



AGENDA PAPER

and
accompanying documents
for the

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

Thursday 22 April 2021
at
6.00pm

Whittlesea Community Activity Centre,
57-61 Laurel Street, Whittlesea 3757

AND
Online Meeting

TO BOARD MEMBER

Yarra Plenty Regional Library
Board
The next meeting will be held

AGENDA PAPER

Thursday, 22 April 2021
at 6.00pm

DATE AND TIME:

Thursday 22 April 2021 at 6.00pm

LOCATION:

Whittlesea Community Activity
Centre, 57-61 Laurel Street,
Whittlesea 3757

APOLOGIES:

If you cannot attend the meeting,
please email
dlamb@ypri.vic.gov.au
by Monday 19 April 2021

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 25 February 2021
- D. Presentation of General Reports
- E. Continuation of matters lapsed from previous meetings - Nil
- F. Consideration of action petitions and joint letters - Nil
- G. General Business
- H. Reports from delegates appointed by the Board to other bodies - Nil
- I. Urgent Business
- J. Confidential item (meeting closed to the public as per 89 (2) of the Local Government Act 1989)

ACKNOWLEDGEMENT OF THE TRADITIONAL CUSTODIANS

“On behalf of the City of Whittlesea, I recognise the rich Aboriginal heritage of this country and acknowledge the Wurundjeri Willum Clan as the Traditional Owners of this place. I also acknowledge the Elders, past, present and emerging.”

SECTION C

Confirmation of the Minutes

Meeting of 25 February 2021

SECTION D

Presentation of General Reports

Contents:

Agenda Item 1:	Whittlesea Branch Manager Presentation	2
Agenda Item 2:	CEO Report	3
Agenda Item 3:	Quarterly Finance Report	8
Agenda Item 4:	Draft Budget 2021/2022 and Strategic Resource Plan 2022/2025	11
Agenda Item 5:	Equal Employment Opportunity Anti-Discrimination Bullying and Sexual Harassment Policy.....	17
Agenda Item 6:	Performance Improvement Disciplinary Policy	20
Agenda Item 7:	OHS Policy.....	23
Agenda Item 8:	2021 Christmas Hours and Closedown.....	26
Agenda Item 9:	Draft YPRL Library Plan 2021 - 2025.....	29

Agenda Item 1: Whittlesea Branch Manager Presentation

Responsible Officer: Chief Executive Officer

Author: Whittlesea Branch Manager

REPORT

Verbal presentation to Board Members

RECOMMENDATION

THAT the Board resolves to note the presentation

M: _____

S: _____

Agenda Item 2: CEO Report

Responsible Officer:	Chief Executive Officer
Author:	Chief Executive Officer
Attachment:	2a – Dashboard Q3 2020-2021 2b – External Meetings attended by CEO 2c – IBB Staff Presentation

REPORT

SUMMARY

Board and Governance

Thank you to all participants at the YPRL Strategy Workshop held on 25 March, 2021. The workshop outputs will be used, with the Transforming YPRL report and the results from the current Community Survey to develop the draft Strategy at a proposed second Board members and YPRL senior staff workshop to be held in May. This proposed way forward is on the Agenda for discussion.

Knowledge and Information

Member drive: YPRL is currently undertaking a membership drive to increase the number of people who are active members of our library. As part of the membership drive, YPRL will be doing a mailout to some council areas, contacting lapsed members to invite them back to the library and negotiating with our member Councils to send out an all-staff email to staff inviting them to join the library, linking to our digital membership form. We will also be promoting the new YPRL Library App to increase downloads (currently at 5,000+) as a *Library in Your Pocket*. Board Members can locate the YPRL Library App from your app provider.

Mobile Library and Outreach Library Service review: A RFQ has been undertaken for the planned review of the Mobile Library and Outreach Library service review. We received 6 submissions and after assessment are currently undertaking referee checks. It is anticipated that the review will be undertaken over an 8 - 10-week period and includes key stakeholder focus groups. These will include representatives from member Councils, Mobile Library and Outreach Library service staff and Mobile & Outreach Library service customers and community leaders. These will be held online.

Public Participation

Ivanhoe Library and Cultural Hub: Ivanhoe Library and Cultural Hub had a soft launch opening on 10 March 2021. The visitor numbers since opening have been around the 800 – 1000 visits per day and the response from the public has been very positive.

'I really enjoy having all these spaces, especially for my children to use' ILCH visitor.

The official launch was held on the evening of 25 March 2021, with YPRL staff providing guided tours, activation events and programs in the children's area and maker space and promoting membership. At the time of writing this report, 565 new members have joined ILCH which is a wonderful endorsement of the new library from the community. The Library team and the Council Arts Team are also working together to develop a joint program for the coming year and developing a close relationship with U3A, which is also based in the building.

Digital Mentor Program: YPRL's Digital Mentor program – one of the key actions for the Digital Inclusion strategy - was on hold during 2020 but has been re-started. YPRL received \$30,000 as part of the Federal Government's *Be Connected* program to assist people over 50 to gain digital skills. The funding gives us increased capacity to deliver 3+ hours per branch per week for 16 weeks, after that time our trained staff and volunteers will continue to support people to learn digital skills as part of our regular programming. Training for 13 staff members and 7 volunteers in digital mentorship has just been completed, and these staff and volunteers will deliver digital literacy education in all branches across a range of topics, including assistance for learning computers and smart phones and help accessing government services, including *My Health Record*.

'I can now translate my poetry into Macedonian and email my family back home to include in a published poetry collection.' Ivanka at Ivanhoe

'I learned how to use Facebook to chat with my family in the Philippines'. Mariles at Lalor

'Thank you very much for all your help earlier today with my Samsung Tablet. Your help meant a lot to me. Reading has really helped me as especially during this time. I think I'm back in the swing of things now. About to download Libby and finish off my book which I am enjoying now. You made a difficult, embarrassing situation so easy.' Lynne at Whittlesea

StartSpace collaboration: YPRL is in discussion with State Library Victoria's StartSpace to partner for a statewide pilot program supporting small businesses, startups and entrepreneurs in our member council areas. YPRL will be the first library service to participate in the pilot and will start with a collaboration on digital programs for the Future Founders Festival in July, which will be rolled out across YPRL libraries.

Media mentions:

<i>Publication</i>	<i>Number of Mentions</i>
ALIA Weekly	1
Australian Services Union	1
Banyule City Council	2
City of Whittlesea	1
Mirage News	1
Neos Kosmos	1
PVFM 88.6 Tuesday Afternoons (radio)	1
Sydney Morning Herald	1
Your Child – Banyule/Nillumbik	2
Your Child – Whittlesea	2

People & Culture

COVID Safe: YPRL continues to pivot and adapt to the COVID Safe restrictions. All staff have received training to ensure they have read, understood and will comply with our COVID Safe Plans.

All managers and OHS representatives are promoting staff wellbeing including mentally healthy workplaces, taking leave, regular breaks, stretching and reminding staff of the support and information available on our Wellness SharePoint and to ensure all staff priorities their own health and wellbeing and to seek support from our Employee Assistance Program at any time.

The key message reinforced to all employees is “If you are unwell, please remember to Stay HOME Stay SAFE.”

YPRL’s enterprise bargaining: The Bargaining Representatives participated with the Fair Work Commission:

- Interest Based Bargaining Training on 2 March 2021
- Interest Based Bargaining Planning meeting on 1 April 2021

The Interest Based Bargaining Training received to date has been acknowledged by all parties as a great opportunity and positive approach to bargaining. A summary overview of the Fair Work Commission Training was presented to all Employees on 26 and 30 March 2021 by the Interest-Based Bargaining Team (IBB Team). A copy is included for your information. Whilst it was initially anticipated the new Agreement may be negotiated by the end of June 2021, it is acknowledged that interest-based bargaining may take time to ensure there is a collaborative interest based bargaining approach taken. This date is therefore an indicative date and could take up to 6 months, we are hopeful the new expected timeframe will be before October 2021.

Advocacy

Article by YPRL Reading Coordinator, Melinda Allen published in the Australian Library Information Association monthly magazine *Incite* featuring the role of public libraries in lifelong learning.

YPRL CEO participated in the selected Library working group sessions to develop a State-wide Libraries for Health and Wellness framework. YPRL CEO also presented at the Civica Event, *Managing a Modern Library Service in 2021* to a New Zealand audience featuring YPRL innovations and current systems change program.

Thank you to our member Councils for continuing to advocate for increased State Government for libraries. The State Government has just announced additional funding, to be managed by Public Libraries Victoria, for the following:

- Online Story Time: State-wide Subscription (\$42,500)
- State-wide Courier Service Project and Inter-Library Loan Analysis (\$73,000)
- Ancestry: State-wide Subscription Subsidy (\$194,474)
- Annual Public Libraries Survey (\$12,000)

YPRL's Communications and Marketing Manager, Brendan Eichholzer, is leading a Public Library Victoria working group to design and launch a state-wide *Return yourself to the library* campaign. Most Victorian public libraries are facing the same challenges of reduced collection use and decreasing membership in response to the difficulties of the past year. The keystone of the campaign will be a range of short videos for social media following a miniature stickperson being placed in the return chute of a library who then explores all the library has to offer. A wide range of collateral will also be developed for Victorian library services to personalise the campaign to their target audience. This campaign now has over \$25k contributions from Library Corporations and Councils and will be launched in the coming months.

Infrastructure and Innovation

Diamond Valley Library Refurbishment Project: The project is currently ahead of schedule and the Click and Collect service is operational within the Nillumbik Council offices. YPRL staff attend the fortnightly Construction meeting that includes the builders, architect, and Council Project Manager.

Mill Park Library Stage 3 Outdoor Works: The Outdoor improvement works for Mill Park Library are tracking ahead of schedule with the front of the library almost completed. Lighting and concrete leveling at the carpark border are the only items to be undertaken. At the North side of the library the new fencing has been installed next to the motel. Further works include installation of outdoor furniture, lighting and path works.

The water harvesting project to the south side of the library has also commenced and it is the first project of its kind in the City of Whittlesea. The water collected from the roof will be funnelled into the tank to provide water to the toilet facilities and the irrigation system in the gardens. It will be a state-of-the-art system which will filter and dump excess water depending on rain catchment. YPRL staff attend the monthly construction meetings with the City of Whittlesea Project Manager and construction managers.

New Rosanna Library: Banyule City Council considered the proposal for the heads of agreement with Woolworths to move ahead and to include a new multistorey 1300 square metre library on the same location at the Council meeting held on 12 April, 2021.

Cyber Security training: Cyber security training for all staff has commenced. Knowbe4 cybersecurity training platform has been engaged to run a series of cyber training modules to staff over a 12-month period. To establish a baseline for the training a phishing test was undertaken with staff.

Further work is being completed in the Microsoft Office 365 environment in line with the Australian Cyber Security centre guidelines to mitigate organisational risk and will expand into other areas of the organisation over time.

Finance

Rostering & Payroll management system update: The new Rostering and Payroll systems are in the final stages of implementation and most data has been converted and configured in the last weeks. These systems will significantly improve our processes, such as:

- real time access to information from anywhere and at any time,
- automation of repetitive tasks,
- simplification of complex payroll processes, and
- elimination of paper-based forms.

RECOMMENDATION

THAT the Board resolves to note the report

M: _____

S: _____

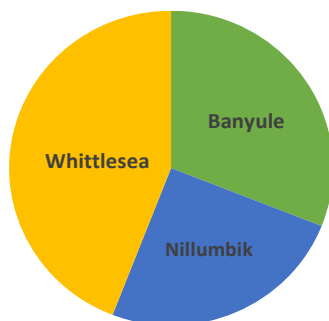
MEMBERSHIP

Total Members: 101,192

Banyule 31,371

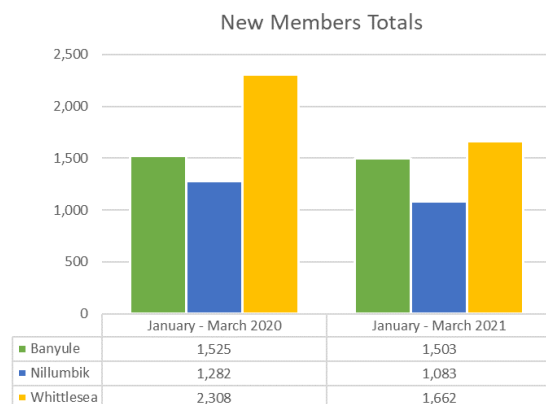
Nillumbik 25,180

Whittlesea 44,641

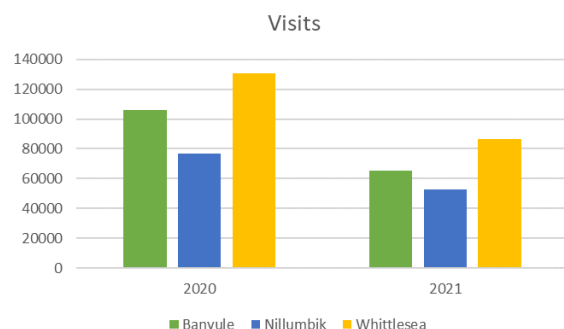


Active Members (Q3): 32,341

New Members: 4,360



Branch Visits: 195,399 (62% decrease)



OUR BUSINESS¹

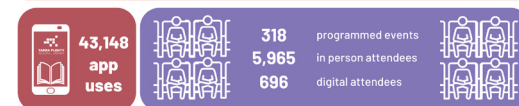
2020/2021 Quarter 3: 1 Jan – 31 Mar

EVENTS²



Total number of Digital Events: 18

Digital Event Attendance Total: 696



Total In Person Events: 300

In Person Event Attendance: 5,965



4,360 NEW MEMBERS



USAGE

Website Hits: 207,565 (31% decrease)³

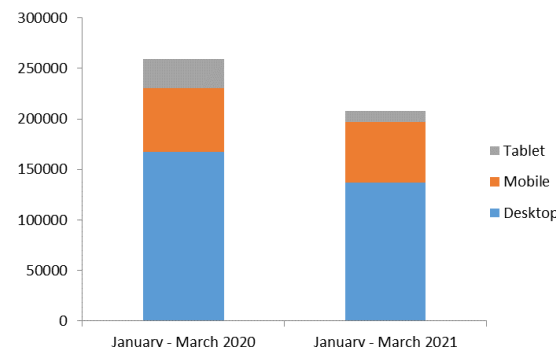
Catalogue hits: 30,849

Wifi Total Sessions: 22,556

Banyule: 8,134

Nillumbik: 5,006

Whittlesea: 9,416



STAFF

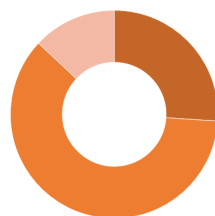


Staff Total: 169

Full time: 44

Part time: 103

Casual: 22



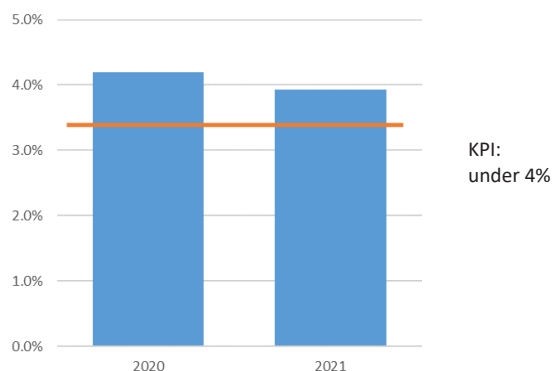
■ Full Time ■ Part Time ■ Casual

EFT Budget: 93.27 **EFT Actual:** 95.27

Staff EFT remains within budget.

Turnover: 2.37% (previously 1.13%)

Absenteeism: 3.93% (previously 4.19%)



Volunteer Total: 131 (previously 185)

TRAINING

	2020	2021
Training Hours Delivered	1076	459.2
Average Training Hours per Employee	6.08	2.72

OUR PEOPLE & FINANCE

2020/2021 Quarter 3: 1 Jan – 31 Mar

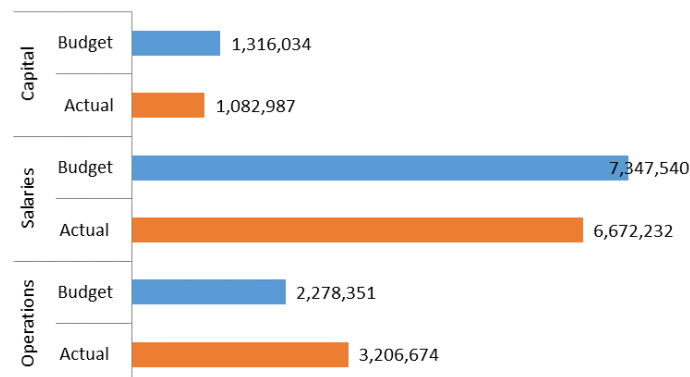
PROJECTS

Diamond Valley Library Refurbishment Project	●
Mill Park Exterior Works Project	●
YPRL Business Management System Implementation	●
Coronavirus service and operational response	●
Mobile Library & Outreach Vehicle Service Review	●

● On Time, On Target
● Delayed
● Under Evaluation

FINANCES

Budget: How are we tracking?

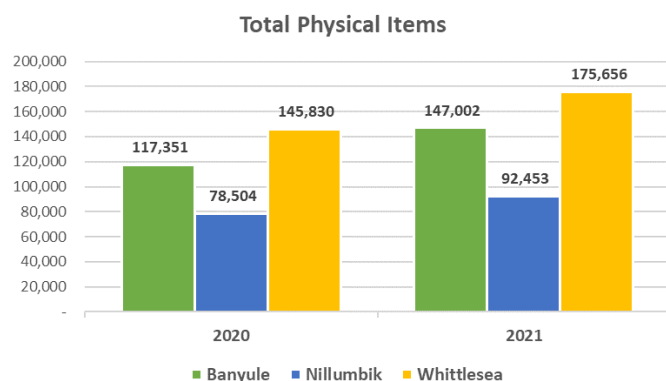
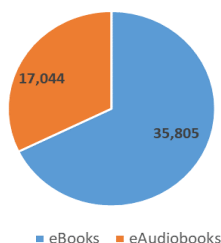


COLLECTION⁵

Total Physical & Digital Collection: 467,960

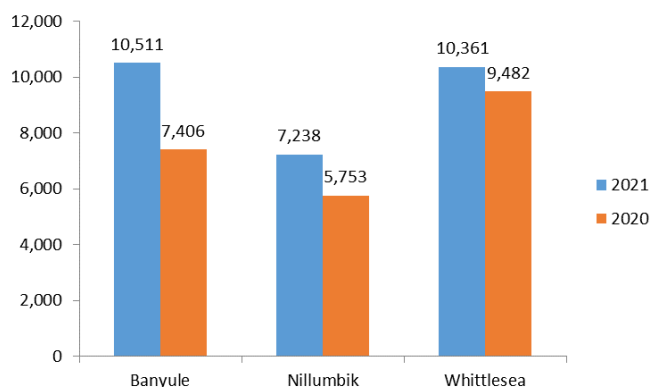
Total Digital Items: 52,849

Total Physical Items 415,111



New Collection Items (Physical and Digital): 34,805

New Physical Collection Items: 28,110



OUR ASSETS

2020/2021 Quarter 3: 1 Jan – 31 Mar

LOANS

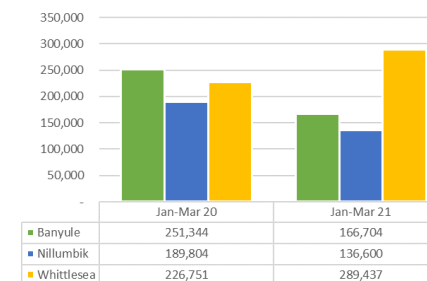
Total Physical Loans: 592,741

(13% decrease)

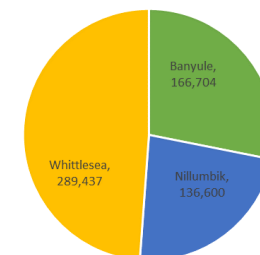
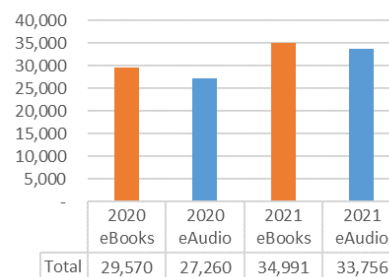
Total Digital Items Loans: 68,747

(17% increase)

Loans Totals



Total Digital Items Loans
January - March 2021



FOOTNOTES

1. The Community has been slow to return to libraries post lockdown. All KPIs continue to be impacted negatively.
2. A blended program of events both online and in person is being delivered. We saw strong attendance at the School Holiday Program events.
3. The Website visitation data does not reflect the full Quarter. Stage 2 of the Website development project is being organised.
4. A review of the Volunteer database has been undertaken with inactive volunteers removed.
5. Our eResources continue to show strong growth in response to an extra budget allocation.

