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1. Executive Summary

The proposed 2024/2025 Budget represents a strategic commitment to fiscal responsibility and maintaining high service standards across all Yarra Plenty Regional Library (YPRL) Branches. Aligned with the Priority Action Plan 2024/2025 and Regional Library Agreement, this budget reflects our dedication to meeting community needs and advancing our organizational goals.

Total library operating expenditure for 2024/2025 is set at \$19.13 million, making a \$1.07million (5.94%) increase over the 2023/2024 forecast. This growth is primarily attributed to two key areas:

Employee Costs

- An addition of 2.87 full-time equivalent (FTE) positions will support various initiatives, including enhancing visitor experiences at Click & Collect Hubs, ensuring night shift coverage at Banyule and Whittlesea branches, and meeting regulatory requirements for the Mobile Library service. Additionally, key corporate projects such as YPRL business transition and gender equality obligations necessitate additional staffing.
- Other employee cost components are also rising due to adjustments in line with the Enterprise Agreement, changes in superannuation percentages, and updates to the workcover premium scheme.

Materials & Services

- Increment driven by estimated inflationary pressures.
- Additional resources to accommodate increasing service demands as well as supporting YPRL Staff.

Capital expenditure for 2024/2025 amounts to \$2.15 million. Although the collections budget remains steady at \$1.65 million, our investment in plant and equipment demonstrates strategic allocation of resources (mainly funded by the Asset Replacement Reserve). This encompasses the continuation of our ongoing renewal program, the enhancement of our mobile library trailer, and the rescheduled refurbishment of Thomastown (2023/2024 carry forward).

Income sources primarily comprise two main revenue streams:

State Government Operating Grant

State Government Operating Grant income is assumed to rise by \$70k or 2.45% over the 2023/24 forecast, reaching a total increase of \$2.91 million. This grant is influenced by factors that include population growth, socio economic status and other demographic influences.

Council Contributions

Budgeted at \$15.52 million, Council Contributions income indicates a \$1.01 million (6.97%) increase from the 2023/2024 forecast. This increment above the rate cap for 2024/2025 is a consequence of funding additional operating requirements.

Overall, the projected income for the 2024/2025 budget ensures coverage of operating expenses and partial funding for capital investments during the financial year.

2. Budget Process Overview

2.1 Linkage to the Library Plan

YPRL has a comprehensive Library Plan that aligns operational, corporate, and strategic plans to deliver excellent library services for our diverse and multicultural communities. The Library Plan ensures that the budget is developed in response of YPRL priorities over the next 12 months and subsequent three financial years. YPRL's Board will be held accountable through the Annual Report and the Annual Audited Financial Statements.

2.2 Budget Process

The preparation of the budget begins with senior officers developing the budget in accordance with the Act and regulations, the Library Plan 2021/2025, and the Priority Action Plan 2024/2025. The 'proposed' Budget is then submitted to the Board for approval 'in principle'.

YPRL is then required to give public notice that it intends to adopt the proposed budget. It must give 28 days' notice of its intention to adopt the proposed budget and make the budget available for inspection. 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. Please note that YPRL has not received any public submission to the proposed budget in past years.

The budget is required to be adopted by 30 June each year and a copy submitted to the Local Government Minister. The key dates for the 2024/2025 budget process are summarised below:

Proposed Budget submitted to the Board for approval	18 April 2024
Budget available for public inspection and comment until 27 May 2024	29 April 2024
Budget and submissions presented to the Board for adoption	27 June 2024
Copy of adopted Budget submitted to the Minister	30 June 2024
Public notice advising adoption of the Budget	1 July 2024

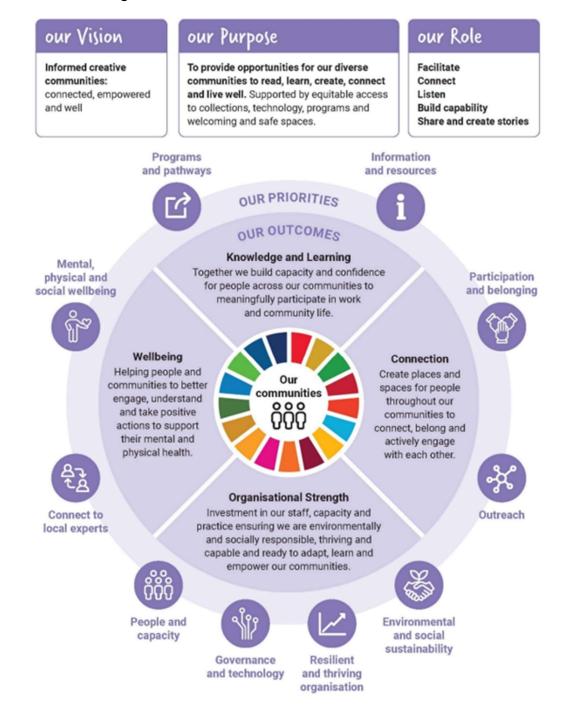
2.3 Budget Influences

The budget was developed based on a number of influences and assumptions, which are likely to impact the funding for delivering YPRL's services. The most significant factors include the additional of 2.87 FTE to support various initiatives, the rising of employee cost components, the increase in material & services in response to inflationary pressures and to accommodate growing service demands.

