form must be completed if the above conditions apply in accordance with the Procurement Procedure.

2.4 Delegation of Authority

2.4.1 Requirement

Delegations define the limitations within which library staff are permitted to work. Delegation of procurement authority allows specified library staff to approve certain purchases, quotation, tender and contractual processes without prior referral to the CEO. This enables the Library to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

Procurement delegations ensure accountability and provide confidence to the Library and public that purchasing activities are dealt with at the appropriate level.

As such, the Library has delegated responsibilities as detailed below relating to the expenditure of funds for the purchase of goods, services and works, the acceptance of quotes and tenders and for contract management activities.

2.4.2 Delegations

The following delegations will apply, subject to applicable procurement restrictions:

Chief Executive Officer	\$150,000
Executive Leadership Team	\$ 20,000
Band 7 Management Staff	\$ 10,000
Band 6 Management Staff	\$ 500

The following procurement delegations will also apply to Executive Leadership and Band 7 Management Staff:

- Acceptance of quotes – to within their delegated limit
- Credit card expenditure limit:

Chief Executive Officer	\$ 5,000
Executive Leadership Team	\$ 5,000
Band 7 Management Staff	\$ 5,000
Purchasing & Support Officer	\$ 5,000
People & Culture Coordinator	\$ 5,000

The following procurement restrictions apply to Band 6 Management Staff:

- Approval applies only to designated branch budgets delegated to the Band 6 staff member
- Debit card expenditure limit \$ 100

2.4.2.1 Delegations Reserved for the CEO

The following processes and commitments must be approved by the CEO:

- Acceptance of tenders;
- Initial signing and sealing of contract documents;
- Contract term extensions;
- Contract amendment;
- Tender recommendations and all expenditure over \$20,000 in value;
- Procedural exceptions;
- Credit Card Purchases of Executive Managers

2.4.2.2 Delegations Reserved for the Chair of YPRL Board

The following processes and commitments must be approved by the Chair of the YPRL Board:

- Credit Card Purchases of CEO

2.5 Internal Controls

The Library 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 and performance measurement.

2.6 Commercial Information

Procurement activities will be carried out in a way that supports Library staff in meeting their obligations - to ensure information of a commercially sensitive or confidential nature is obtained, stored, processed, published (where applicable) in an appropriate manner in accordance with the relevant Library guidelines.

2.7 Risk Management

2.7.1 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 Library's capability to prevent, withstand and recover from interruption to the supply of goods services and works.

2.7.2 Supply by Contract

The provision of goods, services and works by contract potentially exposes the Library to risk.

The Library will minimise its risk exposure by measures such as:

- standardising contracts to include current, relevant clauses;
- requiring security deposits 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.

2.8 Contract Terms

All contractual relationships must be documented in writing based on standard terms and conditions.

Where this is not possible, approval must be sought from the CEO. A request for such an approval should be supported with procurement and legal advice as relevant.

To protect the best interests of the Library, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to doing this expose the Library to risk and thus must be authorised by the appropriate member of library staff listed in the delegation section above.

2.9 Endorsement

Library staff must not endorse any products or services. Individual requests received for endorsement must be referred to the CEO.

2.10 Dispute Resolution

All library contracts shall incorporate dispute management and alternative dispute resolution provisions to minimise the chance of disputes getting out of hand and leading to legal action.

2.11 Contract Management

The purpose of contract management is to ensure that the Library, and where applicable its clients, receive the goods, services or works provided to the required standards of quality and quantity as intended by the contract by:

- establishing a system reinforcing the performance of both parties' responsibilities and obligations under the contract; and
- providing a means for the early recognition of issues and performance problems and the identification of solutions.

All library contracts are to include contract management requirements. Furthermore, contracts are to be proactively managed by the member of library staff responsible for the delivery of the contracted goods, services or works to ensure the Library receives value for money.

3. Demonstrate Sustained Value

3.1 Intergration with Library Strategy

The Library procurement strategy shall support its corporate strategy, aims and objectives, including:

- all relevant legislation and policies are complied with, to Best Practice standards.