CEO External Meetings February 2021 to April 2021 – Please note all meetings were held online

Date	Meeting/Event	Topic
16 Feb 2021	ILCH – BCC & YPRL Operations meeting Banyule City Council Officers Ian Wedlock Branch Manager (YPRL) Trinh Lui Project Coordinator (ICT YPRL)	Ivanhoe Library Cultural Hub – setup and opening
12 Feb 2021 Evening	International Federation Library Assoc Events Coordinator - Megan Price (The Hague)	Information sharing on how to use IFLA Event tools for the IFLA Public Library Section Mid-term webinar on the Future of libraries after Covid and Innovations from Libraries during Covid (panels),
12 Feb 2021	Craig King & Fiona Carlson – Nillumbik Shire Council; Robyn Ellard & Rosa Serratore - YPRL	Diamond Valley Click & Collect Service Set up in the Council Customer Service area while the refurbishment works are happening.
12 Feb 2021	Tania Evans – Marketing Civica	Request for Speaking engagement for a NZ audience from our Library Management System Provider
12 Feb 2021 17 Feb 2021 23 March 2021	Debra Rosenfeldt – SLV 8 Library Managers from around the State Spark Strategy Personnel	Libraries for Health & Well Being Framework Workshop 1 Libraries for Health & Well Being Framework Workshop 2 Libraries for Health & Well Being Framework Workshop 3
16 Feb 2021	Shivam Goel – RSD Audit & Luciano Lauronce - YPRL	Discussion re External VAGO Audits 2021
16 Feb 2021	Kate McCaughey – City of Whittlesea Ben Waterhouse – City of Whittlesea Nick Mazarella – City of Whittlesea	Living Libraries infrastructure program – discussion of possible grant applications
24 Feb 2021	Administrator Lydia Wilson – City of Whittlesea	YPRL Board Agenda and Meeting
25 Feb 2021	Ian Phillips Consultant Whitehorse Council Manningham Council	Interview regarding the Whitehorse / Manningham Library Corporation Review.

Date	Meeting/Event	Topic
25 Feb 2021	Joseph Cullen – CEO Eastern Regional Library Robyn Ellard – YPRL	Discussion re joint Nexus Community survey Decision not to go ahead.
26 Feb 2021	Seamus Balkin – Nillumbik Shire Council Sajeeva Tennekoon EM T&A YPRL Luciano Lauronce Finance Manager	Nillumbik Solar Farm – discussion on YPRL venues future energy needs and the new Solar Farm options. Referred Seamus to each member Council as our utility agreements are combined with Council contracts. BCC have since put up a proposal for a 10-year Green Purchasing Power Agreement for 100% renewable electricity for the three Branch Libraries.
1 Mar 2021	Kathy Pompetti – City of Whittlesea Other Community organisations	Whittlesea Community Futures Partnership meeting
2 Mar 2021	International Federation Library Assoc Jan Richards Literacy and Reading Chair Margaret Allen State Librarian WA	IFLA Midterm Webinar program meeting
3 Mar 2021	Caralene Moloney – City of Whittlesea Robyn Ellard EM PP	Whittlesea Council Plan Engagement and how the libraries can support this
3 Mar 2021	Civica company representations	Test run of Civica New Zealand webinar for the speakers
4 Mar 2021	Ali Kemp – Warrnambool Council	Service Level Agreement discussion for YPRL to deliver Library Management System support.
5 Mar 2021	Stephen McKay – City of Whittlesea	Mill Park Library Exterior Works Water Harvesting System pre-construction meeting
12 Mar 2021	Richard Feder – Spark Strategy	Discuss YPRL Strategic Workshop
17 Mar 2021	Civica Webinar	Managing a Modern Library Service in 2021 Speaker engagement
18 Mar 2021 1 Apr 2021	Steven Blight – Nillumbik Shire & Tracey Jermieson Branch Librarian Mat Foley Architect Builders representatives	Diamond Valley Library refurbishment on-site progress meeting Online attendance
18 Mar 2021	Public Library Victoria Special interest Group state meeting	Collections Meeting

Date	Meeting/Event	Topic
22 Mar 2021	Debra Rosenfeldt – SLV	YPRL and SLV draft Health and Wellbeing Framework to be featured in a Social Research Journal. Discussion around roles and how to focus the article and whether to jointly fund the article. Decision to go ahead.
23 Mar 2021	Judith Cooke – Banyule City Council Various Community / Government group representatives	COVID Community Reference Group network meeting
23 Mar 2021 25 Mar 2021 29 Mar 2021 Evening Meetings	International Federation Library Association Public Library Section Webinar Working Party Eric Seuss USA Sander van Kempen Netherlands Martin Memet Konik Sweden Linda Tilton USA Liz White UK Mark Freeman UK Erik Boekesteijn Denmark	Discussion re IFLA Webinar program April 12 – April 15.
30 Mar 2021	Monika Szunejko – ALIA Online Committee member Monash University	ALIA Online request to be a speaker at the next Leadership session – 22 April.
8 Apr 2021	Sherryn Prinzi & Frances Gianinotti – Banyule City Council & Rosa Serratore - YPRL	Discussion on opportunities for a library presence in Shop 48 in West Heidelberg



Enterprise Bargaining Agreement

Interest-Based Bargaining (IBB)

Employee Update Presentation

Presented by the **IBB Team**



WHO?

Meet the IBB Team.....

Ms Tracey Jermieson

Mr Patrick Jovaras

Ms Sarah Schmidt

Ms Debbie Lamb

Mr David Beckley

Ms Rosa Serratore

Ms Robyn Ellard

Ms Claire Tootell

Mr David Tozer

“Thank you”



WHY?

Interest-Based Bargaining (IBB)

To ensure that each party is **satisfied** that **their interests** have been addressed

IBB is sometimes called: **Mutual gains bargaining** or **Principled negotiation**



When?

Interest Based-Bargaining (IBB)

Training Day 1
24 November 2020

Training Day 2
2 March 2021

Next meeting: 1 April 2021



Cooperative Workplaces: creating cooperation and productivity in the workplace



Yarra Plenty Regional Library Service & ASU

Interest based bargaining

Training Day 1 – 24 November 2020



Cooperative Workplaces: creating cooperation and productivity in the workplace



Yarra Plenty Regional Library Service & ASU

Interest based bargaining

Training Day 2

What is Interest Base Bargaining (IBB)?

**Traditionally Enterprise bargaining
(Adversarial)**

Parties approach the process
with pre-determined positions
or a **log of claims**

Interest-based bargaining (IBB)
(**Collaborative**) approach to enterprise bargaining

IBB is consensus-seeking & cooperative
It focuses on the **interests** that underly
positions

Interest-based bargaining can:

WHY?

- Lead to better agreements
 - parties **share more information** so their decisions are better informed
- Create **stronger ongoing relationships**
 - the parties have worked together with some common purpose & shared understanding during bargaining
- Increase **trust & respect** between the negotiating parties
 - the parties have openly declared their common and conflicting interests
 - There should be no hidden agendas
- Improve **acceptance** of the final agreement
 - people are more likely to accept decisions that they have been involved in creating & when they understand the rationale behind the decision

How?

Interest-based bargaining:

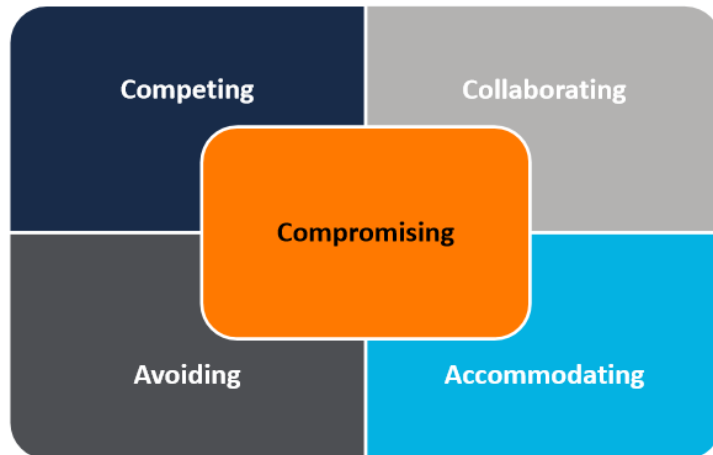
- **communicate** their interests clearly
- genuinely try to **understand** the interests of others
- **collaborate** when problem-solving
- **share** as much relevant information as possible
- be **objective** and **rational** when evaluating options against criteria they have decided on together
- be **respectful** and avoid coercive methods

Interest-Based Bargaining (IBB)

Training Overview

→ Thomas-Kilmann Model

→ Thomas-Kilmann Model for dealing with conflict



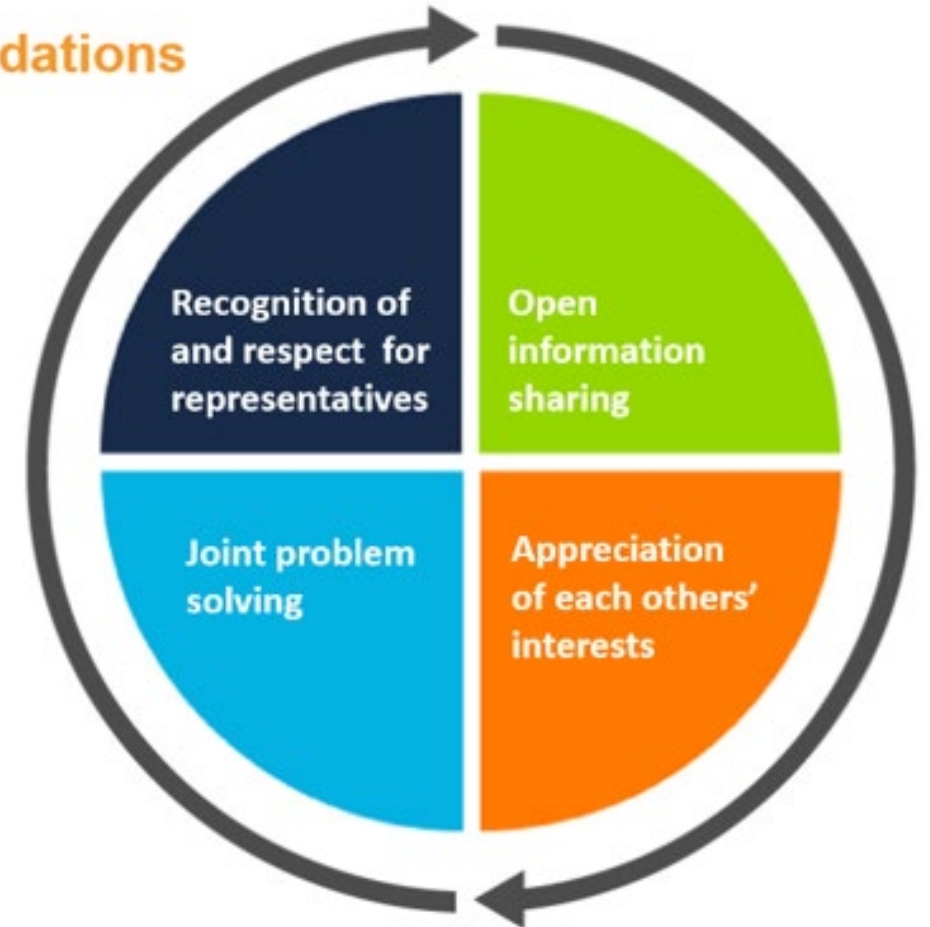
Source: Thomas, K. and Kilmann, R (1974), *Conflict Mode Instrument* (Mountain View, CA: CPP, Inc., 1974-2009)

Interest-Based Bargaining (IBB) Training Overview Continued.....

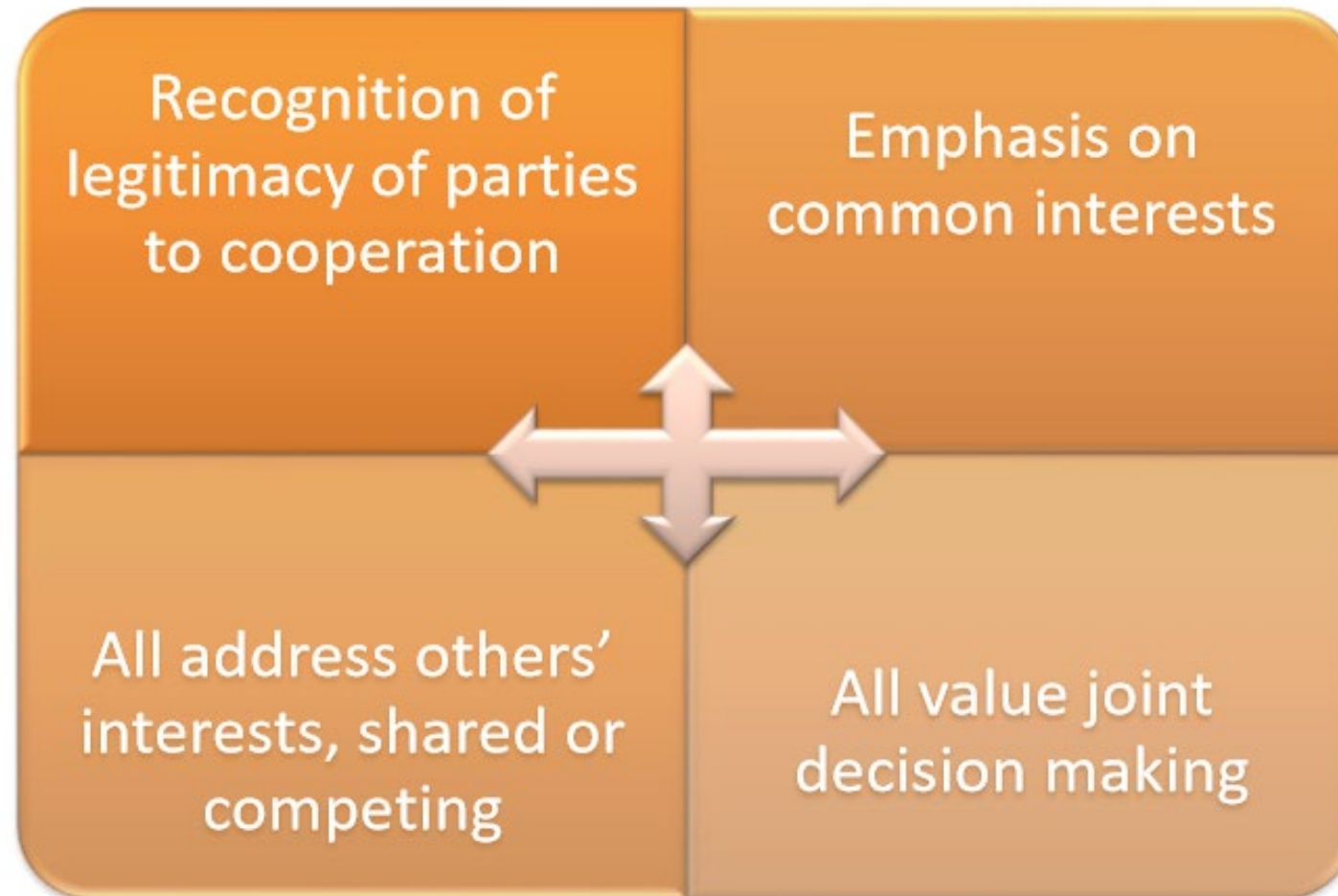
→ Skills



→ Foundations

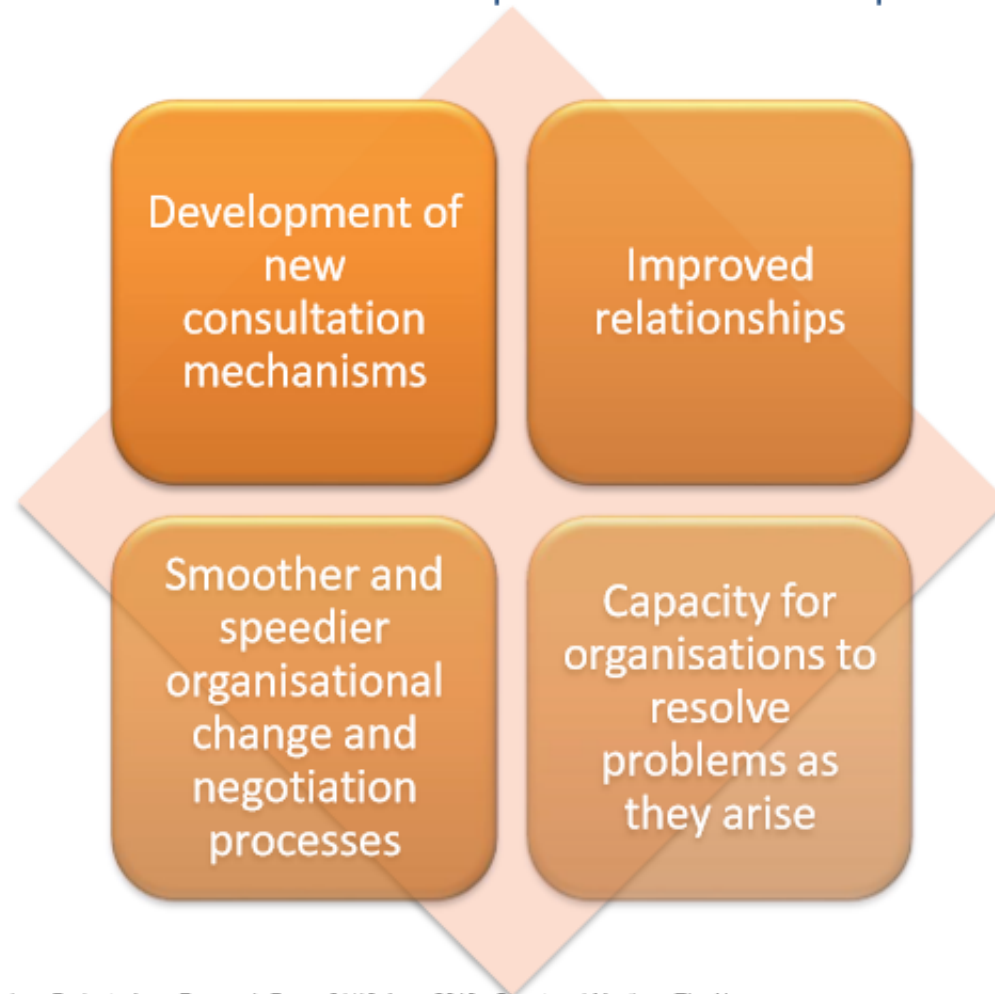


➔ **Recap: Interest Based Resolution-enablers**



→ Outcomes

There are four key process outcomes of cooperative relationships:

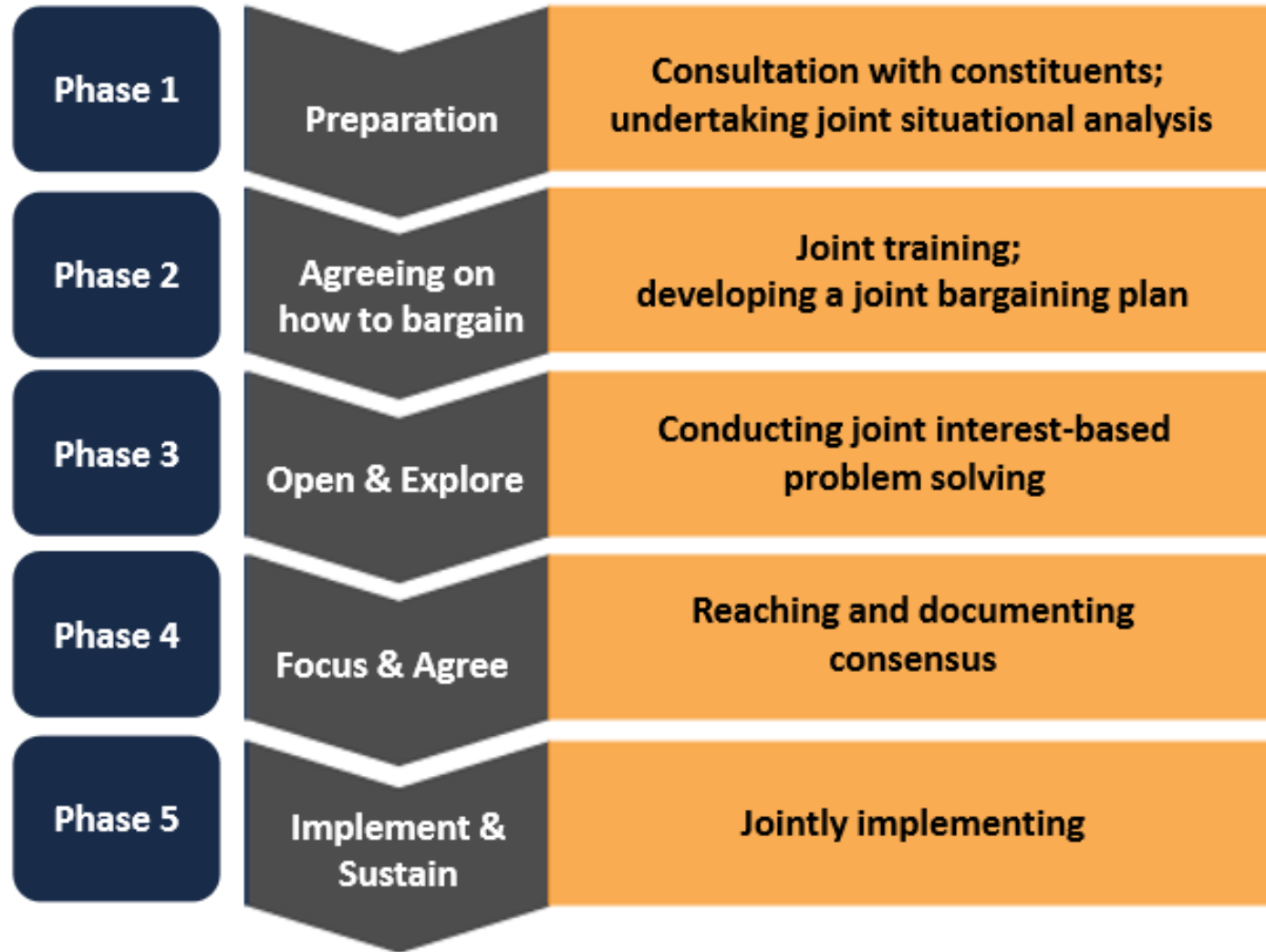




Five phases of enterprise bargaining

When?

We are HERE



Next Steps:

IBB Team:

IBB Team Meeting

Next meeting: 1 April 2021
Facilitated by Fair Work Commission

Agenda (DRAFT):

- **Charter** (Agree Values & Behaviours)
- Communication Plan (**Design a Survey**)

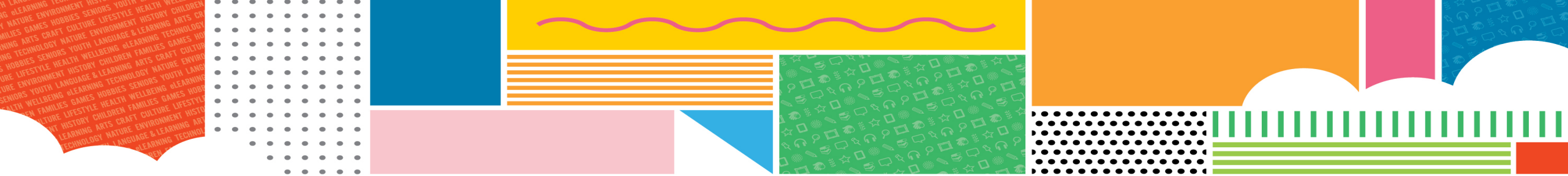


Yarra Plenty Regional Library Service & ASU

Interest based bargaining

Employees:

- Will receive via email with attachment: **Schedule 2.1—Notice of employee representational rights**
- Will be Invited to complete a **online survey** to share your interests

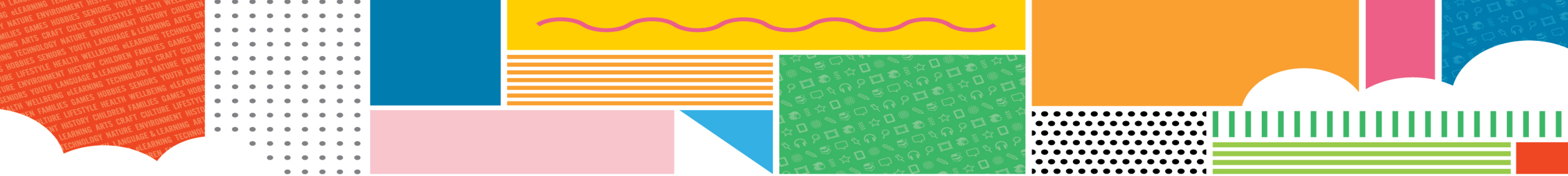


Questions?

Please feel free to contact any member of the Interest-Based Bargaining Team



IBB Team



IBB Team	Contact details	Direct Contact Telephone Number
Ms Tracey Jermieson	tjermieson@ypri.vic.gov.au	0403 150 461
Mr Patrick Jovaras	pjovaras@ypri.vic.gov.au	0476 101 167
Ms Sarah Schmidt	sschmidt@ypri.vic.gov.au	(03) 9088 3445
Ms Debbie Lamb	DLamb@ypri.vic.gov.au	0481 162 923
Mr David Beckley	dbeckley@asuvictas.com.au	0428 462 285
Ms Rosa Serratore	rserratore@ypri.vic.gov.au	0417 106 251
Ms Robyn Ellard	rellard@ypri.vic.gov.au	0412 659 919
Ms Claire Tootell	ctootell@ypri.vic.gov.au	0433 838 557
Mr David Tozer	dt@meerkinapel.com.au	0429 332 481

Agenda Item 3: Quarterly Finance Report

Responsible Officer:	Chief Executive Officer
Author:	Finance Manager
Attachment:	3 – Quarterly Finance Report March 2021

REPORT

SUMMARY

This report is for the Board's information. YPRL remains on track to deliver a better budget result, due to savings made during altered operations for the COVID pandemic. than

INTRODUCTION

The March quarterly finance report is attached for your reference. It comprises the following financial statements:

- Statement of Financial Activities
- Balance Sheet
- Statement of Capital Works
- Cash Flow Statement

REPORT

YPRL's Library Agreement cost apportion to councils is based on Operating + Capital basis. This is referenced in the Statement of Financial Activities as the **'Library Agreement Result'**. YPRL is **projecting an Operating + Capital surplus of \$27k**, against a **budgeted Operating + Capital surplus of \$50k**.

Major variances included in projections:

Income

- | | |
|---------------------|--|
| \$137k Unfavourable | - Reduced Copier & Room Hire Income (COVID). |
| \$63k Favourable | - Additional PLFP State Funding. |
| \$60k Unfavourable | - Reduced interest income – very low interest rates. |

Expenditure (*)

- | | |
|---------------------|--|
| \$479k Favourable | - Reduced staffing expenditure during shutdown (COVID). |
| \$160k Unfavourable | - Koben Digital Website update (refer to Authorised Expenditure Adjustments section). |
| \$151k Unfavourable | - Prior year grant monies to be expended in 2020/2021 (refer to Authorised Expenditure Adjustments section). |

(*) YPRL has re-allocated collections services savings to e-content expenditure, such as e-books and audiobooks, in response to members' needs.

Authorised Expenditure Adjustments

Two of the major unfavourable variances in the projected YPRL outcome are related to approved out of budget expenditure.

Koben Digital Website - \$160k

The Board has approved up to an additional \$160k to be spent on updating the YPRL website.

Prior year grants (AASB 15 impact) - \$151k

In 2019/2020, YPRL received grants related to specific programs for about \$151k. The income was recognised in 2019/2020 in line with accounting standard (AASB 15) but the expenditure will take place in the current financial year 2020/2021.

These two out of budget expenditures were considered within the **projected Operating + Capital surplus of \$27k**.

CONSULTATION

Consultation was held with the Executive Leadership Team during the preparation of this report.

CRITICAL DATES

N/A

FINANCIAL IMPLICATIONS

All financial implications are included in the body of this report.

POLICY STRATEGY AND LEGISLATION

Section 138 of the Local Government Act (1989) as amended states that a quarterly finance report is to be presented.

LINKS TO STRATEGIC PLAN

Finance and Governance

Goal: Optimise public value through sustainable financial management and governance

Strategies:

- Responsibly manage our budget to deliver best value to our community
- 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.

To avoid confusion, it should be noted that the impact of Section 330 of the *Local Government Act 2020* is that those sections of the *Local Government Act 1989* that were applicable to an existing Regional Library Corporation, continue to apply to that Library Service as if all of those Sections had not been repealed until 2031.

CONCLUSION

YPRL is managing its finances carefully during the COVID Pandemic and is on track to deliver a financial surplus for 2020/2021 year.

RECOMMENDATION

THAT the Board resolves to receive and note the Quarterly Finance Report March 2021

M: _____

S: _____

Yarra Plenty Regional Library Statement of Financial Activities							
as at 31 March 2021							
Income	June 2020 (Year End) Actual \$	Year to Date Actual \$	Year to Date Budget \$	Full Year Budget \$	Full Year Projection \$	Full Year Projected Variance \$	Finance Manager comments - Projected Variance against Budget
Contributions to Regional Library Service - Member Councils	12,362,364	9,787,223	9,779,723	13,039,630	13,039,630	0	
Contributions to Regional Library Service - State Government	2,455,730	2,516,355	2,454,980	2,454,980	2,514,857	59,877	2.44% State Funding increase per announcement 24/11/2020.
Grants	282,653	190,489	140,901	187,868	191,039	3,171	2.44% State Funding increase per announcement 24/11/2020.
Other Contributions	132,990	26,690	9,450	12,600	30,290	17,690	Additional Specific Purpose Grants received. Book club contributions down.
Library Fees	115,651	26,158	124,295	165,726	49,839	(115,888)	Photocopy charges & lost book charges reduction due to pandemic.
Interest	39,047	4,502	52,500	70,000	10,000	(60,000)	Interest 0.15% Term deposits 0.25%
Other Revenue	126,621	77,815	101,568	135,424	114,606	(20,818)	Room Hire, Booksales reduction due to pandemic
Total Income	15,515,056	12,629,231	12,663,416	16,066,228	15,950,260	(115,968)	
Expenses							
Employee Costs	9,334,111	6,672,232	7,347,540	10,157,164	9,678,134	479,031	Savings across YPRL staffing. (Estimate as at 31/03/2021)
Library Support Centre Office Costs	126,765	17,498	70,538	94,050	14,500	79,550	Lease treated as Capex, offset by Finance Costs and Lease Repayments
Depreciation	2,017,044	0	0	1,943,000	2,025,596	(82,596)	Danaher Right of Use asset depreciation (\$83k)
Administration Costs	360,251	228,527	244,352	325,803	369,703	(43,900)	\$62k postage cost for Click/Post and Caring Packages. Some offsets found.
Branch Costs	631,119	400,575	676,463	901,950	858,950	43,000	Branch running cost savings due to COVID-19.
Computer Services	886,677	990,526	793,965	1,058,620	1,248,017	(189,397)	Investment in software projects (e.g. website upgrade)
Collection Services	789,013	742,411	848,633	1,131,511	1,131,511	(0)	Savings re-allocated to e-content in response to members' needs.
Net Loss on Disposal of Assets	101,236	0	0	0	0	0	
Finance costs - leases	4,733	16,879	975	1,300	26,399	(25,099)	ICT/Danaher Lease interest in line with new accounting standard
Other Expenses	500,749	353,910	402,600	536,800	698,801	(162,001)	Inc \$118k prior year grants, \$11k current year grants, \$40k other net overruns
Total Expenses	14,751,698	9,422,558	10,385,066	16,150,198	16,051,611	98,588	
Accounting Surplus (Deficit)	763,358	3,206,674	2,278,351	(83,970)	(101,350)	(17,380)	
Operating + Capital							
Accounting Result		3,206,674	2,278,351	(83,970)	(101,350)	(17,380)	Includes: \$160k website update & \$151k previous year unexpended grants.
Plus Depreciation		0	0	1,943,000	2,025,596	82,596	
Less Capex		(1,082,987)	(1,316,034)	(1,754,713)	(1,754,083)	630	
Less Debt Component of Lease Repayments		(69,855)	(40,738)	(54,317)	(93,209)	(38,892)	+\$67k Danaher Lease repayments, -\$28k Net other lease changes
Total Operating + Capital (Library Agreement Result)		2,053,832	921,578	50,000	76,954	26,954	
Authorised Expenditure Adjustments							
Prior Year Grants for 2020/2021 Expenditure (AASB 15)		151,040			151,040	151,040	\$151k prior year unexpended grants (AASB 15 impact).
Koben Digital Website - Board approved outside budget		160,000			160,000	160,000	\$160k approved for Koben Digital (Estimate)

Balance Sheet			
as at 31 March 2021			
	June 2020	March 2021	YTD
Assets	Actual	Actual	Movement
	\$	\$	\$
Current Assets			
Cash and Cash Equivalents	5,689,847	7,631,833	1,941,986
Other Financial Assets	0	0	0
Trade & Other Receivables	52,496	66,696	14,200
Non Financial Assets	100,549	3,547	(97,002)
Total Current Assets	5,842,892	7,702,075	1,859,183
Non-Current Assets			
Bookstock, Plant & Equipment	3,942,298	3,942,298	(0)
Current Year Capital Expenditure	0	1,082,987	1,082,987
Right of use Assets	899,425	899,425	(0)
Total Non-Current Assets	4,841,723	5,924,709	1,082,986
Total Assets	10,684,615	13,626,784	2,942,169
Liabilities			
Current Liabilities			
Trade and Other Payables	674,529	484,534	(189,995)
Current Lease Liabilities	99,082	29,227	(69,855)
Employee Provisions - Current	2,006,758	1,983,017	(23,741)
Total Current Liabilities	2,780,369	2,496,778	(283,591)
Non Current Liabilities			
Employee Provisions - Non Current	58,711	77,798	19,087
Non Current Lease Liabilities	819,938	819,938	(0)
Total Non-Current Liabilities	878,649	897,736	19,087
Total Liabilities	3,659,018	3,394,514	(264,504)
Net Assets	7,025,597	10,232,270	3,206,673
Equity			
Members Contributions	3,770,080	3,770,080	0
Accumulated Surplus	3,255,517	3,255,517	(0)
Year to Date Surplus (Deficit)	0	3,206,674	3,206,674
	7,025,597	10,232,270	3,206,673

Statement of Capital Works						
as at 31 March 2021						
	June 2020 Actual \$	March 2021 Actual \$	March 2021 Budget \$	Full Year Budget \$	Full Year Projection \$	Full Year Variance \$
Plant and Equipment						
Bookstock	1,613,050	1,082,987	1,316,034	1,754,713	1,754,083	671,726
Plant and Equipment (Note 1)	63,182	0	0	0	0	0
Total Plant and Equipment	1,676,232	1,082,987	1,316,034	1,754,713	1,754,083	671,726
Total Capital Works Expenditure	1,676,232	1,082,987	1,316,034	1,754,713	1,754,083	671,726
Represented By:						
Renewal	1,676,232	1,082,987	1,316,034	1,754,713	1,754,083	671,726
Total Capital Works	1,676,232	1,082,987	1,316,034	1,754,713	1,754,083	671,726
<p>Note 1. YPRL Plant and Equipment is budgeted and recorded as an expense at time of purchase. Year to date expenditure for Plant and Equipment appears in the P&L until end of year close off. Plant and Equipment items over \$500 value are capitalised as part of the end of year process.</p>						

Cash Flow Statement		
as at 31 March 2021		
	2019-2020	YTD March 2021
	\$	\$
Cash flows from operating activities		
Member Council Contributions	12,362,364	9,787,223
State Government Library Grant	2,455,730	2,516,355
Payments to suppliers	(2,376,269)	(2,239,484)
Payments to employees	(9,507,455)	(6,734,262)
Interest received	40,676	6,131
Library fees	115,653	27,066
Other receipts	542,264	294,994
Net GST payment	(728,422)	(546,317)
Net cash provided by operating activities	2,904,541	3,111,706
Cash flows from investing activities		
Payments for library books, plant and equipment	(1,676,233)	(1,082,987)
Proceeds from redemption of financial assets	0	0
Net cash used in investing activities	(1,676,233)	(1,082,987)
Cash flows from financing activities		
Interest Paid - Lease Liability	(19,600)	(16,879)
Repayments of Lease Contracts under AASB 16	(112,265)	(69,855)
Net cash used in financing activities	(131,865)	(86,734)
Net increase/(decrease) in cash and cash equivalents	1,096,443	1,941,986
Cash and cash equivalents at the beginning of the period	4,593,404	5,689,847
Cash and cash equivalents at the end of the period	5,689,847	7,631,833

Agenda Item 4: Draft Budget 2021/2022 and Strategic Resource Plan 2022/2025

Responsible Officer: Chief Executive Officer
Author: Finance Manager
Attachment: 4 – Draft Budget 2021-2022 and Strategic Resource Plan 2022-2025

REPORT

SUMMARY

This report is for Board Members' decision.

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 2021/2022 Budget is underpinned by prudent financial management principles and existing service levels in all current Library Branches. It has also been based on the Priority Action Plan 2021/2022 and Regional Library Agreement (November 2015).
- The overall library operating cost for 2021/2022 is budgeted at \$16.6 million, up \$514k (3.19%) from the 2020/2021 budget. This increment is the result of cost inflation, the anticipated impact of the new Enterprise Agreement (currently under review), the scheduled change in the superannuation percentage, and the full cost for operating Ivanhoe Library.
- Capital expenditure for 2021/2022 totals \$1.86 million. In line with previous year's budget, the Collection budget provides \$1.77M to be spent on the procurement of physical collection items such as adult, junior and teen books, DVDs, CDs and audiobooks. Plant & equipment budget of \$88k will be primarily allocated to hardware and furniture upgrades.
- Total revenue is primarily based on Council Contributions and State Government Grants. The total Member Council contributions is budgeted at \$13.49 million, an increment of \$449K (3.44%) from the 2020/2021 budget. State Government Operating Grants is also expected to increase by \$110k to \$2.56 million.
- The total revenue for budget 2021/2022 will cover the operating and capital expenditure with a small cash surplus of \$50k to build the asset replacement reserve.

Background

The draft 2021/2022 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.

REPORT

Budget principles

The 2021/2022 budget has been prepared according to the following principles:

Total Revenue

Total Revenue is primarily provided by Council Contributions and is matched to budgeted expenditure. YPRL expenditure in 2021/2022 is budgeted to increase due to cost inflation, the impact of the new Enterprise Agreement (currently under review), the scheduled change in the superannuation percentage, and the full cost for operating Ivanhoe Library.