3. Strategic Plan and measuring success

YPRL is committed to implementing and monitoring this strategic plan. To do this, we will use a range of indicators to evaluate progress and performance. These indicators will include the measurement and assessment of our organisational activity, as well as the broader outcomes we contribute to at a community level.

3.1 Our Plan on a Page



3.2 Organisational performance indicators

These indicators tell us about the use and efficacy of our services.

Organisational examples:

- Collections measures, including volume of digital and physical loans and age of the collection.
- Service measures, including the number of members, branch visits, program and events attendance, and computer and Wi-Fi use.
- Library benchmarks, including the costs for service provision.

3.3 Community indicators

These indicators assess a range of community outcomes. In combination, they provide a view on how YPRL is creating a positive impact in our communities. Over the course of this strategic plan, YPRL will look to use existing tools to understand how communities are being positively impacted through our service, alongside exploring and aligning to other outcomes frameworks.

Localised and existing tools:

- Community surveys, including library satisfaction surveys, and program and events feedback.
- Case studies, including stories of our users and how our service has impacted them.

National and International frameworks

Victorian public libraries have committed to embedding the United Nations Sustainable Development Goals (SDGs) into our planning. The SDGs provide a framework to demonstrate how libraries can support positive change, from quality education to reducing inequalities. This helps libraries reflect on and align with other organisations to determine how they can create localised outcomes that contribute to meaningful change for the whole of a nation.

4. Financial Statements

The budget information for the year 2024/2025 has been supplemented with projections to 2027/2028. This section includes the following financial statements prepared in accordance with the Act and regulations:

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

4.1 Comprehensive Income Statement

For the four years ending 30 June 2028

	Notes	Forecast 2023/24 \$	Budget 2024/25 \$	2025/26 \$	Projections 2026/27 \$	2027/28 \$
Income						
Grants – Operating		2,883,659	2,909,595	2,982,335	3,049,438	3,110,427
Grants – Capital		63,000		-	-	-
Contributions income		14,503,931	15,515,499	16,673,526	17,161,013	17,619,477
User fees and charges		209,984	239,380	245,365	250,886	255,904
Interest income		270,000	290,000	210,000	180,000	150,000
Other income		191,342	174,125	179,349	184,281	188,888
Total Income	5.1.1	18,121,916	19,128,599	20,290,575	20,825,618	21,324,696
Expenses						
Employee costs		11,620,829	12,380,477	13,331,709	13,665,002	13,972,465
Material and services		4,216,125	4,454,978	4,588,627	4,714,815	4,832,684
Utility charges		1,732,817	1,785,435	1,838,998	1,889,570	1,936,810
Depreciation		82,597	82,597	82,597	82,597	82,597
Amortisation - Right of use		392,738	416,312	441,291	467,768	495,834
Finance costs - leases		10,834	8,800	7,353	5,866	4,306
Total Expenditure	5.1.2	18,055,940	19,128,599	20,290,575	20,825,618	21,324,696
Surplus/(Deficit) of the year		65,976	-	-	-	-
Underlying Surplus/(Deficit) of the year		2,976	-	-	-	-