3.2 Achieving Value for Money

3.2.1 Requirement

The Library's procurement activities will be carried out on the basis of obtaining value for money.

This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations.

3.2.2 Approach

This will be facilitated by:

- developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout;
- effective use of competition;
- using aggregated contracts and SOA where appropriate;
- identifying and rectifying inefficiencies in procurement processes;
- Library staff responsible for providing procurement services or assistance within the Library providing competent advice in terms of available products and agreements; and
- working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and works being acquired.

3.2.3 Role of Specifications

Specifications used in quotations, tenders and contracts are to support and contribute to the Library's value for money objectives through being written in a manner that:

- ensures impartiality and objectivity;
- encourages the use of standard products;
- encourages sustainability;
- eliminates unnecessarily stringent requirements; and
- wherever possible specifies technical standards and requirements that are within the capabilities of local suppliers.

3.3 Sustainability

3.3.1 General

The Library will consider benefits and value for money and environmental impacts of its procurement processes in order to achieve the best outcomes for its stakeholders.

3.3.2 Environmental Procurement

The Library is committed to adopting a green procurement approach by supporting the principles of sustainable procurement within the context of purchasing on a value for money basis.

Value for money purchasing decisions made by the Library are made on the basis of cost and non cost factors including contribution to the Library's sustainability objectives.

The Library will therefore:

- Reduce, Reuse and Recycle

The Library is committed to reduce resources, consumption and minimise waste during the procurement life cycle including:

- The Library shall encourage and prefer Eco-friendly products which are more power efficient
- The Library shall prefer to purchase from a source which is less polluting or uses clean technology
- The Library's procurement projects should automatically consider the provision of re-use and recycling as part of the project planning process, including the consideration of whole-life costs and disposal considerations.

- Buy Recycled:

The Library is committed to buy recycled/part recycled products to optimise consumption and stimulate demand for recycled products, promoting the collection and reprocessing of waste and working towards zero discharge to the landfill.

3.4 Diversity

Promoting equality through procurement can improve competition, value for money, the quality of public services, satisfaction among users, and community relations. It should be a consideration in every procurement project and reflect corporate commitment to diversity and equal opportunities wherever possible.

4. Apply a Consistent and Standard Approach

The Library will provide effective and efficient commercial arrangements for the requisition of goods and services

4.1 Standard Processes

The Library will provide effective commercial arrangements covering standard products and standard service provisions across the Library to enable employees to source requirements in an efficient manner.

This will be achieved via harmonisation of the following areas:

- Pricing where relevant
- Processes, procedures and techniques
- Reporting requirements
- Application of standard contract terms and conditions.

4.2 Management Information

The Library will capture procurement management information in a variety of areas, including:

- Volume of spend
- Number of transactions per supplier

5. Build and Maintain Supply Relationships

The Library recognises that in order to achieve sustainable value, appropriate relationships must be developed and maintained with suppliers and that it seeks to operate with 'informed choice' on what supply strategy it adopts – whether to 'do it yourself', participate in regional or sector aggregated projects or to access State Government panel agreements. The Library will consider which supply arrangement delivers best value outcomes for the Library in terms of time, cost, value and outcome.

5.1 Developing and Managing Suppliers

The Library recognises the importance of effective and open working relationships with its suppliers, and is committed to the following:

- Managing existing suppliers, via the appropriate development of programs and performance measurements to ensure the benefits are delivered
- Maintaining approved supplier lists
- Developing new suppliers.

5.2 Relationship Management

The Library is committed to developing constructive long-term relationships with suppliers. It is important that the Library identifies its key suppliers so that its efforts are focused to best effect. Such areas may include:

- Size of spend across the Library
- Criticality of goods /services supplier, to the delivery of the authority's services
- Availability of substitutes
- Market share and strategic share of suppliers

5.3 Communication

External communication is very important in ensuring a healthy interest from potential suppliers and partners to the Library. The external website will be updated and provide:
The Procurement Policy

- Standard documentation used in the procurement process

6. Continual Improvement

The Library is committed to continuous improvement and will review the Procurement Policy on an annual basis, to ensure that it continues to meet its wider strategic objectives.