Funding Summary	2019-2020 Actual	2020-2021 Budget	Proposed 2021-2022 Budget	% Change	\$ Change
Council Contributions	12,362,364	13,039,631	13,488,419	3.44%	448,788
State Government	2,455,730	2,454,980	2,564,988	4.48%	110,008
Other Revenue	696,964	571,617	554,192	-3.05%	-17,425
Total Income	15,515,058	16,066,228	16,607,600	3.37%	541,371

Council Contributions

The Member Council contributions are based on the cost apportionment model detailed in the YPRL Library Agreement (November 2015). The overall increase from the 2020/2021 budget is \$449K (or 3.44%).

Council Contributions	2019-2020 Actual	2020-2021 Budget	Proposed 2021- 2022 Budget	% Change	\$ Change
Banyule	4,726,941	5,007,315	5,376,491	7.37%	369,176
Nillumbik	2,743,395	2,877,600	2,999,166	4.22%	121,566
Whittlesea	4,892,028	5,154,715	5,112,762	-0.81%	-41,953
Total Council Contributions	12,362,364	13,039,631	13,488,419	3.44%	448,788

State Government Operating Grants

The draft budget is based on State Government Operating Grants increasing by 4.5% against the 2020/2021 budget, which is a 2.0% increase upon the actual amount received in the 2020/2021 financial year. The State Government Grant is determined by factors that include population growth, socio economic status and other demographic influences.

State Government Operating Grants	2019-2020 Actual	2020-2021 Budget	Proposed 2021-2022 Budget	% Change	\$ Change
Banyule	777,338	777,101	811,923	4.48%	34,822
Nillumbik	410,952	410,830	429,239	4.48%	18,409
Whittlesea	1,267,440	1,267,049	1,323,826	4.48%	56,777
Total Income	2,455,730	2,454,980	2,564,988	4.48%	110,008

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

The total of the Library's other revenue is budgeted to decrease by \$17k or 3.0% - primarily due to a projected reduction in photocopy income (Other User Fees) and lower interest revenue.

Other Revenue	2019-2020 Actual	2020-2021 Budget	Proposed 2021-2022 Budget	% Change	\$ Change
Facility Hire Fees	65,820	54,800	134,000	144.53%	79,200
Other User Fees	233,703	165,726	125,500	-24.27%	(40,226)
Local Priorities Funding	126,097	130,000	136,000	4.62%	6,000
Premier's Reading Fund	56,795	57,868	57,869	0.00%	0
Non-Recurrent Grants	82,912	0	0	N/A	0
Miscellaneous	56,393	93,223	90,824	-2.57%	(2,399)
Interest Revenue	75,244	70,000	10,000	-85.71%	(60,000)
Total Other Revenue	696,964	571,617	554,192	-3.05%	(17,425)

Total Expenditure (operating and capital)

The total operating plus capital expenditure budget is \$16.6M, an increase of 3.38% from 2020/2021 budget. Most of this increase is employee costs, which includes, the increase in the superannuation percentage from 9.5% to 10%, and the branch costs to cover the full operating requirements for Ivanhoe Library.

2021/2022 Expenditure Summary Total	2019-2020 Actual	2020-2021 Budget	Proposed 2021-2022 Budget	% Change	\$ Change
Employee Costs	9,334,111	10,157,164	10,579,550	4.16%	422,386
Library Support Centre	48,570	94,050	14,800	-84.26%	-79,250
Administration Costs	360,251	325,803	328,246	0.75%	2,443
Branch Costs	631,119	901,950	1,031,594	14.37%	129,644
Computer Services	886,677	1,026,120	970,010	-5.47%	-56,110
Collection Services	789,013	1,131,511	1,149,662	1.60%	18,151
Loss on Asset Disposal	101,236	0	0	N/A	0
Other Expenses	500,749	536,800	501,722	-6.53%	-35,078
Capital - Collection	1,613,050	1,754,713	1,771,682	1.00%	16,969
Capital - Plant & Equipment	63,182	32,500	88,150	171.23%	55,650
Capital - Lease Repayments	112,265	54,317	107,338	97.61%	53,021
Total Expenditure	14,459,823	16,016,228	16,557,600	3.38%	541,372

Other Budget Expenditure Items

- Decrease of \$79k (84.26%) in Library Support Centre Office because of re-classifying Danaher Drive office lease to Capital - Lease Repayments.
- Increase of \$129k (14.37%) in Branch Costs mainly due to the full cost for operating Ivanhoe Library.
- Decrease of \$56K (5.47%) due to the completion of the new YPRL website.
- Increase of \$18K (1.60%) in Collection Services reflecting cost inflation.
- Decrease of \$35K (-0.96%) in Other expenses due to cost efficiencies.

Capital Budget

Increase of \$17K (1%) in Collection Capital and \$56k in Plant & Equipment (mostly related to hardware upgrades). The Collection Capital 2021/2022 Budget provides \$1.77M 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 2021/2022 Collections budget represents the minimum required to deliver the 2021-2022 actions described in the Framework.

Asset Replacement Reserve

The 2021/2022 budget provides for \$50K to be transferred to a reserve to fund the replacement of Library assets such as the Mobile Library. By 30 June 2022 the amount in Reserve is estimated at \$1.3M. As accounting depreciation alone does not cover asset replacement cost, prudent Asset Replacement Reserve transfers are necessary 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 2021/2022 Budget should be adopted by the Board by 30 June 2021, following a 4-week public advertising process. The critical dates are outlined on page 2 of the Budget 2021/2022 and Strategic Resource Plan 2022/2025.

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 manage our budget to deliver best value to the 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.

To avoid confusion, it should be noted that the impact of Section 330 of the *Local Government Act 2020* is that those sections of the *Local Government Act 1989* that were applicable to an existing Regional Library Corporation, continue to apply to that Library Service as if all of those Sections had not been repealed until 2031.

CONCLUSION

The draft 2021/2022 Budget is underpinned by prudent financial management principles and existing service levels in all current Library Branches. It has also been based on the Priority Action Plan 2021/2022 and Regional Library Agreement (November 2015).

The total revenue for budget 2021/2022 will cover the operating and capital expenditure with a small cash surplus of \$50k to build the asset replacement reserve.

RECOMMENDATION

THAT the Board resolves to:

- 1. Approve the Draft Budget 2021/2022 and Strategic Resource Plan for public display**

M: _____

S: _____

- 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**

M: _____

S: _____

- 3. Consider any submissions made in accordance with Section 129 (2) of the Local Government Act at the next Board meeting**

M: _____

S: _____

Budget 2021/2022

Strategic Resource Plan 2021/2022 to 2024/2025

24-Jun-21

Contents	Description	Page
1	Background	1
2	Budget Processes	2
3	Linkage to the Library Plan	2
3.1	Library Vision	2
4	Budget Influences	3
4.1	Budget Principles	3
4.2	Legislative Requirements	3
5	Analysis of Operating and Capital Budget	4
5.1	Total Revenue (Operating and Capital)	4
5.1.1	Council Contributions	4
5.1.2	State Government Operating Grants	5
5.1.3	Other Revenue	5
5.2	Expenditure – Operating and Capital	6
5.2.1	Employee Expenses	6
5.2.2	Other Budget Expenditure Items	6
5.2.3	Capital Budget	7
5.2.4	Operating (Accrual) Budget	8
6	Budgeted Cash Position	9
6.1.1	Cash at End of the Year	9
7	Budgeted Financial Position – Balance Sheet	9
8	Strategic Resource Plan	10
8.1	Plan Development	10
8.2	Financial Resources	11
8.3	Service Delivery Strategy	11
8.4	Non Financial Resources	12
8.5	Funding Strategies	12
8.6	Revenue	12
8.7	Capital Works	12
8.8	Financial Indicators	13
9	Statutory Disclosures	13
Appendix A	Budgeted Standard Statements	14
Appendix B	Borrowings	17
Appendix C	Fees and Charges Schedule	18
Appendix D	Financial Ratios	20
Appendix E	Prescribed Indicators and Measurers of Performance	21
Appendix F	Council Contribution Calculations	22

Yarra Plenty Regional Library – Budget 2021/2022**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	2019-2020 Actual	2020-2021 Budget	Proposed 2021-2022 Budget	% Change	\$ Change
Council Contributions	12,362,364	13,039,631	13,488,419	3.44%	448,788
State Government	2,455,730	2,454,980	2,564,988	4.48%	110,008
Other Revenue	696,964	571,617	554,192	-3.05%	-17,425
Total Income	15,515,058	16,066,228	16,607,600	3.37%	541,371

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

- Council Contributions - 81.2% (2020/2021 81.1%)
- State Government Operational Grants - 15.4% (2020/2021 15.3%)
- Library Operations & Other Grants - 3.3% (2020/2021 3.6%)

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. 118,443 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 Priority Action Plan 2021-2022.

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 Priority Action Plan 2021-2022. 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 key dates for the 2021-2022 budget process are summarised below:

1	Draft Budget submitted to the Board for comment	Feb - 25
2	Proposed Budget submitted to the Board for approval	Apr - 22
3	Public notice advising intention to adopt Budget	Apr - 26
4	Budget available for public inspection and comment until	May - 24
5	Budget and submissions presented to the Board for adoption	Jun - 24
6	Copy of adopted Budget submitted to the Minister by	Jun - 30

3 Linkage to the Priority Action Plan 2021-2022

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 2021-2022. 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 Priority Action Plan 2021-2022. The 2021/2022 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 2021/2022 financial year is attached as Appendix E

4 Budget Influences

4.1 Budget Principals and Legislative Requirements

The 2021/2022 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 2021/2022 Budget is for the year 1 July 2021 to 30 June 2022 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 2021/2022 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 2021/2022 is budgeted to increase due to cost inflation, employee costs that includes the scheduled change in the superannuation percentage, and the full cost for operating Ivanhoe Library.

Council contributions represent 81.2% of the required funding; State Government Operating Grants 15.4% and other revenue is 3.3% (refer table below).

Funding Summary	2019-2020 Actual	2020-2021 Budget	Proposed 2021-2022 Budget	% Change	\$ Change
Council Contributions	12,362,364	13,039,631	13,488,419	3.44%	448,788
State Government	2,455,730	2,454,980	2,564,988	4.48%	110,008
Other Revenue	696,964	571,617	554,192	-3.05%	-17,425
Total Income	15,515,058	16,066,228	16,607,600	3.37%	541,371

5.1.1 Council Contributions

The Member Council contributions are based on the Library Agreement. For 2021/2022 budget, the proposed contribution increment is \$449k or 3.44%.

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	2019-2020 Actual	2020-2021 Budget	Proposed 2021-2022 Budget	% Change	\$ Change
Banyule	4,726,941	5,007,315	5,376,491	7.37%	369,176
Nilumbik	2,743,395	2,877,600	2,999,166	4.22%	121,566
Whittlesea	4,892,028	5,154,715	5,112,762	-0.81%	-41,953
Total Council Contributions	12,362,364	13,039,631	13,488,419	3.44%	448,788

5.1.2 State Government Operating Grants

The draft budget is based on State Government Operating Grants increasing by 4.5% against the 2020/2021 budget, which is a 2.0% increase upon the actual amount received in the 2020/2021 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	2019-2020 Actual	2020-2021 Budget	Proposed 2021-2022 Budget	% Change	\$ Change
Banyule	777,338	777,101	811,923	4.48%	34,822
Nillumbik	410,952	410,830	429,239	4.48%	18,409
Whittlesea	1,267,440	1,267,049	1,323,826	4.48%	56,777
Total Income	2,455,730	2,454,980	2,564,988	4.48%	110,008

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 \$17k or 3.0% - primarily due to a projected reduction in photocopy income (Other User Fees) and lower interest revenue.

Other Revenue	2019-2020 Actual	2020-2021 Budget	Proposed 2021-2022 Budget	% Change	\$ Change
Facility Hire Fees	65,820	54,800	134,000	144.53%	79,200
Other User Fees	233,703	165,726	125,500	-24.27%	(40,226)
Local Priorities Funding	126,097	130,000	136,000	4.62%	6,000
Premier's Reading Fund	56,795	57,868	57,869	0.00%	0
Non-Recurrent Grants	82,912	0	0	N/A	0
Miscellaneous	56,393	93,223	90,824	-2.57%	(2,399)
Interest Revenue	75,244	70,000	10,000	-85.71%	(60,000)
Total Other Revenue	696,964	571,617	554,192	-3.05%	(17,425)

Refer Appendix C for the schedule of fees and charges.

5.2 Expenditure – Operating and Capital

The total operating plus capital expenditure budget is \$16.6M, an increase of 3.38% from the 2020/2021 budget. Most of this increase is employee costs, which includes, the increase in the superannuation percentage from 9.5% to 10%, and the branch costs to cover the full operating requirements for Ivanhoe Library.

2021/2022 Expenditure Summary Total	2019-2020 Actual	2020-2021 Budget	Proposed 2021-2022 Budget	% Change	\$ Change
Employee Costs	9,334,111	10,157,164	10,579,550	4.16%	422,386
Library Support Centre	48,570	94,050	14,800	-84.26%	-79,250
Administration Costs	360,251	325,803	328,246	0.75%	2,443
Branch Costs	631,119	901,950	1,031,594	14.37%	129,644
Computer Services	886,677	1,026,120	970,010	-5.47%	-56,110
Collection Services	789,013	1,131,511	1,149,662	1.60%	18,151
Loss on Asset Disposal	101,236	0	0	N/A	0
Other Expenses	500,749	536,800	501,722	-6.53%	-35,078
Capital - Collection	1,613,050	1,754,713	1,771,682	1.00%	16,969
Capital - Plant & Equipment	63,182	32,500	88,150	171.23%	55,650
Capital - Lease Repayments	112,265	54,317	107,338	97.61%	53,021
Total Expenditure	14,459,823	16,016,228	16,557,600	3.38%	541,372

5.2.1 Employee expenses

Increase of 4.16% in employee costs to accommodate salary increments and the scheduled change in the superannuation percentage from 9.5% to 10%.

5.2.2 Other Budget Expenditure Items

- Decrease of \$79k (84.26%) in Library Support Centre Office because of re-classifying Danaher Drive office lease to Capital - Lease Repayments.
- Increase of \$129k (14.37%) in Branch Costs mainly due to the full cost for operating Ivanhoe Library.
- Decrease of \$56K (5.47%) due to the completion of the new YPRL website.
- Increase of \$18K (1.60%) in Collection Services reflecting cost inflation.
- Decrease of \$35K (-0.96%) in Other expenses due to cost efficiencies.

5.2.3 Capital Budget

Increase of \$17K (1%) in Collection Capital and \$56k in Plant & Equipment (mostly related to hardware upgrades). The Collection Capital 2021/2022 Budget provides \$1.77M 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 2021/2022 Collections budget represents the minimum required to deliver the 2021-2022 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	2019-2020 Budget	2020-2021 Budget	Proposed 2021-2022 Budget	% Change	\$ Change
REVENUE					
Council Contributions	12,362,364	13,039,631	13,488,419	3.44%	448,788
State Government	2,455,730	2,454,980	2,564,988	4.48%	110,008
Other Revenue	696,964	571,617	554,192	-3.05%	(17,425)
TOTAL REVENUE	15,515,058	16,066,228	16,607,600	3.37%	541,371
EXPENSES					
Employee Costs	9,334,111	10,157,164	10,579,550	4.16%	422,386
Library Support Centre Office	48,570	94,050	14,800	-84.26%	(79,250)
Administration Costs	360,251	325,803	328,246	0.75%	2,443
Branch Costs	631,119	901,950	1,031,594	14.37%	129,644
Computer Services	886,677	1,026,120	970,010	-5.47%	(56,110)
Collection Services	789,013	1,131,511	1,149,662	1.60%	18,151
Loss on Asset Disposal	101,236	0	0	N/A	0
Other Expenses	500,749	536,800	501,722	-6.53%	(35,078)
Depreciation	2,099,641	1,943,000	2,041,000	5.04%	98,000
TOTAL EXPENSES	14,770,967	16,117,698	16,631,430	3.19%	513,732
NET ACCOUNTING SURPLUS/(DEFICIT)	744,091	(51,470)	(23,831)		27,640

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 2021/2022 year. The cash held is budgeted to increase by \$322k in 2020/2021 and \$108k in 2021/2022.

Cash Flows	2019/2020 Actual \$	2020/2021 Budget \$	2021/2022 Budget \$
Operating	2,904,541	2,343,580	2,276,074
Investing	(1,676,234)	(1,965,934)	(2,045,815)
Financing	(131,865)	(55,617)	(122,184)
Net Increase (decrease) in cash held	1,096,442	322,029	108,075
Cash at beginning of financial year	4,593,405	5,689,847	6,011,876
Cash at end of financial year	5,689,847	6,011,876	6,119,952

6.1.1 Cash at End of the Year

Overall total cash is forecast to increase to \$6.1M as at 30 June 2022.

The majority of the Corporation's Cash has been allocated to specific purposes. By 30 June 2022, the Corporation estimates \$1.3M in its Asset Replacement Reserve and \$2.0M to fund employee entitlements such as Long Service Leave and Annual Leave.

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	10,684,615	10,808,401	10,839,900
Total Liabilities	3,659,015	3,834,271	3,889,600
Net Assets	7,025,600	6,974,130	6,950,300
Equity	7,025,600	6,974,130	6,950,300

The Library's Assets comprise its bank balance (which is primarily allocated to specific purposes) 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 Priority Action Plan.

8.1 Plan Development

The Library Service has prepared a Strategic Resource Plan (SRP) for the four years 2021/2022 - 2024/2025 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 2021/2022 to 2024/2025. 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	2019/2020 Actual \$	2020/2021 Budget \$	2021/2022 Proposed \$	2022/2023 Projection \$	2023/2024 Projection \$	2024/2025 Projection \$
Accounting Surplus/(Deficit)	744,091	(51,470)	(23,831)	0	0	0
Cash and Investments	5,689,848	6,011,876	6,119,952	4,904,188	5,039,608	5,176,237
Cash Increase/(Decrease)	1,096,442	322,028	108,075	(1,215,764)	135,421	136,629
Capital Works	1,788,497	1,841,530	1,967,169	3,358,076	2,049,862	2,092,548

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

- Financial sustainability:**

Cash and investments are projected to decrease from \$6.12M at 30 June 2022 to \$5.18M at 30 June 2025. 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 \$75k as at 30 June 2023, 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 2.25% 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 2021/2022 to 2024/2025) is projected to total \$9.02M at an average of \$2.25M per year. The SRP includes the replacement of the mobile library vehicles in 2022/23.

8.3 Service Delivery Strategy

Service levels will be maintained in all existing Libraries. While the Plan casts forward to 2025 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 2021/2022 (and future years) excludes any additional staff numbers or increased service provision for existing or new libraries.

	2019/2020 Actual \$	2020/2021 Budget \$	2021/2022 Proposed \$	2022/2023 Forecast \$	2023/2024 Forecast \$	2024/2025 Forecast \$
Employee Cost	9,334,111	10,157,164	10,579,550	10,791,141	11,006,964	11,227,103
Employee Numbers - EFT	93.19	98.55	98.51	98.51	98.51	98.51

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 2021/2022 are budgeted at 3.44%. 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 increase 2.0% upon the actual amount received in the 2020/2021 financial year.

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 2021/2022 Capital Works Budget is \$1.77M 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 2021/2022 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 up to 2024/2025 (Refer to Appendix D for a more detailed schedule) These ratios are used as a guide to assess YPRL financial health.

For the years up to 2024/2025. YPRL continues to be financially sound reflecting the ongoing commitment of Member Councils.