4.2 Balance SheetFor the four years ending 30 June 2028

Assets Cash and cash equivalents Trade & other receivables Other financial assets Non-financial assets Non-financial assets Non-Current Assets Bookstock, Plant & Equipment Right of use Assets 1 49,578 Total Non-Current Assets S.2.1 11,305,999 Liabilities Current Liabilities Trade and Other Payables Current Lease Liabilities Total Current Liabilities Non-Current Liabilities South Assets Non-Current Liabilities Non-Current Liabil			Forecast	Budget		Projections	
Assets Cash and cash equivalents 2,831,367 2,530,371 2,646,129 2,766,567 2,891,852 Trade & other receivables 90,738 92,553 94,405 96,291 98,218 Other financial assets 3,000,000		Notes			2025/26	2026/27	2027/28
Cash and cash equivalents 2,831,367 2,530,371 2,646,129 2,766,567 2,891,852 Trade & other receivables 90,738 92,553 94,405 96,291 98,218 Other financial assets 3,000,000 </th <th></th> <th></th> <th>\$</th> <th>\$</th> <th>\$</th> <th>\$</th> <th>\$</th>			\$	\$	\$	\$	\$
Trade & other receivables 90,738 92,553 94,405 96,291 98,218 Other financial assets 3,000,000 3,000,400 3,000,908 6,012,100 9,003 9,022 100,511 100,511 100,511 100,512 100,512 100,512 100,512 100,512 100,512 100,512							
Other financial assets 3,000,000 42,110 42,121 42,110 <td>Cash and cash equivalents</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>	Cash and cash equivalents						
Non-financial assets 42,110	Trade & other receivables		ŕ				•
Non-Current Assets 5,964,215 5,665,034 5,782,644 5,904,968 6,032,180 Non-Current Assets 4,846,206 5,209,556 5,154,492 5,097,914 5,039,922 Right of use Assets 495,578 412,981 330,384 247,787 165,190 Total Non-Current Assets 5,341,784 5,622,537 5,484,876 5,345,701 5,205,112 Total Assets 5.2.1 11,305,999 11,287,571 11,267,520 11,250,669 11,237,292 Liabilities Current Liabilities Trade and Other Payables 685,115 698,817 712,795 727,049 741,592 Current Lease Liabilities 77,893 81,880 86,016 90,303 94,749 Employee Provisions 2,246,273 2,290,075 2,335,876 2,388,434 2,448,144 Total Current Liabilities Employee Provisions 100,557 102,518 104,568 106,921 109,594 Non-Current Liabilities 478,286 396,406 310,390 220,087 12	Other financial assets					3,000,000	
Non-Current Assets Bookstock, Plant & Equipment 4,846,206 5,209,556 5,154,492 5,097,914 5,039,922 Right of use Assets 495,578 412,981 330,384 247,787 165,190 Total Non-Current Assets 5,341,784 5,622,537 5,484,876 5,345,701 5,205,112 Total Assets 5.2.1 11,305,999 11,287,571 11,267,520 11,250,669 11,237,292 Liabilities Current Liabilities Trade and Other Payables 685,115 698,817 712,795 727,049 741,592 Current Lease Liabilities 77,893 81,880 86,016 90,303 94,749 Employee Provisions 2,246,273 2,290,075 2,335,876 2,388,434 2,448,144 Total Current Liabilities 3,009,281 3,070,772 3,134,687 3,205,786 3,284,485 Non-Current Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 2			42,110	42,110	42,110	42,110	42,110
Bookstock, Plant & Equipment 4,846,206 5,209,556 5,154,492 5,097,914 5,039,922 Right of use Assets 495,578 412,981 330,384 247,787 165,190 Total Non-Current Assets 5,341,784 5,622,537 5,484,876 5,345,701 5,205,112 Total Assets 5.2.1 11,305,999 11,287,571 11,267,520 11,250,669 11,237,292 Liabilities Trade and Other Payables 685,115 698,817 712,795 727,049 741,592 Current Lease Liabilities 77,893 81,880 86,016 90,303 94,749 Employee Provisions 2,246,273 2,290,075 2,335,876 2,388,434 2,448,144 Total Current Liabilities Employee Provisions 100,557 102,518 104,568 106,921 109,594 Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932	Total Current Assets		5,964,215	5,665,034	5,782,644	5,904,968	6,032,180
Bookstock, Plant & Equipment 4,846,206 5,209,556 5,154,492 5,097,914 5,039,922 Right of use Assets 495,578 412,981 330,384 247,787 165,190 Total Non-Current Assets 5,341,784 5,622,537 5,484,876 5,345,701 5,205,112 Total Assets 5.2.1 11,305,999 11,287,571 11,267,520 11,250,669 11,237,292 Liabilities Trade and Other Payables 685,115 698,817 712,795 727,049 741,592 Current Lease Liabilities 77,893 81,880 86,016 90,303 94,749 Employee Provisions 2,246,273 2,290,075 2,335,876 2,388,434 2,448,144 Total Current Liabilities Employee Provisions 100,557 102,518 104,568 106,921 109,594 Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932							
Right of use Assets 495,578 412,981 330,384 247,787 165,190 Total Non-Current Assets 5,341,784 5,622,537 5,484,876 5,345,701 5,205,112 Total Assets 5.2.1 11,305,999 11,287,571 11,267,520 11,250,669 11,237,292 Liabilities Current Liabilities Trade and Other Payables 685,115 698,817 712,795 727,049 741,592 Current Lease Liabilities 77,893 81,880 86,016 90,303 94,749 Employee Provisions 2,246,273 2,290,075 2,335,876 2,388,434 2,448,144 Total Current Liabilities 3,009,281 3,070,772 3,134,687 3,205,786 3,284,485 Non-Current Liabilities Employee Provisions 100,557 102,518 104,568 106,921 109,594 Non-Current Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124	Non-Current Assets						
Total Non-Current Assets 5,341,784 5,622,537 5,484,876 5,345,701 5,205,112 Total Assets 5.2.1 11,305,999 11,287,571 11,267,520 11,250,669 11,237,292 Liabilities Current Liabilities Trade and Other Payables 685,115 698,817 712,795 727,049 741,592 Current Lease Liabilities 77,893 81,880 86,016 90,303 94,749 Employee Provisions 2,246,273 2,290,075 2,335,876 2,388,434 2,448,144 Total Current Liabilities 3,009,281 3,070,772 3,134,687 3,205,786 3,284,485 Non-Current Liabilities Employee Provisions 100,557 102,518 104,568 106,921 109,594 Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,	Bookstock, Plant & Equipment		4,846,206	5,209,556	5,154,492	5,097,914	5,039,922