Agenda Item 4: ICT Progress Report

Responsible Officer:	Chief Executive Officer
Author:	Executive Manager Technology & Assets
Attachment:	4 - ICT Project Status Spreadsheet June 2020

REPORT

INTRODUCTION

This report is for the Board's information.

SUMMARY

YPRL staff transition to work from home over the COVID-19 period has been successfully adapted by all staff. ICT team used the Microsoft enterprise cloud platforms used in combination with Remote Desktop connectivity and SharePoint system to provide a stable and scalable environment for staff to use over the period and will continue to part of the ICT environment.

We are continually working to make improvements to information security to reduce the organisational risk.

As part of the Technology and Assets portfolio planning, ICT equipment upgrades, updated status is as follows:

- Library Management System (LMS) Project

We commenced the Library Management System implementation project. We are in the planning phase and the vendor have introduced the implementation management team. Project kick off meeting is scheduled for the 18th of June 2020. A 4 to 6-month implementation time frame is estimated for delivery of the new system.

- Library Self-Checkout Kiosk Refresh Project

The rollout of the new kiosks continued whilst all branches were closed due to COVID-19, the project team installed 20 new kiosks across Whittlesea, Lalor, Thomastown, Diamond Valley, Eltham, Watsonia and Rosanna ahead of the original project schedule. Ivanhoe's kiosks will be installed as soon as we have access to the new Ivanhoe Library and Community Hub building.

- NBN Fast Intranet Connections to Thomastown Library

Thomastown branch is scheduled to migrate onto fixed line NBN communications network. This will significantly improve internet access to speeds and stability to our community and staff. This will remove the current dependencies on Mill Park Library for internet and network services for Thomastown.

- YPRL Removal of Microwave Infrastructure

We have legacy Microwave infrastructure that support our network connectivity between branches due lack on NBN connections from a historical perspective. The new connectivity at Thomastown will remove the need to have Microwave links from LSS to Mill Park and Mill Park to Thomastown. This now enables us to progress with our cloud infrastructure strategy in addition to simplifying our network.

CONSULTATION

Consultation was undertaken with the Executive Leadership team, the ICT team and local Library staff.

LINKS TO STRATEGIC PLAN

Infrastructure and Innovation

Goal: Create innovative digital and physical infrastructure to deliver sector leading services

Strategies:

- Nurturing and supporting innovation using technology and creative spaces
- Providing robust and flexible network infrastructure, sustaining our service delivery
- Responding and evolving as technology needs of our community change
- Providing or adapting flexible spaces that serve the changing needs of our community

DECLARATIONS OF CONFLICTS OF INTEREST

Under section 80C of the Local Government Act 1989 officers providing advice to the Library must disclose any interests, including type of interest.

The Responsible Officer reviewing this report, having made enquiries with the relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

CONCLUSION

The ICT team continues to roll out the 3-year ICT plan while also working to adapt and ensure our networks and systems are secure, efficient, cost effective and relevant to the needs of the YPRL staff and patrons.