Financial Ratios Summary	2019/2020 Actual	2020/2021 Budget	2021/2022 Proposed	2022/2023 Forecast	2023/2024 Forecast	2024/2025 Forecast
Working Capital						
Ratio:	2.10	2.00	2.00	1.57	1.58	1.60
Investment Gap						
Ratio:	0.80	0.92	0.91	1.56	0.91	0.91
Underlying Result						
Ratio:	4.80%	(0.32%)	(0.14%)	0.00%	0.00%	0.00%
Debt Servicing & Commitment						
YPRL has non-lease based borrowings	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 2021/2022 - 2024/2025



	2019-2020 Actual	2020-2021 Budget	Proposed 2021 2022 Budget	% Change	\$ Change	2022/2023 Growth Projection %	Projection 2022/2023	Projection 2023/2024	Projection 2024/2025
Revenue									
Council Contributions - Banyule	4,726,941	5,007,315	5,376,491	7.37%	369,176	1.58%	5,461,567	5,570,308	5,681,234
Council Contributions - Nillumbik	2,743,395	2,877,600	2,999,166	4.22%	121,566	1.58%	3,046,624	3,107,283	3,169,161
Council Contributions - Whittlesea	4,892,028	5,154,715	5,112,762	-0.81%	(41,953)	1.58%	5,193,665	5,297,072	5,402,556
State Government Funding	2,455,730	2,454,980	2,564,988	4.48%	110,008	2.00%	2,616,288	2,668,614	2,721,986
Grant - Local Priorities	126,097	130,000	136,000	4.62%	6,000	2.00%	138,720	141,494	144,324
Grant - Premiers Reading Fund	56,795	57,868	57,869	0.00%	0	2.00%	59,026	60,207	61,411
Facility Hire Fees	65,820	54,800	134,000	144.53%	79,200	2.00%	217,260	221,605	226,037
Other User Fees	233,703	165,726	125,500	-24.27%	(40,226)	2.00%	128,010	130,570	133,182
Non-Recurrent Grants	82,912	0	0	0.00%	0	0.00%	0	0	0
Miscellaneous	56,393	93,223	90,824	-2.57%	(2,399)	2.00%	92,640	94,493	96,383
Interest Revenue	75,244	70,000	10,000	-85.71%	(60,000)	0.00%	10,000	10,000	10,000
Total Revenue	15,515,058	16,066,228	16,607,600	3.37%	541,372	2.14%	16,963,800	17,301,647	17,646,273
Expenses									
Employee Costs	9,334,111	10,157,164	10,579,550	4.16%	422,386	2.00%	10,791,141	11,006,964	11,227,103
Library Support Centre Lease Costs	48,570	94,050	14,800	-84.26%	(79,250)	2.00%	15,096	15,398	15,706
Branch Costs	631,119	901,950	1,031,594	14.37%	129,644	2.00%	1,052,226	1,073,270	1,094,736
Computer Services	886,677	1,026,120	970,010	-5.47%	(56,110)	2.00%	989,410	1,009,198	1,029,382
Collection Services	789,013	1,131,511	1,149,662	1.60%	18,151	2.00%	1,172,655	1,196,108	1,220,031
Loss on Asset Disposal	101,236	0	0	0.00%	0	0.00%	0	0	0
Finance costs - leases	19,600	1,300	14,846	0.00%	13,546	Manual	13,628	12,347	10,999
Other Expenses	500,749	536,800	501,722	-6.53%	(35,078)	2.00%	511,756	521,992	532,431
Administration Costs	360,251	325,803	328,246	0.75%	2,443	2.00%	334,811	341,507	348,337
Depreciation	2,099,641	1,943,000	2,041,000	5.04%	98,000	2.00%	2,083,076	2,124,862	2,167,548
Total Operating Expense	14,770,967	16,117,698	16,631,430		513,732	2.14%	16,963,800	17,301,646	17,646,273
Net Accounting Surplus/(Deficit)	744,091	(51,470)	(23,831)		27,640		0	0	0
Add Back Depreciation	2,099,641	1,943,000	2,041,000	5.04%	98,000	2.00%	2,083,076	2,124,862	2,167,548
Less Capital - Collection	(1,613,050)	(1,754,713)	(1,771,682)	0.97%	(16,969)	2.00%	(1,807,115)	(1,843,258)	(1,880,123)
Less Capital - Other	(63,182)	(32,500)	(88,150)	0.00%	(55,650)	2.00%	(1,439,913)	(91,711)	(93,545)
Less Capital - Lease Repayments	(112,265)	(54,317)	(107,338)	0.00%	(53,021)	Manual	(111,048)	(114,893)	(118,880)
Net Operating plus Capital	1,055,235	50,000	50,000		0		(1,275,000)	75,000	75,000

Yarra Plenty Regional Library Group

Balance Sheet Projection 2021/2022 - 2024/2025



	30 June 2020 Actual	30 June 2021 Budget	30 June 2022 Proposed Budget	30 June 2023 Projection	30 June 2024 Projection	30 June 2025 Projection
<u>Current Assets</u>						
Cash and Cash Equivalents	5,689,848	6,011,876	6,119,952	4,904,188	5,039,608	5,176,237
Trade and other receivables	52,496	53,060	54,121	55,204	56,308	57,434
Other current assets	100,549	26,530	27,061	27,602	28,154	28,717
Total Current Assets	5,842,893	6,091,466	6,201,133	4,986,993	5,124,070	5,262,388
<u>Non Current Assets</u>						
Bookstock, Plant & Equipment	3,942,298	3,906,511	3,845,342	5,129,295	5,059,402	4,985,522
Right of use Assets	899,424	810,424	793,424	673,424	553,424	464,424
Total Non Current Assets	4,841,722	4,716,935	4,638,766	5,802,719	5,612,826	5,449,946
Total Assets	10,684,615	10,808,401	10,839,900	10,789,712	10,736,895	10,712,334
<u>Current Liabilities</u>						
Trade and other payables	674,526	994,167	1,014,050	1,034,331	1,055,018	1,076,118
Current Lease Liabilities	99,082	107,338	111,048	114,893	118,880	123,005
Employee Provisions - Current	2,006,758	1,940,232	1,979,037	2,018,617	2,058,990	2,100,170
Total Current Liabilities	2,780,366	3,041,737	3,104,135	3,167,842	3,232,888	3,299,293
<u>Non Current Liabilities</u>						
Employee Provisions - Non Current	58,711	48,934	49,913	50,911	51,929	52,968
Non Current Lease Liabilities	819,938	743,600	735,552	620,659	501,779	409,774
Total Non Current Liabilities	878,649	792,534	785,465	671,570	553,708	462,742
Total Liabilities	3,659,015	3,834,271	3,889,600	3,839,412	3,786,596	3,762,035
Net Assets	7,025,600	6,974,130	6,950,300	6,950,300	6,950,299	6,950,299
<u>Equity</u>						
Members Contributions	3,770,080	3,770,080	3,770,080	3,770,080	3,770,080	3,770,080
Accumulated Surplus	3,255,520	3,204,050	3,180,220	3,180,220	3,180,219	3,180,219
Total Equity	7,025,600	6,974,130	6,950,300	6,950,300	6,950,299	6,950,299

Yarra Plenty Regional Library Group

Cash Flow Projection 2021/2022 - 2024/2025



	30 June 2020 Actual	30 June 2021 Budget	30 June 2022 Proposed Budget	30 June 2023 Projection	30 June 2024 Projection	30 June 2025 Projection
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CASH INFLOWS/(OUTFLOWS) FROM OPERATING ACTIVITIES

Receipts

Council Contributions	12,362,364	14,343,594	14,837,261	15,072,042	15,372,130	15,678,246
State Government Funding	2,455,730	2,454,980	2,564,988	2,616,288	2,668,614	2,721,986
Interest Received	40,676	70,000	10,000	10,000	10,000	10,000
Other	657,917	501,053	544,192	635,656	648,369	661,337

Payments

Payments to suppliers	(2,376,269)	(4,098,216)	(4,415,521)	(4,503,831)	(4,593,908)	(4,685,786)
Payments to employees	(9,507,455)	(10,233,467)	(10,579,550)	(10,791,141)	(11,006,964)	(11,227,103)
Net GST payment	(728,422)	(694,363)	(685,297)	(558,370)	(707,115)	(721,137)

Net Cash Provided by Operating Activities

2,904,541	2,343,580	2,276,074	2,480,643	2,391,126	2,437,543
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CASH INFLOWS/(OUTFLOWS) FROM INVESTING ACTIVITIES

(Payments)/Receipts for Bookstock, plant & equipment	(1,676,234)	(1,965,934)	(2,045,815)	(3,571,731)	(2,128,465)	(2,171,035)
Net Cash used in Investing Activities	(1,676,234)	(1,965,934)	(2,045,815)	(3,571,731)	(2,128,465)	(2,171,035)

CASH INFLOWS/(OUTFLOWS) FROM FINANCING ACTIVITIES

Interest paid - lease liability	(19,600)	(1,300)	(14,846)	(13,628)	(12,347)	(10,999)
Repayment of lease liabilities	(112,265)	(54,317)	(107,338)	(111,048)	(114,893)	(118,880)
Net Cash used in financing Activities	(131,865)	(55,617)	(122,184)	(124,676)	(127,240)	(129,879)

Net increase/(decrease) in cash held	1,096,442	322,029	108,075	(1,215,764)	135,421	136,629
Cash held at beginning of financial year	4,593,405	5,689,847	6,011,876	6,119,952	4,904,188	5,039,608
Cash at end	5,689,847	6,011,876	6,119,952	4,904,188	5,039,608	5,176,237

Appendix B

Schedule of Loan Borrowings

Schedule of Borrowings
<p>Projected Liability as at 1 July 2021 = 0</p> <p>The SRP does not propose any non-lease based borrowing be undertaken over the 4 year forecast.</p>

Appendix C



Fees and Charges Schedule

All fees and charges inclusive of GST as it applies.

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
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

Venues	Capacity	Size sq metres	Seniors		Community		Community/Business		Standard/Business rate	
			Hourly	Full day rate 8hrs	Hourly	Full day rate 8hrs	Hourly	Full day rate 8hrs	Hourly	Full day rate 8hrs
Ivanhoe										
Yarra-me Djila Theatrette	80		\$ 15.00	\$ 90.00	\$ 37.50	\$ 225.00	\$ 56.25	\$ 337.50	\$ 75.00	\$ 450.00
Green room	2		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Outdoor amphitheatre	Inactive until more info available									
Meeting room 1.34	10		\$ 5.50	\$ 33.00	\$ 9.00	\$ 54.00	\$ 13.50	\$ 81.00	\$ 18.00	\$ 108.00
Wilim Ngarrgu 1.39	54		\$ 8.00	\$ 48.00	\$ 32.50	\$ 156.00	\$ 45.50	\$ 273.00	\$ 65.00	\$ 390.00
Wilim Ngarrgu 1.40	54		\$ 8.00	\$ 48.00	\$ 32.50	\$ 156.00	\$ 45.50	\$ 273.00	\$ 65.00	\$ 390.00
Combined	110		\$ 15.00	\$ 90.00	\$ 37.50	\$ 225.00	\$ 56.25	\$ 337.50	\$ 75.00	\$ 450.00
IT Lounge 2.27	17		Free	N/A	Free	N/A	24.5	N/A	35	N/A
Roof Terrace 2.31	Inactive until more info available									
Tom Roberts Room	14		\$ 5.50	\$ 33.00	\$ 17.50	\$ 105.00	\$ 24.50	\$ 147.00	\$ 35.00	\$ 210.00
Clara Southern Room	14		\$ 5.50	\$ 33.00	\$ 17.50	\$ 105.00	\$ 24.50	\$ 147.00	\$ 35.00	\$ 210.00
Nellie Ibbott Chamber	60		\$ 8.00	\$ 48.00	\$ 32.50	\$ 156.00	\$ 45.50	\$ 273.00	\$ 65.00	\$ 390.00
Thomastown										
Community room 1	40		\$ 5.50	\$ 33.00	\$ 22.50	\$ 135.00	\$ 31.50	\$ 189.00	\$ 45.00	\$ 270.00
Community room 2	25		\$ 5.50	\$ 33.00	\$ 17.50	\$ 105.00	\$ 24.50	\$ 147.00	\$ 35.00	\$ 210.00
Community room 1 & 2 combined	70		\$ 8.00	\$ 48.00	\$ 32.50	\$ 156.00	\$ 45.50	\$ 273.00	\$ 65.00	\$ 390.00
Computer room	16		Free	N/A	Free	N/A	24.5	N/A	35	N/A
Diamond Valley										
Community room	20		5.5	33	17.5	105	24.5	147	35	210
Watsonia										
Community room	25		5.5	33	17.5	105	24.5	147	35	210
Mill Park										
Computer room	16		Free	N/A	Free	N/A	24.5	N/A	35	N/A

Explanation of fees/discounts	Discount applied
Seniors	Special subsidised rate
Community groups	50%
Part business/part community and NFP's	30%
Standard business rate	Full price

Fees and charges based on capacity of the space	Ivanhoe	Thomastown	Diamond Valley	Watsonia
10 or less capacity	Meeting room 1	NIL	NIL	NIL
11 - 30 capacity	Tom Roberts room, Clara Southern room	Community room 2	Community room	Community room
31 - 50 capacity	NIL	Community room 1	NIL	NIL
51 - 70 capacity	Wilim Ngarrgu 1.39, Wilim Ngarrgu 1.40, Nellie Ibbott Chambers	Community room 1 & 2 combined	NIL	NIL
71 + capacity	Community room 1.39 & 1.40 combined	NIL	NIL	NIL
Theatrette	Capacity of 80 - different costs due to nature of space	NIL	NIL	NIL

Other fees and charges	Same rate all booking types
Deposit - Community and Seniors groups	150
Deposit - Commercial and individual	300
Support staff - Theatre Tech	Arranged through Council's Jets Youth Creative Studio
Support staff - IT	
Support staff - Catering	Arranged through Peter Rowland Catering Co.
After hours event	*POA
Security staff	*POA
Public liability insurance	Details tbc
Catering	Arranged by client - see supplier list
Venue damages	Variable

Appendix D - Financial Ratios

Financial Ratios	2019/2020 Actual \$ 000's	2020/2021 Budget \$ 000's	2021/2022 Proposed \$ 000's	2022/2023 Forecast \$ 000's	2023/2024 Forecast \$ 000's	2024/2025 Forecast \$ 000's
Working Capital To assess the Library's ability to meet current commitments						
	\$5,843	\$6,091	\$6,201	\$4,987	\$5,124	\$5,262
Current Assets/Current Liabilities	\$2,780	\$3,042	\$3,104	\$3,168	\$3,233	\$3,299
Ratio:	2.10	2.00	2.00	1.57	1.58	1.60
Investment Gap To assess the Library's capital expenditure against depreciation						
	\$1,676	\$1,787	\$1,860	\$3,247	\$1,935	\$1,974
Capital spend/ depreciation	\$2,100	\$1,943	\$2,041	\$2,083	\$2,125	\$2,168
Ratio:	0.80	0.92	0.91	1.56	0.91	0.91
Underlying result Measures the Library's surplus as a percentage of revenue						
	\$744	-\$51	-\$24	\$0	\$0	\$0
Net surplus/ total revenue	\$15,515	\$16,066	\$16,608	\$16,964	\$17,302	\$17,646
Ratio:	4.80%	-0.32%	-0.14%	0.00%	0.00%	0.00%
Debt Servicing& Debt Commitment YPRL has no debt						

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 2021/2022 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	717,615	1,235,798	1,170,822	894,336	1,204,867	721,836	657,023	863,001	416,412	7,881,711
A(1)(b)(i)	Collection Costs	312,794	448,339	337,439	495,732	522,272	405,685	278,671	431,277	154,502	3,386,711
A(1)(b)(ii)	Computer Expenditure	104,315	192,582	224,679	208,631	196,594	116,352	172,522	128,388	68,206	1,412,269
A(1)(b)(iii)	Organisational Development	35,718	62,463	47,719	43,090	58,748	38,747	30,517	42,690	25,088	384,779
A(1)(b)(iv)	Community Engagement	59,857	72,970	77,544	53,354	106,936	65,660	77,741	61,497	55,590	631,149
A(1)(b)(v)	Branch Courier	12,011	12,011	12,011	12,011	12,011	12,011	12,011	12,011	12,011	108,100
A(1)(b)(vi)	Mobile Library Expenditure	169,087	169,087	33,792	35,067	35,067	33,792	35,067	33,792	35,067	579,817
A(1)(b)(vii)	Capital Expenditure (N/A)	-	-	-	-	-	-	-	-	-	-
A(1)(b)(viii)	Administration	137,403	137,403	137,403	137,403	137,403	137,403	137,403	137,403	137,403	1,236,625
A(1)(b)(ix)	Executive Management	106,186	106,186	128,626	95,748	100,945	128,626	95,748	128,626	95,748	986,438
Total Branch Expenditure Attribution		1,654,986	2,436,838	2,170,035	1,975,371	2,374,844	1,660,111	1,496,703	1,838,686	1,000,026	16,607,600

B(1) Less Direct Income										
Fund Raising	700	50	1500	650	50	1400	400	2950	50	7,750

Net Branch Expenditure Attribution	1,654,286	2,436,788	2,168,535	1,974,721	2,374,794	1,658,711	1,496,303	1,835,736	999,976	16,599,850
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A(2)(a) Banyule Usage	28%	19%	92%	5%	7%	91%	5%	83%	13%	
A(2)(a) Nillumbik Usage	63%	77%	3%	3%	5%	5%	3%	9%	8%	
A(2)(a) Whittlesea Usage	9%	4%	5%	92%	88%	4%	92%	9%	80%	
Total Usage	100%	100%	100%	100%	100%	100%	100%	100%	100%	

Banyule Allocation	455,259.14	469,361.37	1,990,996.10	102,404.28	164,250.17	1,512,690.43	76,325.52	1,514,606.75	128,630.67	6,414,524
Nillumbik Allocation	1,043,125.78	1,873,334.54	74,353.47	50,248.24	123,563.64	74,950.03	45,677.04	163,354.97	75,373.37	3,523,981
Whittlesea Allocation	155,900.91	94,092.30	103,185.57	1,822,068.67	2,086,979.75	71,070.26	1,374,300.57	157,773.83	795,972.26	6,661,344
Total Allocation	1,654,286	2,436,788	2,168,535	1,974,721	2,374,794	1,658,711	1,496,303	1,835,736	999,976	16,599,850

	Banyule	Nillumbik	Whittlesea	Total
Weighted Usage	39.33%	21.64%	39.03%	
Comparison: Council Weighted Usage 2020/2021	37.85%	21.30%	40.85%	

Net Attributed Library Expenditure	\$ 6,414,524	\$ 3,523,981	\$ 6,661,344	\$ 16,599,850
Less Estimated State Government Grant	\$ 811,923	\$ 429,239	\$ 1,323,826	\$ 2,564,988
State Government contribution component	12.7%	12.2%	19.9%	14.9%
Room Hire Fees	\$ 67,000	\$ 8,000	\$ 67,000	\$ 142,000
Regional Income (By % Council Contribution)				
B(3) Interest on Investments	\$ 3,994	\$ 2,206	\$ 3,800	\$ 10,000
B(2) Photocopying	\$ 41,842	\$ 23,028	\$ 41,529	\$ 106,400
B(2) Damaged Book Charges	\$ 5,545	\$ 3,052	\$ 5,503	\$ 14,100
B(2) Overdues & Doubtful Debts	\$ -	\$ -	\$ -	\$ -
B(2) Grant Funding	\$ 76,240	\$ 41,959	\$ 75,670	\$ 193,869
B(2) Murrindindi	\$ 25,728	\$ 14,160	\$ 25,536	\$ 65,424
B(2) Inter Library Loans	\$ 492	\$ 271	\$ 488	\$ 1,250
B(2) Book Club	\$ 3,146	\$ 1,731	\$ 3,123	\$ 8,000
B(2) Miscellaneous	\$ 2,124	\$ 1,169	\$ 2,108	\$ 5,400
Total Regional Income	\$ 159,110	\$ 87,576	\$ 157,757	\$ 404,442

Balance Council Contribution 2021/22	\$ 5,376,491	\$ 2,999,166	\$ 5,112,762	\$ 13,488,419
Year on Year Variance 2020/2021 to 2021/2022	\$ 369,176	\$ 121,566	(\$ 41,953)	\$ 448,788
Year on Year Variance % 2019/2020 to 2020/2021	7.37%	4.22%	-0.81%	3.44%
Comparison: 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
Total Increase over the last 3 years	\$ 881,780	\$ 238,546	\$ 365,063	\$ 1,485,389

Agenda Item 5: Equal Employment Opportunity Anti-Discrimination Bullying and Sexual Harassment Policy

Responsible Officer:	Chief Executive Officer
Author:	Executive Manager Corporate Services
Attachment:	5 – YPRL Equal Employment Opportunity Anti-Discrimination Bullying and Sexual Harassment Policy

REPORT

SUMMARY

This report provides a proposed combined **Equal Employment Opportunity, Anti-Discrimination, Bullying & Sexual Harassment Policy** for decision. This Policy has been created using the Australian Human Rights Commission workplace-discrimination-and-harassment-policy template [humanrights.gov.au](https://www.humanrights.gov.au)

REPORT

Yarra Plenty Regional Library (YPRL) is committed to providing a **safe, flexible, and respectful** environment for staff, clients and members of the public, free from all forms of discrimination, bullying and sexual harassment. All Policy reviews that YPRL is undertaking are assessed with an eye to simplify for our staff and community understanding and ensure compliance with all relevant legislation.