Total Assets 5.2.1 11,305,999 11,287,571 11,267,520 11,250,669 11,237,292 Liabilities Current Liabilities Trade and Other Payables 685,115 698,817 712,795 727,049 741,592 Current Lease Liabilities 77,893 81,880 86,016 90,303 94,749 Employee Provisions 2,246,273 2,290,075 2,335,876 2,388,434 2,448,144 Total Current Liabilities 3,009,281 3,070,772 3,134,687 3,205,786 3,284,485 Non-Current Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417	Right of use Assets		495,578	412,981	330,384	247,787	165,190
Liabilities Current Liabilities Trade and Other Payables 685,115 698,817 712,795 727,049 741,592 Current Lease Liabilities 77,893 81,880 86,016 90,303 94,749 Employee Provisions 2,246,273 2,290,075 2,335,876 2,388,434 2,448,144 Total Current Liabilities 3,009,281 3,070,772 3,134,687 3,205,786 3,284,485 Non-Current Liabilities Employee Provisions 100,557 102,518 104,568 106,921 109,594 Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417	Total Non-Current Assets		5,341,784	5,622,537	5,484,876	5,345,701	5,205,112
Current Liabilities Trade and Other Payables 685,115 698,817 712,795 727,049 741,592 Current Lease Liabilities 77,893 81,880 86,016 90,303 94,749 Employee Provisions 2,246,273 2,290,075 2,335,876 2,388,434 2,448,144 Total Current Liabilities 3,009,281 3,070,772 3,134,687 3,205,786 3,284,485 Non-Current Liabilities 5 100,557 102,518 104,568 106,921 109,594 Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417	Total Assets	5.2.1	11,305,999	11,287,571	11,267,520	11,250,669	11,237,292
Current Liabilities Trade and Other Payables 685,115 698,817 712,795 727,049 741,592 Current Lease Liabilities 77,893 81,880 86,016 90,303 94,749 Employee Provisions 2,246,273 2,290,075 2,335,876 2,388,434 2,448,144 Total Current Liabilities 3,009,281 3,070,772 3,134,687 3,205,786 3,284,485 Non-Current Liabilities 5 100,557 102,518 104,568 106,921 109,594 Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417							
Trade and Other Payables 685,115 698,817 712,795 727,049 741,592 Current Lease Liabilities 77,893 81,880 86,016 90,303 94,749 Employee Provisions 2,246,273 2,290,075 2,335,876 2,388,434 2,448,144 Total Current Liabilities 3,009,281 3,070,772 3,134,687 3,205,786 3,284,485 Non-Current Liabilities 100,557 102,518 104,568 106,921 109,594 Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417	Liabilities						
Current Lease Liabilities 77,893 81,880 86,016 90,303 94,749 Employee Provisions 2,246,273 2,290,075 2,335,876 2,388,434 2,448,144 Total Current Liabilities 3,009,281 3,070,772 3,134,687 3,205,786 3,284,485 Non-Current Liabilities 100,557 102,518 104,568 106,921 109,594 Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417	Current Liabilities						
Employee Provisions 2,246,273 2,290,075 2,335,876 2,388,434 2,448,144 Total Current Liabilities 3,009,281 3,070,772 3,134,687 3,205,786 3,284,485 Non-Current Liabilities 100,557 102,518 104,568 106,921 109,594 Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417	Trade and Other Payables		685,115	698,817	712,795	727,049	741,592
Non-Current Liabilities 3,009,281 3,070,772 3,134,687 3,205,786 3,284,485 Non-Current Liabilities 100,557 102,518 104,568 106,921 109,594 Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417	Current Lease Liabilities		77,893	81,880	86,016	90,303	94,749
Non-Current Liabilities Employee Provisions 100,557 102,518 104,568 106,921 109,594 Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417	Employee Provisions		2,246,273	2,290,075	2,335,876	2,388,434	2,448,144
Employee Provisions 100,557 102,518 104,568 106,921 109,594 Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417	Total Current Liabilities		3,009,281	3,070,772	3,134,687	3,205,786	3,284,485
Employee Provisions 100,557 102,518 104,568 106,921 109,594 Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417							
Non-Current Lease Liabilities 478,286 396,406 310,390 220,087 125,338 Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417	Non-Current Liabilities						
Total Non-Current Liabilities 578,843 498,924 414,958 327,008 234,932 Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417	Employee Provisions		100,557	102,518	104,568	106,921	109,594
Total Liabilities 5.2.2 3,588,124 3,569,696 3,549,645 3,532,794 3,519,417	Non-Current Lease Liabilities		478,286	396,406	310,390	220,087	125,338
	Total Non-Current Liabilities		578,843	498,924	414,958	327,008	234,932
Not Accets 7.717.075 7.717.075 7.717.075 7.717.075	Total Liabilities	5.2.2	3,588,124	3,569,696	3,549,645	3,532,794	3,519,417
Not Accets 7 717 075 7 717 075 7 717 075 7 717 075 7 717 075							
Net Assets 1,717,875 1,717,875 7,717,875 7,717,875 7,717,875	Net Assets		7,717,875	7,717,875	7,717,875	7,717,875	7,717,875
Equity	Equity						
Accumulated Surplus 7,031,370 7,453,370 7,398,306 7,341,728 7,283,736	Accumulated Surplus		7,031,370	7,453,370	7,398,306	7,341,728	7,283,736
Reserves 686,505 264,505 319,569 376,147 434,139	Reserves		686,505	264,505	319,569	376,147	434,139
Total Equity 7,717,875 7,717,875 7,717,875 7,717,875 7,717,875	Total Equity		7,717,875	7,717,875	7,717,875	7,717,875	7,717,875

