MINUTESCLARENCE REGIONAL LIBRARY ADVISORY COMMITTEE$14^{\text {th }}$ December 2017
Sir Earle Page Library and Education Centre, 126 Pound Street GRAFTON. 12:30 pm
PRESENT: Bellingen Shire CouncilSurinder Kaur Bellingen Shire LibrarianAlison Pattinson Manager Community WellbeingPhil West (Financial Accountant)
Clarence Valley Council
Cllr Karen Toms
Cllr Peter EllemDes Schroder (Executive Officer)Angela Clarke (Team Leader (Libraries East)
Kathryn Breward Regional LibrarianMeeting opened at 10:30am

1. Acknowledgement of Traditional Custodians
2. APOLOGIES
Cllr Toni Wright-TurnerWelcome extended to Alison Pattinson as new delegate for Bellingen Shire Council
3. Disclosure of Conflict of Interest

Nil

## 4. CONFIRMATION OF MINUTES - Meeting held 26 October 2017

No issue with previous minutes.

Moved: Cllr Karen Toms

Second: Cllr Peter Ellem
Adopted
5. Business arising from the Minutes - Meeting held 26 October 2017

### 5.1 ABC Costings and Administrative Charges

Discussion occurred around the need for financial transparency surrounding the ABC costing and administrative charges for the Regional Library. The detail that had been provided to previous Committee meetings did not drill down to the actual formula for determining the individual amounts that make up the final ABC figure for the Regional Library. A meeting was requested between the financial representatives of both councils in order to gain the requested understanding, with a detailed report to be presented by the Finance sections on this matter at the next Committee meeting.

Clarence Regional Library: Bellingen, Dorrigo, Grafton, lluka, Maclean, Urunga, Yamba and Mobile Library


## Recommendation

Phil West Financial Accountant from Bellingen meet with representatives from CVC Finance to gain a detailed understanding of the ABC costings and administrative charges for Clarence Regional Library with a detailed report to be brought back to the Committee from the Representatives of BSC Finance and CVC Finance for the next Committee meeting in February.

Moved: Alison Pattinson
Second: Cllr Karen Toms
Adopted

### 5.2 Financial implications of Funding Formula changes

Regional Librarian presented 5 different funding scenarios across a 10 year time span. After discussion it was determined that for the next meeting an additional 2 scenarios be presented $5 \%$ and $6 \%$ funding rates with a comparison with the current $8 \%$ rate to be included.

## Recommendation

The Regional Librarian with CVC Finance provide additional modelling of the funding formula for $5 \%$ and $6 \%$ rates to compare with our current $8 \%$ funding formula rate and report back to the February meeting.

Moved: Des Schroder
Second: Surinder Kaur
Adopted

### 5.3 Quarterly Income and Expenditure Sheet - 2 ${ }^{\text {nd }}$ Quarter 2017/18

The Regional Librarian spoke to the points highlighted in the report concerning variations to the budget for 2017/18.

## Recommendation

That the report on the Quarterly Income and Expenditure Sheet is noted for endorsement by the Committee.

Moved: Cllr Karen Toms
Second: Cllr Peter Ellem
Adopted
6. Correspondence

In-coming: Nil
Out-going: Nil

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library


Media Releases:
CVC - 6/12/2017 - Make your own fun at the library
BSC - 15/11/2017 - library phone Box
BSC - 23/11/2017 - Become Tech Savvy Senior in the Bellingen Shire
BSC - 13/12/2017 - Shire libraries level the playing field

Correspondence noted

## 7. Executive Officer's Reports

## 8. Regional Library Reports -

### 8.1 Public Libraries NSW Statistical Comparison 2015/16

The Committee noted the improvements in the service over the 2015/16 period and acknowledged the need for regular ongoing deselection to keep pace with acquisitions.

Recommendation
That the report of the Clarence Regional Library performance compared to other public libraries in NSW be noted and endorsed.