This new Policy it will replace the following existing YPRL Policies:

- Equal Opportunity Policy 2018
- Bullying Workplace Violence Prevention Policy
- Sexual Harassment Prevention Policy 2018

This places all relevant information in the one Policy and simplifies access for Managers and Employees alike to ensure all are fluent with YPRL Policy in these matters.

If approved, this Policy will come in to force immediately upon its implementation and will remain in force until varied or revoked. Any changes will be sort via Board approval.

Please refer to attached, proposed Equal Employment Opportunity, Anti-Discrimination, Bullying & Sexual Harassment Policy.

CONSULTATION

DRAFT copy of this proposed policy has been shared with all employees for consultation via an eSurvey.

All employees are required to complete all mandatory training, including Equal Opportunity, OHS Duty of Care, Bullying & Harassment and Sexual Harassment training. Compliance is monitored via our annual Performance Review process.

If approved, this policy will be communicated to all staff via CEO on the Spot (MS Teams meeting) and an all employee email, a copy will be saved in the Y/drive.

CRITICAL DATES

N/A

FINANCIAL IMPLICATIONS

Nil

POLICY STRATEGY AND LEGISLATION

In accordance with the requirements of the following Acts:

Sex Discrimination Act 1984
Racial Discrimination Act 1975
Disability Discrimination Act 1992
Age Discrimination Act 2004
Australian Human Rights Commission Act 1986
Fair Work Act 2009
Occupational health & Safety Act 2004
Equal Opportunity Act 2010 (Victoria)
Gender Equality Act 2020

LINKS TO STRATEGIC PLAN

People and Culture

Goal: Invest in our people and culture because they are at the heart of everything we do

Strategies:

- Create a culture which inspires, supports and develops our people
- Ensure policies and practices support workplace health, safety and wellbeing
- Continue to build and deliver excellence in customer service
- Promote equal opportunity for all

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.

To avoid confusion, it should be noted that the impact of Section 330 of the *Local Government Act 2020* is that those sections of the *Local Government Act 1989* that were applicable to an existing Regional Library Corporation, continue to apply to that Library Service as if all of those Sections had not been repealed until 2031.

CONCLUSION

YPRL is committed to providing a **safe, flexible** and **respectful** environment for staff, clients and members of the public, free from all forms of discrimination, bullying and sexual harassment. The Equal Employment Opportunity, Anti-Discrimination, Bullying & Sexual Harassment Policy outlines how YPRL ensures this in the workplace.

RECOMMENDATION

THAT the Board resolves to adopt the YPRL Equal Employment Opportunity, Anti-Discrimination, Bullying & Sexual Harassment Policy

M: _____
S: _____

Policy Adopted by Board	
Policy Name	Equal Employment Opportunity, Anti-Discrimination, Bullying and Sexual Harassment Policy
Version number	1.0
Policy date	April 2021
Date to be reviewed	April 2023
Responsibility	Executive Manager Corporate Services
Related YPRL Policies and Procedures	YPRL Employee Code of Conduct YPRL Complaint Resolution Procedure YPRL Performance Improvement & Disciplinary Policy YPRL OHS Policy YPRL OHS Manual YPRL Public Disclosures Procedure

Purpose

Yarra Plenty Regional Library (YPRL) is committed to providing a **safe, flexible** and **respectful** environment for staff, clients and members of the public, free from all forms of discrimination, bullying and sexual harassment.

All YPRL employees are required to treat others with dignity, courtesy and respect.

By effectively implementing our *Equal Employment Opportunity, Anti-Discrimination, Bullying and Sexual Harassment Policy* we will attract and retain talented staff and create a positive environment for staff.

Scope

This policy applies to:

- board members
- all staff, including: managers and supervisors; full-time, part-time or casual, temporary or permanent staff; job candidates; student placements, apprentices, contractors, sub-contractors and volunteers
- how YPRL provides services to clients and how it interacts with other members of the public
- all aspects of employment, recruitment and selection; conditions and benefits; training and promotion; task allocation; shifts; hours; leave arrangements; workload; equipment and transport
- on-site, off-site or after hours work; work-related social functions; conferences – wherever and whenever employees may be as a result of their YPRL duties

- staff treatment of other staff members, of clients, and of members of the public encountered in the course of their YPRL duties.

Responsibilities

All staff are entitled to:

- recruitment and selection decisions based on merit and not affected by irrelevant personal characteristics or biases.
- work free from discrimination, bullying and sexual harassment
- the right to raise issues or to make an enquiry or complaint in a reasonable and respectful manner without being victimised
- reasonable flexibility in working arrangements, especially where needed to accommodate their family responsibilities, disability, religious beliefs or culture.

All staff must:

- follow the standards of behaviour outlined in this policy
- Complete all mandatory training, including Equal Opportunity, OHS Duty of Care, Bullying & Harassment and Sexual Harassment training
- offer support to people who experience discrimination, bullying or sexual harassment, including providing information about how to make a complaint and Employee Assistance Program (EAP)
- avoid gossip and respect the confidentiality of complaint resolution procedures
- treat everyone with **dignity, courtesy** and **respect**.

Additional responsibilities of managers and supervisors

Managers and supervisors must also:

- model appropriate standards of behaviour
- take steps to educate and make staff aware of their obligations under this policy and the law
- intervene quickly and appropriately when they become aware of inappropriate behaviour
- act fairly to resolve issues and enforce workplace behavioural standards, making sure relevant parties are heard
- help staff resolve complaints informally, ensure employees are aware of support available including Employee Assistance Program (EAP)
- refer formal complaints to peopleandculture@yprl.vic.gov.au for investigation in accordance with YPRL Complaint Resolution Procedure
- ensure staff who raise an issue or make a complaint are not victimised
- Allow staff to have a representative or support person present at interviews or meetings
- ensure that recruitment decisions are based on merit and that no discriminatory requests for information are made
- seriously consider requests for flexible work arrangements.

Unacceptable workplace conduct

Discrimination, bullying and sexual harassment are unacceptable at YPRL and are unlawful under the following legislation:

- *Sex Discrimination Act 1984*
- *Racial Discrimination Act 1975*
- *Disability Discrimination Act 1992*
- *Age Discrimination Act 2004*
- *Australian Human Rights Commission Act 1986*
- *Fair Work Act 2009*
- *Occupational health & Safety Act 2004*
- *Equal Opportunity Act 2010 (Victoria)*
- *Gender Equality Act 2020*

Staff (including managers) found to have engaged in such conduct might be counselled, warned or disciplined. Severe or repeated breaches can lead to formal discipline up to and including dismissal.

Discrimination

Discrimination is treating, or proposing to treat, someone unfavourably because of a personal characteristic protected by the law, such as sex, age, race or disability.

Discrimination can occur:

Directly, when a person or group is treated less favourably than another person or group in a similar situation because of a personal characteristic protected by law (see list below).

*For example, a worker is harassed and humiliated because of their race
or*

A worker is refused promotion because they are 'too old'

Indirectly, when an unreasonable requirement, condition or practice is imposed that has, or is likely to have, the effect of disadvantaging people with a personal characteristic protected by law (see list below).

For example, redundancy is decided based on people who have had a worker's compensation claim rather than on merit.

Protected personal characteristics under Federal discrimination law include:

- a disability, disease or injury, including work-related injury
- parental status or status as a carer, for example, because they are responsible for caring for children or other family members
- race, colour, descent, national origin, or ethnic background
- age, whether young or old, or because of age in general
- sex
- industrial activity, including being a member of an industrial organisation like a trade union or taking part in industrial activity, or deciding not to join a union
- religion
- pregnancy and breastfeeding
- sexual orientation, intersex status or gender identity, including gay, lesbian, bisexual, transsexual, transgender, queer and heterosexual
- marital status, whether married, divorced, unmarried or in a de facto relationship or same sex relationship
- political opinion
- social origin
- medical record
- an association with someone who has, or is assumed to have, one of these characteristics, such as being the parent of a child with a disability.

It is also against the law to treat someone unfavourably because you assume they have a personal characteristic or may have it at some time in the future.

Bullying

Workplace bullying is repeated, unreasonable behaviour directed at an employee or group of employees that creates a risk to health and safety.

If someone is being bullied because of a personal characteristic protected by equal opportunity law, it is a form of discrimination.

Bullying can take many forms, including jokes, teasing, nicknames, emails, pictures, text messages, social isolation or ignoring people, or unfair work practices.

Under Federal law, this behaviour does not have to be repeated to be discrimination – it may be a one-off event.

Behaviours that may constitute bullying include:

- sarcasm and other forms of demeaning language
- threats, abuse or shouting
- coercion
- isolation

- inappropriate blaming
- ganging up
- constant unconstructive criticism
- deliberately withholding information or equipment that a person needs to do their job or access their entitlements
- unreasonable refusal of requests for leave, training or other workplace benefits.

Bullying is unacceptable in YPRL and may also be against occupational health and safety law.

Reasonable management action carried out in a reasonable manner

Behaviour will not be considered bullying if it is reasonable management action carried out in a reasonable manner.

- the behaviour must be management action
- it must be reasonable for the management action to be taken, and
- the management action must be carried out in a manner that is reasonable

What is management action?

The following are examples of what may constitute management action:

- performance appraisals
- ongoing meetings to address underperformance
- make decisions about poor performance
- counselling or taking disciplinary action
- direct and control the way work is carried out
- modifying a worker's duties including by transferring or re-deploying the worker
- investigating alleged misconduct
- denying a worker a benefit in relation to their employment, or
- refusing an employee permission to return to work due to a medical condition

Sexual harassment

Sexual harassment is an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated and/or intimidated, where a reasonable person would anticipate that reaction in the circumstances.

Sexual harassment can be physical, spoken or written. It can include:

- comments about a person's private life or the way they look
- sexually suggestive behaviour, such as leering or staring
- brushing up against someone, touching, fondling or hugging
- sexually suggestive comments or jokes
- displaying offensive screen savers, photos, calendars or objects
- repeated unwanted requests to go out
- requests for sex
- sexually explicit posts on social networking sites
- insults or taunts of a sexual nature
- intrusive questions or statements about a person's private life
- sending sexually explicit emails or text messages
- inappropriate advances on social networking sites
- accessing sexually explicit internet sites
- behaviour that may also be considered to be an offence under criminal law, such as physical assault, indecent exposure, sexual assault, stalking or obscene communications.

Just because someone does not object to inappropriate behaviour in the workplace at the time, it does not mean that they are consenting to the behaviour.

Sexual harassment is covered in the workplace when it happens at work, at work-related events, between people sharing the same workplace, or between colleagues outside of work.

All staff and volunteers have the same rights and responsibilities in relation to sexual harassment.

A single incident is enough to constitute sexual harassment – it doesn't have to be repeated.

All incidents of sexual harassment – no matter how large or small or who is involved – require employers and managers to respond quickly and appropriately.

YPRL recognises that comments and behaviour that do not offend one person can offend another. This policy requires all staff and volunteers to respect other people's limits.

Victimisation

Victimisation is subjecting or threatening to subject someone to a detriment because they have asserted their rights under equal opportunity law, made a complaint, helped someone else make a complaint, or refused to do something because it would be discrimination, sexual harassment or victimisation. Victimisation is against the law.

It is also victimisation to threaten someone (such as a witness) who may be involved in investigating an equal opportunity concern or complaint.

Victimisation is a very serious breach of this policy and is likely (depending on the severity and circumstances) to result in formal discipline against the perpetrator.

YPRL has a zero tolerance approach to victimisation.

Gossip

It is unacceptable for staff at YPRL to talk with other staff members, clients or suppliers about any complaint of discrimination or harassment.

Breaching the confidentiality of a formal complaint investigation or inappropriately disclosing personal information obtained in a professional role (for example, as a manager) is a serious breach of this policy and may lead to formal discipline.

Merit at YPRL

All recruitment and job selection decisions at YPRL will be based on merit – the skills and abilities of the candidate as measured against the inherent requirements of the position – regardless of personal characteristics.

It is unacceptable and may be against the law to ask job candidates questions, or to in any other way seek information, about their personal characteristics, unless this can be shown to be directly relevant to a genuine requirement of the position.

Resolving issues at YPRL

YPRL strongly encourages any staff member who believes they have been discriminated against, bullied, sexually harassed or victimised to take appropriate action by making a complaint using the ***YPRL Complaint Resolution Procedure***.

Staff who do not feel safe or confident to take such action may seek assistance from the People & Culture team peopleandculture@ypri.vic.gov.au for advice and support.

Employee assistance program

YPRL staff are entitled to a certain amount of free, professional counselling support 24 hours a day 7 days a week from our employee assistance program. To access the employee assistance program, contact, by calling **D'Accord OAS Tel: 1300 130 130**.

Employee assistance program counselling is confidential and nothing discussed with a counsellor will be communicated back to YPRL. Employee assistance program counselling is available free to YPRL staff regardless of whether the issue is related to a workplace problem or some other issue for the staff member.

Other relevant YPRL policies

Staff, especially managers and supervisors, are encouraged to read this policy in conjunction with other relevant YPRL policies, including.

- YPRL OH&S policy
- YPRL OH&S Manual
- YPRL Complaint resolution procedure
- YPRL Performance Improvement & Discipline policy
- YPRL Mission, vision and values statements
- YPRL Code of Conduct
- YARRA PLENTY REGIONAL LIBRARY SERVICE ENTERPRISE AGREEMENT
- YPRL Public Interest Disclosures procedure

More information

If you have a query about this policy or need more information please contact the People & Culture team peopleandculture@yprl.vic.gov.au

Review details

This policy was adopted by YPRL on [insert date]

This policy was last updated on [insert date]

Breach of Policy

All staff are required to comply with this policy. If anyone breaches this policy, they may be subject to action in accordance with YPRL's Performance Improvement & Disciplinary Policy, which may include termination of employment or association.

Agenda Item 6: Performance Improvement Disciplinary Policy

Responsible Officer:	Chief Executive Officer
Author:	Executive Manager Corporate Services
Attachment:	6 – YPRL Performance Improvement Disciplinary Policy

REPORT

SUMMARY

This report provides a proposed **Performance Improvement & Disciplinary Policy** for decision. This document has been created using the Business Victoria HR Policy and Procedure Manual Template business.vic.gov.au

INTRODUCTION

Yarra Plenty Regional Library (YPRL) is committed to a developing our staff and having a strong focus on performance improvement and professional development. YPRL is focused on delivering fair people processes, and where warranted will use improvement processes to improve performance. To this end, a review of the Disciplinary Procedures 2017 was undertaken.

REPORT

YPRL is always improving its operations to provide a safe, customer service focused service to our community. To be able to do this, employees and managers need to be performing to a high standard.

YPRL requires a minimum standard of conduct and performance which will be made clear to employees in their Performance Agreement which is reviewed at a formal manager / employee review annually. This Policy sets out the formal steps to undertake to manage under performance, deliberate breaches of YPRL Policy or procedure or engages in misconduct.

If approved, this will replace the current Disciplinary Procedures 2017 and the Policy will come in to force immediately upon its implementation and will remain in force until varied or revoked. Any changes will be sort via Board approval.

Please refer to attached, proposed Performance Improvement & Disciplinary Policy (Draft)

CONSULTATION

A DRAFT copy of this proposed policy has been shared with all employees for consultation.

Once approved, this Policy will be communicated to all staff via CEO on the Spot (MS Teams meeting) and an All Employee email, a copy will be saved in the Y/drive.

CRITICAL DATES

Communication following board approval.

FINANCIAL IMPLICATIONS

Nil.

POLICY STRATEGY AND LEGISLATION

In accordance with the requirements of the following Acts:

Fair Work Act 2009

LINKS TO STRATEGIC PLAN

People and Culture

Goal: Invest in our people and culture because they are at the heart of everything we do

Strategies:

- Create a culture which inspires, supports and develops our people
- Ensure policies and practices support workplace health, safety and wellbeing
- Continue to build and deliver excellence in customer service
- Promote equal opportunity for all

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.

To avoid confusion, it should be noted that the impact of Section 330 of the Local Government Act 2020 is that those sections of the Local Government Act 1989 that were applicable to an existing Regional Library Corporation, continue to apply to that Library Service as if all of those Sections had not been repealed until 2031.

CONCLUSION

YPRL is committed to promoting a fair process to improve performance. The new Performance Improvement and Disciplinary Policy details how YPRL will manage under performance and disciplinary procedures in a fair and equitable manner.

RECOMMENDATION

THAT the Board resolves to adopt the YPRL Performance Review and Disciplinary Policy

M: _____

S: _____

Policy Adopted by Board	
Policy Name	Performance Improvement & Disciplinary Policy
Version number	1.0
Policy date	April 2021
Date to be reviewed	March 2023
Responsibility	Executive Manager Corporate Services
Related YPRL Policies and Procedures	YPRL Code of Conduct YPRL Equal Employment Opportunity Anti-Discrimination Bullying and Sexual Harassment Policy YPRL Enterprise Agreement YPRL Complaint Resolution Procedure YPRL OHS Policy YPRL OHS Manual

Purpose

Yarra Plenty Regional Library (YPRL) is committed to promoting a fair process, where warranted Yarra Plenty Regional Library will use improvement processes to improve performance.

Should such improvement processes be unsuccessful in improving an employee's performance, YPRL may decide to end an employee's employment may include termination of employment or association.

Scope

This policy applies to:

- all staff, including: managers and supervisors; full-time, part-time or casual, temporary or permanent staff; job candidates; student placements, apprentices, contractors, sub-contractors and volunteers

Policy

Yarra Plenty Regional Library (YPRL) are always improving their operations to provide a safe, customer service focused service to our community. To be able to do this, employees and managers need to be performing to a high standard.

High performance in business means:

- increased productivity
- engaged and committed employees
- retaining good employees

Underperformance, or **poor performance** is when an employee isn't doing their job properly, or is behaving in an unacceptable way at work. It includes:

- not carrying out their work to the required standard or not doing their job at all
- not following workplace policies, rules or procedures
- unacceptable behaviour at work, e.g. telling inappropriate jokes
- disruptive or negative behaviour at work, e.g. constantly speaking negatively about the company.

Poor performing employees can have a negative effect on a business, for example:

- unhappy customers or clients
- decreased productivity
- high turnover
- unmotivated and underperforming employees.

Depending on the circumstances, performance improvement action may include verbal or written warnings, counselling or retraining.

YPRL requires a minimum standard of conduct and performance which will be made clear to employees in **Performance Agreement**. If an employee does not meet this standard, YPRL will take appropriate corrective action, such as training. Formal performance improvement procedures will generally only start when other corrective action fails.

If an employee deliberately breaches business policy or procedure, or engages in misconduct, YPRL may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee.