4.3 Statement of Cash Flows

For the four years ending 30 June 2028

	Notes	Forecast 2023/24 Inflows/ (Outflows) \$	Budget 2024/25 Inflows/ (Outflows) \$	2025/26 Inflows/ (Outflows) \$	Projections 2026/27 Inflows/ (Outflows) \$	2027/28 Inflows/ (Outflows) \$
Cash flows from operating activities						
Contributions income		14,503,931	15,515,499	16,673,526	17,161,013	17,619,477
Grants - Operating		2,883,659	2,909,595	2,982,335	3,049,438	3,110,427
User fees and charges		208,205	237,565	243,514	248,998	253,978
Interest income		270,000	290,000	210,000	180,000	150,000
Other income		191,342	174,125	179,349	184,281	188,888
Payments to employees		(11,574,813)	(12,334,714)	(13,283,858)	(13,610,092)	(13,910,081)
Payments to suppliers		(4,594,800)	(4,857,588)	(5,015,941)	(5,168,326)	(5,313,978)
Net cash provided by operating activities	5.3.1	1,887,524	1,934,482	1,988,925	2,045,312	2,098,711
Cash flows from investing activities						
Payments for library books, plant and equipment		(2,373,233)	(2,148,785)	(1,783,934)	(1,832,992)	(1,878,817)
Net (purchases)/redemption of financial assets		-		-	-	-
Net cash used in investing activities	5.3.2	(2,373,233)	(2,148,785)	(1,783,934)	(1,832,992)	(1,878,817)
Cash flows from financing activities						
Interest paid - lease liability		(10,834)	(8,800)	(7,353)	(5,866)	(4,306)
Repayment of lease liabilities		(84,076)	(77,893)	(81,880)	(86,016)	(90,303)
Net cash used in financial activities	5.3.3	(94,910)	(86,693)	(89,233)	(91,882)	(94,609)
Net increase in cash and cash equivalents		(580,619)	(300,996)	115,758	120,438	125,285
Cash and cash equivalents at the beginning of the financial year		3,411,986	2,831,367	2,530,371	2,646,129	2,766,567
Cash and cash equivalents at the end of the financial year		2,831,367	2,530,371	2,646,129	2,766,567	2,891,852

4.4 Statement of Capital Works

For the four years ending 30 June 2028

		Forecast	Budget	Projections		
		2023/24	2024/25	2025/26	2026/27	2027/28
	Notes	\$	\$	\$	\$	\$
Bookstock		1,556,233	1,651,785	1,701,339	1,748,125	1,791,828
Plant & Equipment		817,000	497,000	82,596	84,867	86,989
Total Capital Expenditure	5.4.1	2,373,233	2,148,785	1,783,934	1,832,992	1,878,817

Capital expenditure – Funding sources

	Budget 2024/25 \$	Asset Replacement Reserve (*) \$	Council's Contributions 2024/25 \$
Bookstock	1,651,785	-	1,651,785
Mobile library trailer improvement works	120,000	120,000	-
Ongoing plant and equipment renewal plan	75,000	-	75,000
Thomastown refurbishment (2023/2024 carry forward project)	302,000	302,000	-
Grand Total	2,148,785	422,000	1,726,785

^(*) The Asset Replacement Reserve forecast for 30 June 2024 is \$686k.