RECOMMENDATION

THAT the Board resolves to note the report

M: _____

S: _____

YPRL ICT - projects and priorities ✓ denotes progress since previous update

YPRL ICT - projects and priorities										Jan-20	
No.	Prog?	Activity	Priority 1 to 5	Description	Status	Comments	Relative cost	Start date	Complete date		
1		Core Infrastructure	1	Replace branch firewalls and switches	Active	Firewalls and switches remain to be changed at Thomastown. Will be completed as each branch is transitioned to fibre internet connections.	\$73,000	Q2 2018	Q2 2020		
2	✓	Library RFID Self-Check Refresh	1	Replacement for current RFID self-service units & related services	Active	Kiosks have been installed at all 8 branch locatsions and is operational - Ivenhoe will be installed in August when the building is available.	Existing	Q1 2020	Q3 2020		
3		Residual ADSL	1	ADSL connections being removed and replaced by NBN/Fibre	Active	Services being removed as branches are migrated off the microwave network. Remaining branch is Thomastown.	None	Q4 2017	Q3 2020		
4		NBN	1	NBN Roll Out	Active	NBN has been installed at Lalor, Whittlesea, Eltham, Rosanna, Ivanhoe and the new LSS. Thomastown should be NBN availability moved to June 2020.	Low	Q2 2019	Q3 2020		
6		ICT Policy	1	ICT Policy and Procedure	Active	Draft ICT Policy completed and currently in consultation with Consultative Committee and YPRL	\$4000	Q3 2019	Q4 2019		
7		Help Desk System	2	Replace Novell ticketing system	Pending	The need to intregate with other departments and/or the new Finance system is being assesed.	\$6000	Q3 2017	Q2 2020		
8		Branch Security	2	Remedial works resulting from completed security audit	Active	Remedial action meetings with Branch and Council staff ongoing. Internal actions underway including security pin change options.	\$4,000	Q1 2019	Q2 2020		
9		BCM & DR risk	2	Update ICT Business Continuity Management and Disaster Recovery plan	Pending	BCM Test to be conducted. QUEST advised they are able to assist.	None / low	Q3 2019	Q4 2019		
10		Network Segmentation	2	Introduce network segmentation for network security	Active	Completed at Rosanna, Ivanhoe, Whittlesea, Eltham, Lalor, Watsonia and Diamond Valley - remain to be changed at Mill Park and Thomastown, pending NBN at Thomastown.	Low	Q3 2018	Q3 2020		
11	✓	LMS Tender	1	LMS Tendered	Active	Tender is awareded and implimentation planning commenced with the vendor.	TBA	Q1 2020	Q4 2020		
12		RFID System Review	3	Optimise for utility & productivity	Active	Completed smart shelf testing, will be testing returns function on self check kiosks.	TBA	Q2 2019	Q2 2020		
13		Document Management	3	Investigate the options for a Document Management System at YPRL (Finance Dept)	Unstarted	Prompted by HLB Mann Judd Audit and aimed at improving the management of Corporate documents & records. This will piggy back on updating the Finance System. Possible use of Office 365 Sharepoint	TBA	Q3 2018	Q3 2020		
14		YPRL Website	3	Review look and feel and user experience	Active	Version 3 update scheduled in December 2019.	None	Q2 2019	Q1 2020		
15	✓	Smartphone Library App Review	3	Review Solus and Bibliocommon offers	Active	Solus mobile App will be rolled out with the new LMS implimentation.	\$19,160	Q2 2019	Q2 2020		
16		Position descriptions	4	Review all PDs at Performance Review	Paused	Review actual workloads and work being done. For P&C to enact if any changes.	None	TBD	TBD		
17		Corporate Images	5	Establish dedicated storage & image management system (marketing)	Paused	1 Tb partition created. Metadata discussions and software application selection underway.	None / low	Q4 2016	Q2 2020		
18		YPRL Intranet	5	Explore options	Paused	Investigate update, investigate the use of Sharepoint from Office 365 as a solution.	None / low	TBD	TBD		
19		Eltham Sorter	5	Following user survey, review options for open and closed hours returns.	Paused	Current sorter will remain for now, unless Council purchase a new sorter. YPRL may look at smart bins instead.	TBA	Q3 2017	Q4 2019		
20		Review CCTV policies & procedures	5	Annual review of policies & procedures	Active	Updated and completed internal procedures, board report to be completed.	Low	Q1 2020	Q2 2020		
Completed Projects from 2020											
5	Done	Fibre Networks	1	TPG Fibre Internet services	Complete	Diamond Valley completed 11/12. Watsonia completed 13/12.	\$800 each p/m	Q3 2019	Q4 2019		
20	Done	Finance/Payroll System	5	Implement new Finance System	Complete	Finance department have implimented the system Q1 2020.	TBA	Q3 2019	Q2 2020		

SECTION G

General Business