Each employee must understand their responsibilities, be counselled and given the opportunity to reach the standards expected of them. YPRL will give an employee the opportunity to respond before management takes further action.

Note: If employees have a disability that requires reasonable adjustments to be made to the workplace or job to allow you to work safely and productively, they should raise this with their manager. YPRL will only refuse such requests on reasonable business grounds.

Procedure

1. A manager will advise the employee of any shortfall in their performance, and give them an opportunity to respond.
2. Once they respond, the manager will consider their response and decide if performance improvement action should be taken. YPRL will provide support such as training where appropriate.
3. If the employee is given a **verbal warning**, the manager should make a note of it, date it and sign it and send a copy peopleandculture@ypri.vic.gov.au to be saved on employee file.
4. The manager will advise the employee in clear terms what they see as the performance problem or the unacceptable conduct. To highlight the deficiency they should use specific examples, and refer to the correct policy or procedure.
5. The manager will allow the employee to respond before making a decision and consider the employee's responses. The employee may have a support person present at such meetings.
6. The manager will decide if more action is needed.
7. If a **written warning** is to follow, the manager is to:
 - document it and give the employee a copy (*Approval required from People & Culture*)
 - give the employee the opportunity (and their representative or support person the opportunity) to sign the warning
 - send a copy to peopleandculture@ypri.vic.gov.au to be saved on employee fileThe warning must clearly define:
 - the deficiency
 - a clear explanation of the expected standard
 - by when the employee needs to achieve it
 - how YPRL will help the employee achieve the improvement required
 - consequences of failing to improve
8. The manager concerned will keep a record of all meetings, training and/or coaching given and a summary of discussions, and put a copy on the employee's personnel file. This should include date, location and time of discussion.
9. They will continue to support the employee and note the support they give, for example, training or counselling.
10. If the employee's performance or conduct doesn't improve, the manager will give the employee a **final written warning** and follow steps 4–10 above. This document needs to warn the employee in clear terms YPRL will terminate their employment if there is not enough improvement, and a sustained improvement in, their performance.

Note: some circumstances justify going straight to a second or final warning.

Gross or serious misconduct policy

Summary (instant) dismissal for gross or very serious misconduct is possible (depending on the facts involved). Management should seek advice from People & Culture before taking this step.

Serious misconduct involves an employee deliberately behaving in a way that is inconsistent with continuing their employment. Examples include: causing serious and imminent risk to the health and safety of another person or to the reputation or profits of their employer's business, theft, fraud, assault, or refusing to carry out a lawful and reasonable instruction that is part of the job.

Procedure

1. The manager is to investigate the alleged offence thoroughly, including talking to witnesses, if any.
2. The manager should ask the employee for their response to the allegation (taking notes of this discussion) and allow them to have representation or a support person. The manager should also have a witness present (People & Culture). The manager shall give genuine consideration to the employee's response and circumstances.
3. If still appropriate, following a thorough investigation, the manager can terminate/dismiss the employee, approval is required from the CEO.
4. The manager should keep a file of all evidence collected and action taken in these circumstances.
5. YPRL will send the employee a letter of termination noting brief details.

Related Legislation

- *Fair Work Act 2009*

Employee assistance program

YPRL staff are entitled to free, professional counselling support 24 hours a day 7 days a week from our employee assistance program. To access the employee assistance program, contact, by calling **D'Accord OAS Tel: 1300 130 130**

Employee assistance program counselling is confidential and nothing discussed with a counsellor will be communicated back to YPRL. Employee assistance program counselling is available free to YPRL staff regardless of whether the issue is related to a workplace problem or some other issue for the staff member.

Other relevant YPRL policies, guides, forms

Staff, especially managers and supervisors, are encouraged to read this policy in conjunction with other relevant YPRL policies, including.

- YPRL Mission, vision and values statements
- YPRL Code of Conduct
- YPRL Equal Employment Opportunity Anti-Discrimination Bullying and Sexual Harassment Policy
- YARRA PLENTY REGIONAL LIBRARY SERVICE ENTERPRISE AGREEMENT
- YPRL Performance Agreement
- YPLR Performance Improvement Plan
- YPRL Complaint resolution procedure

More information

If you have a query about this policy or need more information, please contact the People & Culture team peopleandculture@ypri.vic.gov.au

Review details

This policy was adopted by YPRL on [insert date]

This policy was last updated on [insert date]

Breach of Policy

All staff are required to comply with this policy. If anyone breaches this policy, they may be subject to disciplinary action this may include termination of employment or association.

Agenda Item 7: OHS Policy

Responsible Officer:	Chief Executive Officer
Author:	Executive Manager Corporate Services
Attachment:	7 – YPRL OHS Policy 2021

REPORT

SUMMARY

This report provides a draft revised **Occupational Health & Safety Policy** for decision.

Yarra Plenty Regional Library (YPRL) is committed to providing a safe and healthy workplace and developing and maintaining a robust occupational health and safety management system in accordance with the Occupational Health and Safety Act 2004. YPRL's Occupational Health and Safety (OHS) Policy forms the foundation of YPRL's OHS Manual which includes all YPRL OHS policies and procedures.

INTRODUCTION

YPRL is firmly committed to developing and maintaining a culture that encourages workers to actively manage health, wellbeing and safety risks both physical and psychological creating a mentally healthy workplace. To this end we have revised the existing Occupational Health & Safety Policy with a stronger focus on shared responsibility for safety and wellbeing of employees and sought feedback from all YPRL staff.

REPORT

The YPRL OH&S Committee member have made suggested changes and updates to the original Occupational Health and Safety Policy. To strengthen the culture of Safety First and encourage an active focus on health, wellbeing and proactively managing risk YPRL has also included additional information using the Work Safe Victoria Work Well sample Occupational Health and Safety Policy example www.workwell.vic.gov.au/toolkit

Providing a shared responsibility to the health, wellbeing and safety everyone must not only take responsibly for their own safety, but also for the safety of others. Engaging with our staff in creating safe working environments and safe systems of work is essential to strengthen this culture.

If approved, this will replace the OHS Policy February 2020.

If approved this Policy will come in to force immediately upon its implementation and will remain in force until varied or revoked. Any changes will be sort via Board approval.

Please refer to attached, draft Occupational Health and Safety Policy.

CONSULTATION

Consultation was held with the Executive Leadership Team, the YPRL OHS committee, using Work Safe Victoria Work Well toolkits and has been shared with all YPRL staff for comment.

CRITICAL DATES

Communication following board approval.

FINANCIAL IMPLICATIONS

Nil.

POLICY STRATEGY AND LEGISLATION

In accordance with the requirements of the following Acts:

Accident Compensation Act 1985
Accident Compensation (Occupational Health and Safety) Act 1996
Age Discrimination Act 2004
Australian Human Rights Commission Act 1986
Equal Opportunity Act 2010
Equipment (Public Safety) Act 1994
Equipment (Public Safety) Regulations 2017
Fair Work Act 2009
Occupational Health and Safety Act 2004
Occupational Health and Safety Regulations 2017
Racial Discrimination Act 1975
Sex Discrimination Act 1984
Workers Compensation Act 1958
Workplace Injury Rehabilitation and Compensation Act 2013
Workplace Injury Rehabilitation and Compensation Regulations 2014

LINKS TO STRATEGIC PLAN

People and Culture

Goal: Invest in our people and culture because they are at the heart of everything we do

Strategies:

- Create a culture which inspires, supports and develops our people
- Ensure policies and practices support workplace health, safety and wellbeing
- Continue to build and deliver excellence in customer service
- Promote equal opportunity for all

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.

To avoid confusion, it should be noted that the impact of Section 330 of the *Local Government Act 2020* is that those sections of the *Local Government Act 1989* that were applicable to an existing Regional Library Corporation, continue to apply to that Library Service as if all of those Sections had not been repealed until 2031.

CONCLUSION

YPRL is committed to taking all necessary and practical steps to provide and maintain a healthy and safe workplace environment. This revised Occupational Health and Safety Policy details our shared focus on health and wellbeing as well as managing both psychological and physical risks in the workplace.

RECOMMENDATION

THAT the Board resolves to adopt the YPRL Occupational Health and Safety Policy

M: _____

S: _____

Policy Adopted by YPRL Board	
Policy Name	Occupational Health and Safety Policy
Version number	3.0
Policy date	April 2021
Date to be reviewed	April 2022
Responsibility	CEO
Related YPRL Policies and Procedures	Equal Employment Opportunity, Bullying and Sexual Harassment Policy Complaint Resolution Procedure Emergency Procedures Employee Assistance Program Procedure Employee Code of Conduct EOHS Manual Performance Improvement & Disciplinary Policy Responsible Conduct (Public) Policy and Procedure

Purpose

Yarra Plenty Regional Library (YPRL) is firmly committed to:

- Developing and maintaining a culture that encourages workers to actively manage health, wellbeing and safety risks;
- Providing a shared responsibility to the health, wellbeing and safety everyone must not only take responsibly for their own safety, but also for the safety of others. Engaging with workers in creating safe working environments and safe systems of work;
- Take all necessary and practical steps to provide and maintain a healthy and safe workplace environment.

Our Commitments

- We are committed to all our work activities being carried out safely, and with all possible measures taken to remove (or at least reduce) risks to the health and safety of workers, contractors, visitors, and anyone else who may be affected by our operations. We are committed to ensuring we comply with the relevant legislation, regulations, and applicable Codes of Practice and Australian Standards.
- We will provide a workplace that is free from risks to health and safety by implementing the highest possible standards to protect our workers' physical and mental health, safety, and wellbeing.
- We will engage and consult with all workers and others involved with our business to ensure hazards are identified and the risks associated with them removed or reduced to the greatest degree.
- We have a workplace environment where workers and others involved with our business are encouraged and supported to raise health and safety issues and help reduce and manage them.

Scope

This policy applies to all workers.

Related Legislation

Accident Compensation Act 1985
Accident Compensation (Occupational Health and Safety) Act 1996
Age Discrimination Act 2004
Australian Human Rights Commission Act 1986
Equal Opportunity Act 2010
Equipment (Public Safety) Act 1994
Equipment (Public Safety) Regulations 2017
Fair Work Act 2009
Occupational Health and Safety Act 2004
Occupational Health and Safety Regulations 2017
Racial Discrimination Act 1975
Sex Discrimination Act 1984
Workers Compensation Act 1958
Workplace Injury Rehabilitation and Compensation Act 2013
Workplace Injury Rehabilitation and Compensation Regulations 2014

Definitions

A **Worker** includes employees, contractors and sub-contractors and their employees, labour hire employees, apprentices and trainees, work experience students and volunteers.

A **Health and Safety Representative (HSR)** is a worker elected by members of their work group to represent them in health and safety matters.

Policy

YPRL aims to achieve a safe work environment that eliminates unsafe work practices and conditions from the workplace. Our commitment to health and safety will be fulfilled by ensuring we:

- Maintain an OHS management system that facilitates a structured approach to the management of workplace risk;
- Provide appropriate OHS training for our workers, and ensure our people are informed of and understand their responsibilities and demonstrate commitment to accountability and leadership in health and safety;
- Promote active participation and recognise the value of involving workers in OHS consultation and decision making;
- Assess all risks before work starts on new areas of operation, for example, buying new equipment and setting up new work methods;
- Actively identify and manage OHS risks, through the systematic identification of hazards, evaluation of risks and implementation of effective risk controls;
- Promptly report hazards, incidents, near misses and injuries;
- conduct thorough investigations where appropriate, and implement control measures to eliminate or minimise the risk of reoccurrence;
- Actively prevent injuries and illness to our workers and provide effective and supportive injury management programs;

- Comply with the requirements of the Occupational Health and Safety Act and Regulations and any other relevant requirements, statutory acts and regulations;
- Allocate adequate resources to plan for and maintain a safe, healthy and supportive working environment;
- Measure, monitor and review the effectiveness of OHS performance.

Occupational Health and Safety Management System

YPRL use an OHS management system that facilitates a structured approach to the elimination, reduction and management of workplace risk, that:

- Identifies workplace hazards;
- Assesses risks to health from those hazards; and
- Implements appropriate measures to control those risks

YPRL's OHS management system is made up of the following elements:

- Policies, procedures and planning
- Incident reporting
- OHS Committee
- Training and development
- WorkCover management

This system will provide written procedures and instructions to ensure safe systems of work.

Consultation and Communication

YPRL acknowledges that the best health and safety outcomes will be achieved through open communication and cooperation between workers and managers. Therefore, workers are encouraged to:

- Ask questions relating to OHS
- Bring up safety concerns
- Make recommendations regarding OHS
- Give regular feedback
- Become involved in the evaluation of safety issues
- Participate in OHS related problem-solving process

It is important that workers help shape decisions about health and safety particularly when:

- Identifying hazards and assessing risks
- Making decisions about ways to eliminate or minimise those hazards or risks
- Proposing changes that may affect the health and safety of workers
- Purchasing of new equipment, furniture or products
- Developing or changing job tasks or safety procedures

All workers are encouraged to raise any work health and safety concerns that they may have with their Manager and/or Health and Safety Representative.

Health and Safety Representatives (HSR)

HSRs are elected by members of a work group to represent their interests in work health and safety matters. HSRs must undertake approved training to exercise their powers, and may:

- Consult with workers on a regular basis
- Inspect a work area as required
- Participate in workplace incident investigations as required
- Participate in change management discussions that may affect the health and safety of workers
- Provide advice to managers on the welfare of workers in their work group.

Occupational Health and Safety Committee

The OHS Committee provides the forum for constructive discussion of measures to assure health and safety in the workplace. At YPRL the OHS Committee meets bi-monthly and:

- Facilitates cooperation between YPRL and workers in the instigation, development and implementation of OHS policies and procedures
- Assists in developing standards, rules and procedures relating to health and safety
- Consults with workers regarding their health and safety concerns
- Consults with management regarding work health and safety concerns including change that may influence workplace health and safety more broadly
- Ensures the conduct of regular workplace inspections

Approved minutes of the latest OHS Committee meeting will be made available for all workers to view.

Training

YPRL will arrange for appropriate health and safety training to be undertaken by workers as required.

Where required, YPRL workers are to demonstrate their competencies to perform required tasks safely.

Purchasing Controls

To ensure that new risks are not brought into the workplace, the Manager recommending a purchase must make certain that any new equipment, furniture or products are safe have prior approval from an OH&S Representative prior to ordering. Any risks associated with new equipment, furniture or products must be understood and controlled before they are introduced into the workplace.

Risk Management

YPRL must ensure OHS hazards are routinely identified, in consultation with relevant persons, including reviewing existing workplace hazards and new hazards that may be introduced when work practices change.

The purpose of any health and safety risk assessment is to ensure that, for any identified hazards, appropriate control measures are implemented in order to protect workers and visitors from risks to their health, safety and welfare.

Control measures for workplace health and safety hazards should be implemented as required using the following hierarchy of control. In order of preference these measures relate to:

1. Elimination (removal of the hazard)
2. Substitution (substitute the hazard for something which is less hazardous)
3. Isolation (isolate the hazard from people)
4. Engineering control (redesigning the plant or work process to reduce the risk)
5. Administrative control (provision of training, policies and procedures, signage)

Outcomes of risk assessments will be documented, the control measures reviewed at least annually or earlier should a task or activity be the subject of a workplace incident or a change process or requirement. Current risk assessments will ensure that YPRL achieves the goal of eliminating or minimising the risk workers may be exposed to.

Specific procedures to manage workplace risks are located in the OHS Manual.

Occupational Health and Safety Issue Resolution

Wherever possible, any OHS concerns will be resolved through consultation between workers, their representatives and/or their manager. If the concern cannot be resolved, then it can be referred to their Executive Leadership Team Manager for resolution. Ultimately any issue remaining unresolved may be referred to the CEO. Where the issue remains unresolved any party may refer the issue to WorkSafe Victoria.

Responsibilities

The **CEO** is responsible for:

- Ensuring YPRL complies with relevant legislation and regulations through delegation to, and regular liaison with, the Executive Leadership Team (ELT) and the OHS Committee
- Reviewing OHS performance of the organisation in conjunction with the ELT
- Determining the OHS performance measures of ELT, monitoring those measures and reviewing them as part of the annual performance review process
- Ensuring ELT members participate in OHS training

The **Executive Leadership Team** is responsible for:

- Ensuring YPRL complies with all legislation relating to health and safety
- Providing a workplace that is, as far as reasonably practicable, a safe and healthy workplace for workers and visitors, in particular in their areas of control
- Modelling health and safety leadership
- Fostering a strong work health and safety culture where worker input is valued
- Demonstrating a commitment to good health and safety performance by talking about safety at regular meetings and ensuring safe work practices are followed
- Eliminating or minimising all workplace hazards and risks as far as is reasonably practicable
- Monitoring health and safety standards across the organisation
- Considering recommendations from the Leadership team and OHS Committee and providing direction where required
- Allocating resources where required

- Monitoring all situations that may adversely impact on workplace health and safety
- OHS Policy development and endorsement

Managers and Supervisors are responsible for:

- Be accountable for maintaining a workplace that is safe and without risk to physical and mental health
- Implement health and safety policies and procedures
- Undertake training so that you are knowledgeable about OHS obligations and responsibilities
- Provide necessary supervision regarding employee health and safety
- Leading by example, encouraging high standards of safety in all work practices
- Ensuring that OHS policies and procedures are implemented in the workplace and/or systems under their control
- Ensuring any requests to purchase equipment, furniture or products for the workplace have undergone full suitability check in consultation with the OH&S representatives prior to ordering and introduction to the workplace.
- Training must be completed to ensure safe working practices before using all equipment. Training Attendance register must be sent to People & Culture.
- Take all necessary and practicable steps to provide a safe and healthy workplace for workers and visitors, in particular in their areas of control
- Consulting with workers in all matters relating to health and safety in the workplace
- Providing safe systems of work, eliminating or minimising any hazards at the workplace
- Maintaining facilities for the wellbeing of workers
- Inducting their workers in OHS systems of work and procedures and supervising the practice of safe work practices and procedures
- Providing any information, instruction, training and supervision needed to make sure that all workers are informed of this policy and are safe from injury and risks to their health
- Providing training to everyone, when returning from extended leave and when workplace practices change
- Promoting wellness and providing opportunities to everyone and encourage participation in wellness activities
- Provide Counselling by offering EAP services to ensure employee(s) feel supported by YPRL (FREE Professional Confidential counselling 24 hours a day)
- Ensuring that OHS is a standing agenda item at all staff meetings
- Ensuring an Incident Report is completed for all work injuries, hazards, near misses and incidents
- Investigating and if possible, resolving all Incident Reports and developing strategies to prevent recurrence of incidents
- Providing a suitable injury management and return to work program
- Promote mentally healthy workplace practices, encouraging everyone to go home on time, take a lunch break, set realistic deadlines, take a holiday, allocate time to things they enjoy

People & Culture are responsible for:

- Informing employees of any legislation and industry trends and changes
- Assisting in the development and implementation of policies and procedures
- Sourcing providers for health and safety training
- Attending appropriate industry forums and networking activities to keep abreast of trends, developments and legislative changes
- Allocating a Return to Work Coordinator, and managing WorkCover claims

- Supporting Managers to consider Flexible Working Arrangements
- Preparing OHS reports for the Board, ELT, BM and OHS Committee meetings

Workers are responsible for:

- **Safety first.** Taking all practicable steps and reasonable care to ensure their own health, wellbeing and safety, and that of others in the workplace.
- If you are unwell stay home and rest. Stay SAFE
- Comply with all workplace health and safety policies and procedures
- Comply with any reasonable directions (such as safe work procedures, wearing personal protective equipment)
- Contributing to, and being involved in, the ongoing management of health and safety
- Co-operate with their supervisors and managers to achieve workplace that promotes health, safety and wellbeing
- Immediately reporting all injuries, incidents, hazards and near misses that may adversely impact on workplace health and safety
- Participating in all mandatory training including OHS induction and training
- Encouraged to participate in wellness and other OH&S programs provided by YPRL
- Recognise the importance and actively commit to work-life balance to maintain a mentally healthy workplace. e.g. include go home on time, take breaks, set realistic deadlines, take a holiday, allocate time to things you enjoy.