4.5 Statement of Human Resources

For the four years ending 30 June 2028

	Forecast	Budget	Projections		
	2024/25	2024/25	2025/26	2026/27	2027/28
Staff expenditure	\$11,620,829	\$12,380,477	\$13,331,709	\$13,665,002	\$13,972,465
Full-time equivalent staff	105.03	107.90	111.76	111.76	111.76

5. Notes to the Financial Statements

This section presents detailed information on material components of the financial statements. YPRL assesses which components are material, considering the dollar amounts and nature of these components.

5.1 Comprehensive Income Statement Notes

5.1.1 Income

Income is based on Council Contributions, Grants (primarily State Government Grants), Library Fees and charges, Interest income and Other income.

	Forecast 2023/24 \$	Budget 2024/25 \$	Change %	Change \$
Grants - Operating	2,883,659	2,909,595	0.90%	25,936
Grants - Capital	63,000	0	(100.00%)	(63,000)
Contributions income	14,503,931	15,515,499	6.97%	1,011,568
User fees and charges	209,984	239,380	14.00%	29,396
Interest income	270,000	290,000	7.41%	20,000
Other income	191,342	174,125	-9.00%	-17,217
Total Income	18,121,916	19,128,599	5.56%	1,006,683

Grants - Operating

State Government Operating Grant income is assumed to rise by \$70k or 2.45% over the 2023/24 forecast, reaching a total increase of \$2.91 million. This grant is influenced by factors that include population growth, socio economic status and other demographic influences.

Other operating grants received in the financial year 2023/2024 are considered non-recurring, and as such, are not anticipated to continue into the 2024/2025 year.

	Forecast 2023/24 \$	Budget 2024/25 \$	Change %	Change \$
State Government Grant	2,840,027	2,909,595	2.45%	69,568
Middle Years Program Grant	27,000	0	(100.00%)	(27000)
Local History Grant	14,882	0	(100.00%)	(14882)
Healthy Bodies/Minds Grant	1,250	0	(100.00%)	(1250)
16 Days AGV Grant	500	0	(100.00%)	(500)
Total Grants - Operating	2,883,659	2,909,595	0.90%	25,936

Grants - Capital

The State Government Living Libraries Infrastructure Program awarded a non-recurring grant to YPRL for replacing the 16-year-old outreach vehicle.

Contributions Income - 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 2023/2024 forecast is \$1.01m (or 6.97%). This increment above the rate cap for 204/2025 is a consequence of funding additional operating requirements.

	Forecast 2023/24 \$	Budget 2024/25 \$	Change %	Change \$
Banyule	5,662,325	6,046,726	6.79%	384,401
Nillumbik	3,077,341	3,197,205	3.90%	119,864
Whittlesea	5,764,265	6,271,568	8.80%	507,303
Total Council Contributions	14,503,931	15,515,499	6.97%	1,011,568

Other Income Streams

YPRL's other income streams are projected to rise by \$32k (4.79%) from the 2023/2024 forecast. User fees and charges are set to increase by an average of 3%, which is below the expected CPI of 3.50%. Additionally, the economic environment remains favourable for the return of term deposit investments. However, these positive variances are offset by income sources that are not expected to persist into 2024/2025.

	Forecast 2023/24 \$	Budget 2024/25 \$	Change %	Change \$
User fees and charges	209,984	239,380	14.00%	29,396
Interest income	270,000	290,000	7.41%	20,000
Other income	191,342	174,125	(9.00%)	(17,217)
Total other income	671,326	703,505	4.79%	32,179

5.1.2 Expenditure

The operating expenditure budgeted for 2024/25 is based on the following key drivers:

- An increase of FTE to support various initiatives. This includes enhancing visitor experiences
 at Click & Collect Hubs, ensuring night shift coverage at Banyule and Whittlesea branches,
 and meeting regulatory requirements for the Mobile Library service. Additionally, key
 corporate projects such as YPRL business transition and gender equality obligations
 necessitate additional staffing.
- Estimated impact of inflation (3.50%).
- Quantum increase in employee costs as per Enterprise Agreement and the change in the superannuation percentage.
- The resources required to meet the expectation of our community for high quality services.

	Forecast 2023/24 \$	Budget 2024/25 \$	Change %	Change \$
Employee costs	11,620,829	12,380,477	6.54%	759,648
Material and services	4,216,125	4,454,977	5.67%	238,852
Depreciation	1,732,817	1,785,435	3.04%	52,618
Amortisation - Right of use	82,597	82,597	0.00%	0
Utility charges	392,738	416,312	6.00%	23,574
Finance costs - leases	10,834	8,800	(18.77%)	(2,034)
Total Operating Expenditure	18,055,940	19,128,599	5.94%	1,072,659

Employee Cost

The increment of \$760k or 6.54% comparing to forecast 2023/2024 is due to:

	FTE Growth	Budget Impact
Increment of FTE to support various initiatives. This	2.87	\$371k
includes enhancing visitor experiences at Click & Collect		
Hubs, ensuring night shift coverage at Banyule and		
Whittlesea branches, and meeting regulatory		
requirements for the Mobile Library service.		
Additionally, key corporate projects such as YPRL		
business transition and gender equality obligations		
necessitate additional staffing.		
Enterprise Agreement increment, band level	0.00	\$226k
progression – to reflect the quantum increases as per		
Enterprise Agreement (1.95%) and the band level		
progression of staff.		
Superannuation rate increment to 11.50% – to meet	0.00	\$52k
legislative requirements		
2023/2024 savings – YPRL's prudent management took	0.00	\$111k
a proactive approach to offset the lack of increase in the		
State Government's grant income and the changes in		
the workcover premium scheme.		
Total EFT/Impact	2.87	\$760k

Materials and services

Materials and services are expected to increase by \$239k (5.66%). The key movements within materials and services are:

	Budget 2022/23 \$	Budget 2023/24 \$	Change %	Change \$
Information Technology services, small value leases, and licenses costs	1,133,697	1,173,376	3.50%	39,679
Collection content costs	848,180	877,866	3.50%	29,686
Cleaning costs	558,934	602,671	7.83%	43,737
Collection processing costs Staff/Volunteers training,	477,155	493,855	3.50%	16,700
recruitment, and health & safety costs	202,035	233,006	15.33%	30,971
Courier and postage costs	177,882	238,350	33.99%	60,468
Program costs	179,853	158,584	(11.83%)	(21,269)
Building maintenance costs	80,749	80,601	(0.18%)	(148)
Initiatives costs	106,942	106,942	0.00%	0
Consultancy costs	99,417	111,794	12.45%	12,377
Printing, stationary, and external communications	98,861	102,321	3.50%	3,460
Other Material and services costs	85,758	88,760	3.50%	3,002
Insurances	62,747	69,247	10.36%	6,500
Equipment and motor vehicle maintenance costs	59,979	60,032	0.09%	53
Auditing service costs	27,000	39,000	44.44%	12,000
Bank services	13,740	15,240	10.92%	1,500
Legal expenses	3,220	3,333	3.50%	113
Total Operating Expenditure	4,216,149	4,454,978	5.66%	238,829

Utility charges

Linked to the network costs, utility charges are expected to rise by 6%.

Depreciation

The increase in depreciation expense is the result of the increment on capital expenditure.

Amortisation – Right of use and Finance costs - leases

The reduction in amortisation and finance costs expenses is due to the end of the servers' lease contract.

5.2 Balance Sheet Notes

5.2.1 Total Assets

Total assets include current assets, assets that can reasonably expect to be converted into cash within one year, and non-current assets. While maintaining a solid cash and cash equivalent position, total assets are slightly decreasing due to the amortisation of Right of use Assets (leased assets).

5.2.2 Total Liabilities

Total liabilities include current liabilities, debts or obligations that are due to be paid to creditors within one year, and non- current liabilities. The decrease in total liabilities is mainly driven by the repayment of the lease liabilities in the financial year.

5.3 Statement of Cash Flows Notes

5.3.1 Net cash provided by operating activities

Net cash provided by operating activities is expected to remain stable for year 2024/2025 and the three subsequent financial years to 2027/2028.

5.3.2 Net cash used in investing activities

Net cash used in investing activities is the result of the funding requirement to support the investment in bookstock, and plant and equipment.

5.3.3 Net cash used in financial activities

Net cash used in financial activities is the result of the repayment of YPRL lease obligations.

5.4 Statement of Capital Works Notes

Collection budget, Bookstock, provides \$1.65M to be spent on the procurement of physical collection items such as adult, junior and teen books, DVDs, and CDs. The proposed collection budget equates 2023/2024 budget as per the temporary closure of the Rosanna Branch.

The Collections Asset Strategic Framework articulates a rationale, priorities, and targets for the YPRL's collection from a service provision. The four focus areas which underpin the Framework are:

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

The 2024/2025 Collections budget represents the minimum required to deliver the actions described in the Framework.