Contractors, sub-contractors and self-employed persons are defined as workers under the OHS Act if they carry out work in any capacity for YPRL. They are required to:

- Comply with the requirements of WHS legislation
- Have in place any work health and safety policies and programs required under safety legislation
- Consult with YPRL about safety matters and comply with YPRL policies
- Work safely and to include the safety of YPRL employees, volunteers and visitors in their safety plans.

Visitors must:

- not put themselves or any other person at the workplace at risk
- comply with our safety policy and procedures.

Breach of Policy

All workers are required to comply with this policy and the supporting procedures in the OHS Manual. If a worker breaches this policy or its supporting procedures in the OH&S Manual they may be subject to action in accordance with YPRL's Performance Improvement & Disciplinary Policy which may include the termination of employment or association.

If a contractor is found to have breached this policy, their contract may be terminated, or may not be renewed in the future.

Agenda Item 8: 2021 Christmas Hours and Closedown

Responsible Officer: Chief Executive Officer
Author: Executive Manager Public Participation
:

REPORT

SUMMARY

This item is presented for Board approval. A decision is required to approve the Christmas/New Year Library opening hours.

INTRODUCTION

YPRL's proposed Christmas/New Year Opening Hours 2021/22 include public holiday closures and reduced hours to reflect reduced community usage on non-public holiday

REPORT

An evaluation of key performance measures has been undertaken to investigate the most efficient and financially prudent model of branch opening hours across Christmas/New Year 2021/22, while maintaining a good level of service for our community.

Christmas falls on a Saturday this year, with the public holidays for Christmas day and Boxing day on the following Monday and Tuesday.

We have reviewed previous visitation numbers and have assessed that closing select branches on 29 and 31 December will be financially prudent as well as causing minimal disruption to services.

Based on the current environment due to Covid-19, we will be closing each branch library's chutes over this period. Communications about the chute closure will be sent to all members and posted on YPRL social media channels in the weeks leading up to the holiday period. Collection items due dates will be extended. Details of the proposed opening hours for all branch libraries:

December 2021	Hours	Libraries Closed
24 Friday	All Libraries close at 12 noon	All - from noon
25 Saturday	Christmas Day: all libraries closed	All
26 Sunday	Boxing Day: all libraries closed	All
27 Monday	Public Holiday in Lieu of 25	All – Public Holiday
28 Tuesday	Public Holiday in Lieu of 26	All – Public Holiday
29 Wednesday	Reduced opening hours: 10am – 5pm	TT and WHT closed. All others open
30 Thursday	Reduced opening hours: 10am – 5pm	TT and WHT closed. All others open
31 Friday	Reduced opening hours: 10am – 5pm	TT and WHT closed. All others open
January 2022	Hours	Libraries Closed
1 Saturday	New Year's Day: all libraries closed	All – Public Holiday
2 Sunday	ELT / IVA / MP open only 10-5pm	All - except IVA/MP/ELT
3 Monday	Public Holiday in Lieu of 1 Jan	All – Public Holiday
4 Tuesday	Normal hours resume	None

Mobile Library

The Mobile Library service will close for the Christmas/New Year period from Friday 24 December 2021 and resume Monday 31 January 2022.

Outreach Vehicle

The Outreach vehicle service will close from Thursday 23 December 2021 and resume on Tuesday 4 January 2022. The Outreach staff will provide a double delivery to clients for this period.

Hurstbridge Hub

Subject to Nillumbik Shire Council's Christmas close down

Impact on staffing

Staff reallocations for the Christmas period will be handled in line with YPRL's EBA.

CONSULTATION

Consultation was undertaken with the Senior Leadership Team

CRITICAL DATES

22 April 2021 – Board approval for the Christmas/New Year Opening Hours

FINANCIAL IMPLICATIONS

Nil

POLICY STRATEGY AND LEGISLATION

N/A

LINKS TO STRATEGIC PLAN

Finance and Governance

Goal: Optimise public value through sustainable financial management and governance

Strategies:

- Responsibly manage our budget to deliver best value to the community
- Commit to good governance practices in all that we do

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.

To avoid confusion, it should be noted that the impact of Section 330 of the *Local Government Act 2020* is that those sections of the *Local Government Act 1989* that were applicable to an existing Regional Library Corporation, continue to apply to that Library Service as if all of those Sections had not been repealed until 2031.

RECOMMENDATION

THAT the Board resolves to approve the Christmas and New Year Opening Hours for 2021/2022

M: _____
S: _____

Agenda Item 9: Draft YPRL Library Plan 2021 - 2025

Responsible Officer:	Chief Executive Officer
Author:	Chief Executive Officer
Attachments:	9 – YPRL Strategic Planning Session – March 2021

REPORT

SUMMARY

Thank you to all Board members and Council representatives who gave their time and valuable input into the YPRL Library Strategy Planning workshop held on 25 March 2021. This report outlines the next steps in the development of the YPRL Library Plan 2021 – 2025.

INTRODUCTION

The workshop brought us together with other key stakeholders from across YPRL and our member Council's to reflect, share and discuss shared directions and strategic priorities for YPRL.:

The workshop provided the opportunity to:

- Listen to each council's strategic priorities and directions for the coming years;
- Discuss and test existing YPRL directions to validate and further refine, as appropriate; and
- Highlight strategic opportunities for close collaboration.

REPORT

The outcomes from the workshop highlighted the shared focus on *Health and Wellbeing, Economic Recovery through enabling learning and skills development and a focus on improving social connection for community*. Opportunities to recognise the physical libraries as places for collaboration and community connection, and to support economic development at the local level were also identified.

YPRL is committed to increasing the opportunities for stakeholder engagement in the development of YPRL plans and strategies. To this end we are conducting a community survey (released on April 5th 2021 and closing on 30th April 2021) to gather our community's interests and needs from the library. Over 1000 responses have been gathered after only one week. We will continue to promote the survey widely to gather as many responses as possible. The findings, themes and concerns expressed in the survey will be used to finalise the Library Plan 2021-2025.

YPRL is also committed to strengthening the linkages between YPRL plans, impact and delivery and our member Council strategies. The next steps in developing the Library Plan

2021-2025 is to present these findings at a second Strategic Planning workshop in early May with Board members, Council officers and YPRL officers to finalise our high level goals and actions. From this second workshop a draft Library Plan will be circulated for consideration with Board members and Community 2 weeks prior to the June Board meeting. A final draft will then be presented to the Board at the June Board meeting for endorsement in time to lodge with the Minister on 30th June 2021.

It is intended that the Library Plan be as flexible as possible to allow YPRL to pivot as the community recovers from the pandemic over this next four years and to allow YPRL to respond, partner and collaborate with member Councils final plans which will be finalised in October 2021.

CONSULTATION

Community input will be gathered through the Community Survey and through a short consultation period on the draft Library Plan.

YPRL Staff input will be sought through an email survey, CEO On The Spot online sessions with staff and through team meetings.

Board Member input has been delivered through 2 high level workshops.

Member Council key stakeholders have been engaged through 2 high level workshops.

CRITICAL DATES

30 June 2021 – these key documents are due to the State Government by the due date as per the 1989 Local Government Act pertaining to Regional Library Corporations.

FINANCIAL IMPLICATIONS

Nil

POLICY STRATEGY AND LEGISLATION

Local Government Act 1989, Section 125.

It should be noted that the impact of Section 330 of the Local Government Act 2020 is that those sections of the Local Government Act 1989 that were applicable to an existing Regional Library Corporation, continue to apply to that Library Service as if all of those Sections had not been repealed until 2031. This includes The Library Plan timeframe.

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 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.

To avoid confusion, it should be noted that the impact of Section 330 of the *Local Government Act 2020* is that those sections of the *Local Government Act 1989* that were applicable to an existing Regional Library Corporation, continue to apply to that Library Service as if all of those Sections had not been repealed until 2031.

CONCLUSION

This shared approach to developing the next four-year Library Plan is indicative of how YPRL and our member Councils aim to embody our partnership approach going forward. Recognising the alignment of YPRL and our Councils in building our communities capacity for economic and social participation, and health and wellness supports the draft strategic pillars of *Knowledge and Learning, Wellness and Connection, Innovation and Growth*. It is recommended that we continue to plan collaboratively to finalise the Library Plan, considering the findings from the current YPRL community survey with Council community survey findings.

RECOMMENDATION

THAT the Board resolves to note the report and agree to the proposed next steps

M: _____
S: _____

Yarra Plenty Regional Library

Strategic Planning:
*A capture of key discussion from the
strategic planning workshop*

March 2021

Summary: Workshop Agenda

The workshop brought together key stakeholders from across the YPRL and partner council's to reflect, share and discuss share directions and strategic priorities for YPRL.

Workshop outcomes:

This workshop provides the opportunity for the Board, YPRL leadership, Council Partners and other key stakeholders to come together, listen and reflect on key strategic directions for the organisation. Alignment across our communities and how YPRL deliver positive and meaningful impact is key. Key outcomes for this session include:

- Providing the opportunity to listen to each council strategic priorities and directions for the coming years;
- Discuss and test existing YPRL directions to validate and further refine, as appropriate; and
- Highlight strategic opportunities for close collaboration

Workshop:

Details: Thursday 25th March 2021 – 3.30 – 5.30pm; Online

Agenda item	Description
1. Welcome and introduction	<ul style="list-style-type: none">• Welcome and overview of the session• Introductions.
2. Context	<ul style="list-style-type: none">• Re-cap and context of current strategic directions
3. Council presentations	<ul style="list-style-type: none">• Opportunity for each council to share high-level strategic directions to inform connection and alignment
4. Strategic discussion	<ul style="list-style-type: none">• Small group discussions reflecting on alignment across council and YPRL direction.
5. Wrap-up and next steps	<ul style="list-style-type: none">• Summary of key themes and insights.• Next steps from here.
1. Welcome and introduction	<ul style="list-style-type: none">• Welcome and overview of the session• Introductions.

The following notes provide a high-level capture of workshop discussion. A full recording of the session is available at: <https://vimeo.com/531182474/fc8605a3e7>.

Summary: Future Direction

Looking ahead to the coming years, YPRL have identified a number of key areas of impact to focus and the enabling pillars that will help to make it a reality. A key outcome of the discussion was to share Council partner directions and highlight alignment, opportunities to further shape YPRL directions and ways in which to collaborate.

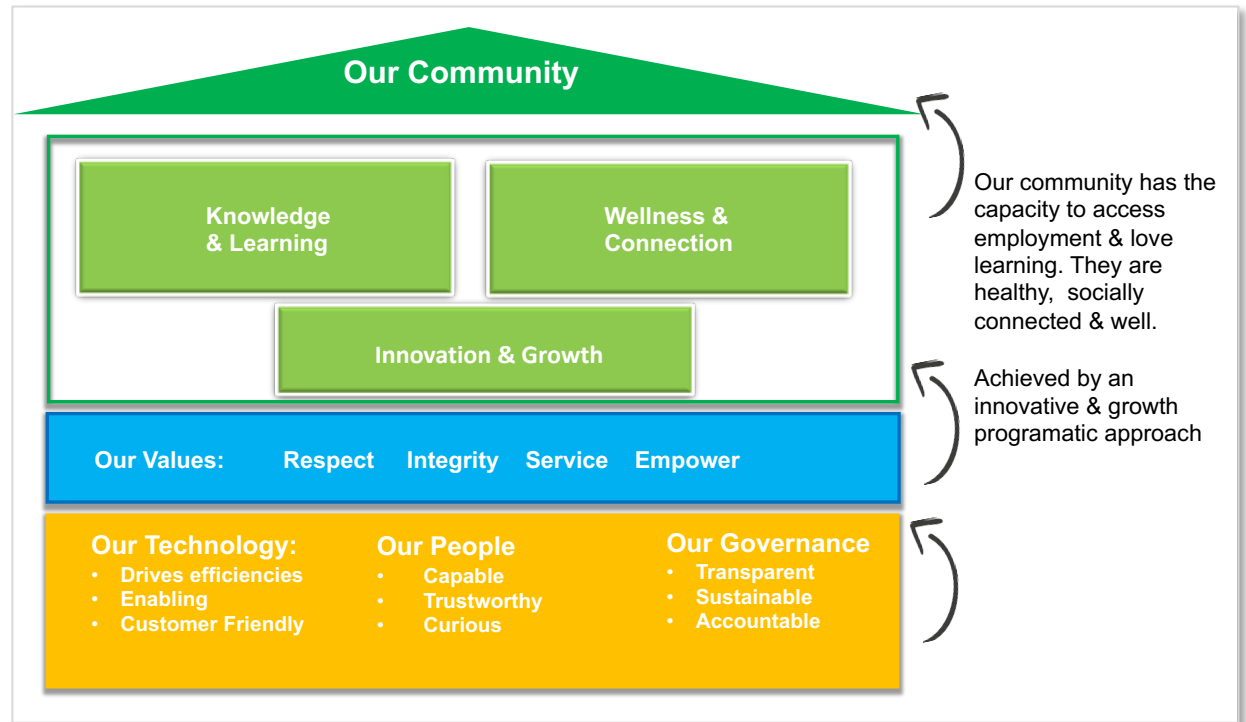
Sharing of three council strategic directions highlighted:

A shared focus on:

- Health and wellbeing;
- Economic recovery through enabling learning and skills; and
- Focus on connection and social isolation.

An opportunity to:

- Recognise the library assets as places for collaboration, community connection and economic development in the community; and
- Greater collaboration, sharing and cross promotion of events and assets region wide.



Shaping direction: Alignment

The strategy session provided an opportunity to discuss and pull out areas of clear alignment and overlap across Council and YPRL strategies. Highlighting how YPRL is an enabler of council priorities across the region..

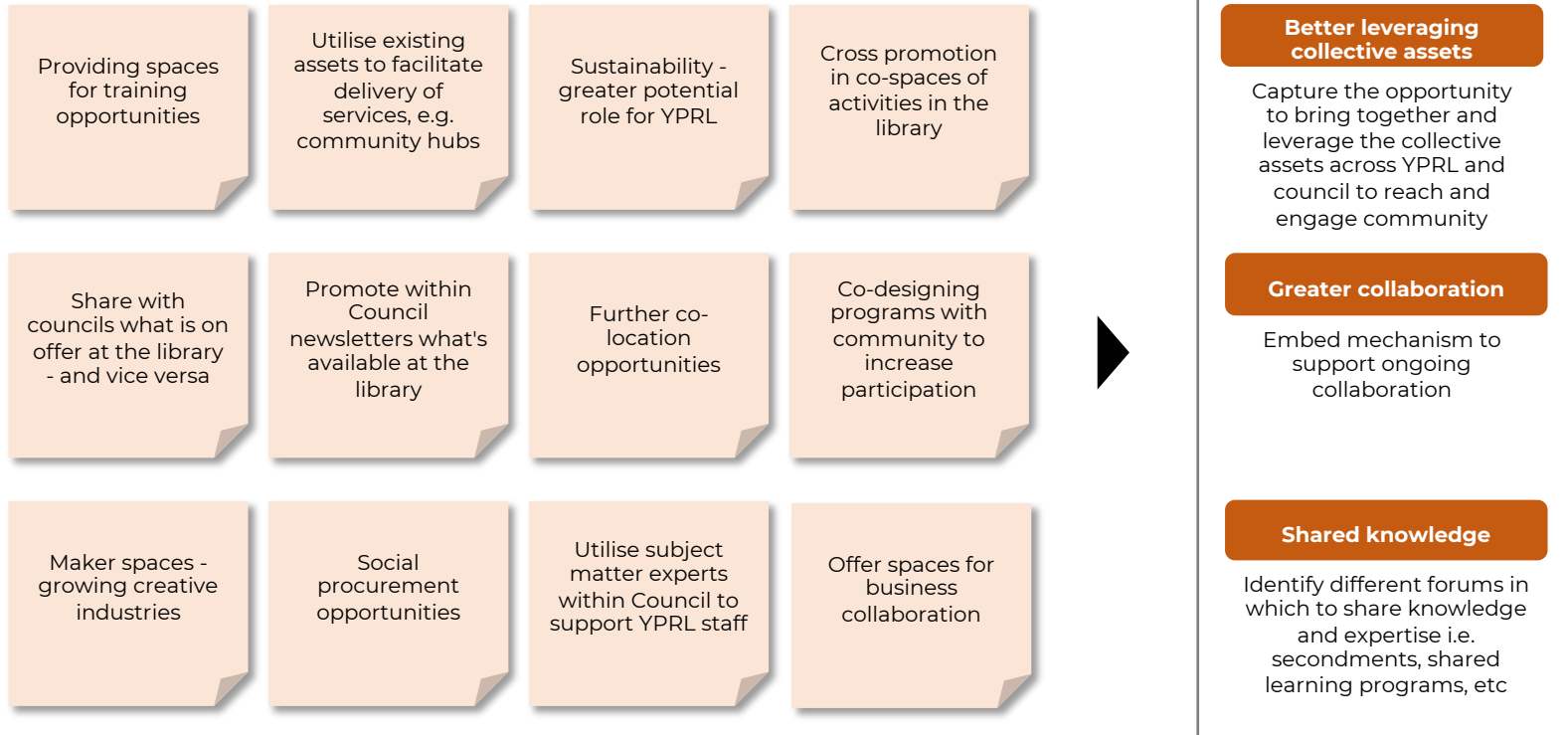
Where we see clear alignment and overlap



Shaping direction: Enhancement

Discussion provided the opportunity to explore areas which could have a clearer focus within the strategic narrative being developed by YPRL.

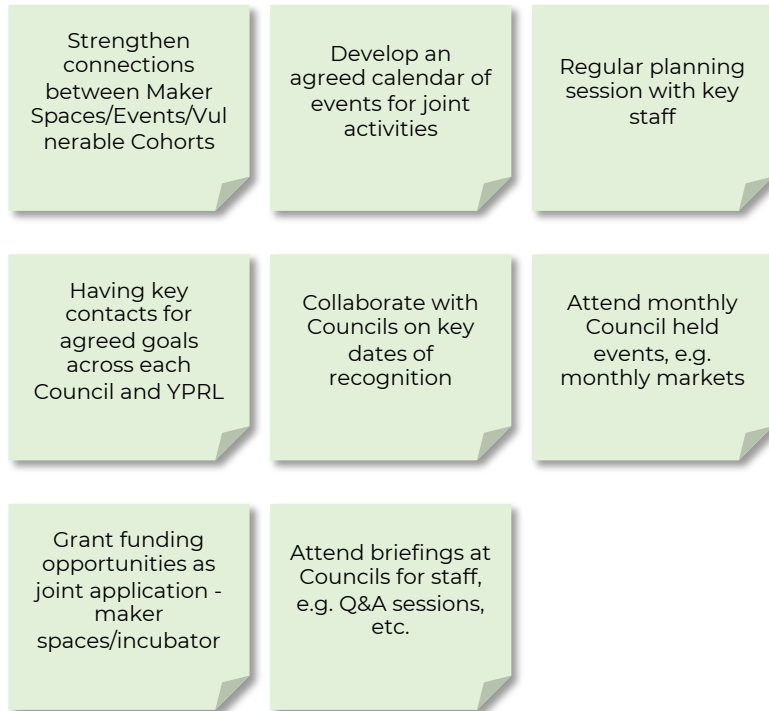
Where we see strategic areas to build on...



Shaping direction: Collaboration

Discussions around opportunities and ideas for greater collaboration between YPRL and councils.

Where we see areas to collaborate on...



Strengthen connection between councils

Look at approaches to encourage and support more frequent connection and sharing

Active engagement

Encourage and look at approaches to actively engage and participate in cross YPRL/Council briefings

Shared opportunities

Look at collective funding opportunities or joint approaches to realise scale and reach in accessing different funding opportunities

SECTION G

General Business