Plant & equipment budget of \$497k will be allocated as follows:

	Budget 2023/24 \$
Mobile library trailer improvement works	120,000
Ongoing plant and equipment renewal plan	75,000
2023/2024 Thomastown carry forward project	302,000
Total Plant & Equipment	497,000

6. Financial Performance Indicators

The financial indicators are used as a guide to assess YPRL financial position and performance. These indicators are:

Indicator	Calculation	Description	Target
Working Capital	Current assets/current liabilities	Measures the ability to pay existing liabilities in the next 12 months. A ratio of one or more means that an entity has more cash and liquid assets than short-term liabilities.	1.30
Underlying Result	Adjusted underlying surplus (or deficit)/adjusted underlying revenue	Measures the ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants, non-monetary asset contributions and other contributions, to fund capital expenditure from its net result.	\$0.00
Investment Gap	Renewal and upgrade expenditure/depreciation	This compares the rate of spending on renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1.0 indicate that spending on existing assets is faster than the depreciation rate.	0.90

Overall, for the years up to 2027/2028, YPRL continues to be financially sound reflecting the ongoing commitment of Member Councils.

Financial Indicators	Forecast 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
Working Capital	1.98	1.84	1.84	1.84	1.84
Underlying Result	\$3k	\$0	\$0	\$0	\$0
Investment Gap	1.37	1.20	0.97	0.97	0.97

7. Yarra Plenty Regional Library Fees and Charges schedule – 2024/2025

All fees and charges inclusive of GST as it applies.

General fees & charges

Description	Fees & Charges	
Replacement of library card	\$2.70	
Lost items	Cost of the item	
Book sales	As marked	
Inter library loans	\$10 service fee	
	Cost recovery: \$16.50 if applicable	
Drinting and conving	A4: 20c per page (B&W) A3: 40c per page (B&W)	
Printing and copying	A4: 60c per page (colour) A3: \$1.20 per page (colour)	
Debt recovery	\$15 service fee plus debt	

Venue hire - Fees & charges

		Seniors Citi		itizens Community Groups		Corporate Groups	
Venues	Capacity	Hourly	Full day rate (8hrs)	Hourly	Full day rate (8hrs)	Hourly	Full day rate (8hrs)
		\$	\$	\$	\$	\$	\$
Ivanhoe							
Yarra-me Djila Theatrette	80	16.00	96.00	40.00	239.00	80.00	478.00
Meeting room 1.34	10	5.90	35.00	10.00	58.00	20.00	115.00
Wilim Ngarrgu 1.39	54	8.50	50.50	34.50	166.00	69.00	414.00
Wilim Ngarrgu 1.40	54	8.50	50.50	34.50	166.00	69.00	414.00
Combined	110	16.00	96.00	40.00	239.00	81.00	492.00
IT Lounge 2.27	17	Free	N/A	Free	N/A	37.00	N/A
Tom Roberts Room	14	6.00	35.00	18.50	111.50	37.00	222.50
Clara Southern Room	14	6.00	35.00	18.50	111.50	37.00	222.50
Nellie Ibbott Chamber	60	8.50	50.50	34.50	166.00	69.00	414.00
Thomastown							
Community room 1	40	6.00	35.00	24.50	136.00	47.50	278.00
Community room 2	25	6.00	35.00	18.50	111.50	37.00	222.50
Community room 1 & 2	70	8.50	50.50	34.50	166.00	69.00	414.00
Computer room	16	Free	N/A	Free	N/A	37.00	N/A
Diamond Valley							
Community room	20	6.00	35.00	18.50	111.50	37.00	222.50
Watsonia							
Community room	25	6.00	35.00	18.50	111.50	37.00	222.50
Mill Park							
Computer room	16	Free	N/A	Free	N/A	37.00	N/A

Venue hire – Other fees & charges

Description	Fees & Charges
Deposit - Community and Seniors groups	\$150
Deposit - Commercial and individual	\$300
Support staff - Theatre Tech	Provided on application
Support staff - IT	Provided on application
Support staff - Catering	Provided on application
After hours event	Provided on application
Security staff	Provided on application
Catering	Provided on application
Venue damages	Variable



Acknowledgement of Country

Yarra Plenty Regional Library acknowledges the Wurundjeri peoples of the Kulin Nation, the traditional owners of this Country, paying respect to Elders past, present, and emerging, who have been an integral part of the region's history. We acknowledge the leadership of Aboriginal and Torres Strait Islander communities and the right to self-determination in the spirit of mutual understanding and respect. We support of the Uluru Statement from the Heart.

Recognition of Diversity and Inclusion

Yarra Plenty Regional Library is committed to equality, inclusivity, and respect. We welcome and respect everyone in our communities irrespective of gender, sexuality, ethnicity, ability, or generation.

www.yprl.vic.gov.au