Moved: Cllr Peter Ellem
Second: Alison Pattinson
Adopted
9. Items for Information

## 10. Additional Matters

10.1 Dates for 2018 Committee meetings were determined as:

- 15 February 2018 - Bellingen
- 10 May 2018 - Grafton
- 16 August 2018 - Bellingen
- 15 November - Grafton


## 11. Items for next meeting

### 11.1 Additional Funding formula modelling

11.2 ABC costing detailed report from Finance sections of CVC and BSC
11.3 Financial implications of Regional Library Modelling
$11.4 \quad 3^{\text {rd }}$ quarter Income and Expenditure spreadsheet
Meeting Closed: $\quad$ 2:30 pm
Next meeting: Thursday 15 February 2018

Clarence Regional Library: Bellingen, Dorrigo, Grafton, Iluka, Maclean, Urunga, Yamba and Mobile Library

ITEM: 5.2 No. 4/17 - FINANCIAL IMPLICATIONS OF FUNDING FORMULA CHANGES

| Meeting: <br> Reviewed By: <br> Attachment: | Clarence Regional Library Committee | 14 December 2017 |
| :--- | :--- | :--- |

## REPORT SUMMARY

This report provides an update on the potential implications of CRL funding formula changes in the new Library agreement.

## OFFICER RECOMMENDATION

That the CRL Committee note the various funding formulas and their implications and endorse:
1.Option 1
2. Option 2
3. Option 3
4. Option 4
5. Option 5
6. To be determined

For the Executive council to endorse.

## LINKAGE TO CVC COMMUNITY PLAN

## Theme 1 Society

Objective 1.3 We will have a diverse and creative culture
Strategy 1.3.1 Support arts, learning, cultural services, community events and festivals

## LINKAGE TO BSC COMMUNITY VISION 2030

Theme 2: Community Wellbeing
Objective: 1 Our children, youth and seniors are valued, involved and supported
2 We are a learning and creative community
3 We value, honour and actively acknowledge our Gumbaynggirr culture and heritage
4 we are connected, safe and healthy with a strong sense of community

## BACKGROUND

As part of the negotiations for the new Clarence Regional Library Agreement a review of the funding formula was undertaken to determine whether a reduction on the formula was possible whilst retaining services and staffing at the current levels into the future. Our current formula is:
$=$ Rate peg $+6 \%$ (with an $8 \%$ minimum)

## KEY ISSUES

Assumptions for each option are identified at the top of the spreadsheet and include:

| minimum rate |
| :--- |
| rate peg |
| rate peg +x |
| Target Stock Number |
| Target Replacement Number |
| Rate of expenditure growth |


| Rate of book price growth |
| :--- |
| \% of funds available spent on book vote |

For each scenario the following changes to the assumptions occur as follows:
Scenario $1-1.5 \%$ Rate peg $+2 \%=3.5 \%$ Rate used (3\% minimum rate)
Scenario $2-2.5 \%$ Rate peg $+2 \%=4.5 \%$ ( $3 \%$ minimum rate)
Scenario $3-1.5 \%$ Rate peg $+1 \%=2.5 \%$ (no minimum rate)
Scenario $4-1.5 \%$ Rate peg $+0 \%=1.5 \%$ (no minimum rate)
Scenario $5-2.5 \%$ Rate peg $+0 \%=2.5 \%$ (no minimum rate)
Note:
The 2017/18 Rate peg is set at $1.5 \%$ CPI however the standard rate for council financial projections over the long term is $2.5 \%$.

In scenario 1 and 2 we have only changed the rate peg amount, the minimum rate makes no difference to the outcome. The rate peg is predetermined so we can't actually change it.

In scenario 2 we have changed the Rate peg to $2.5 \%$ as this is the standard minimum CVC uses for financial projection calculations.

In scenario 3 we have added 1\% to the $1.5 \%$ Rate peg but have no minimum rate indicated. You will notice the age of the collection in this scenario worsens as the year's progress and Reserve funds are not as healthy as in scenarios 1 and 2. Not enough funds are being spent on scenario 3 for book stock. Some of the Reserve funds could be diverted to collections at some point to boost the Collection Book vote.

In scenario 4 the formula is only the Rate peg at $1.5 \%$ with no minimum attached. You will notice the age of the book stock is increased considerably as time progresses (Similar to scenario 3), book vote decreases, while the Reserve is increasing much more slowly.

In scenario 5 the $2.5 \%$ Rate peg is used without a minimum. The book stock age is maintained at a more healthy level then in scenarios 3 and 4. Both book vote and Reserve funds are increased over the period. However as this amount is reliant on a $2.5 \%$ Rate peg and we are currently at $1.5 \%$ Rate peg we cannot predetermine what the future of the Rate Peg will be.

Scenario 3 is the minimum to ensure enough funds for services, staffing, collections and Reserve maintenance.

We have assumed a $2.5 \%$ expenditure growth and a $2.5 \%$ growth in book prices, this is in line with CVC 2018/19 and long term budget assumptions from finance. Whilst current CPI is at $1.5 \%$ this assumption allows for unexpected growth.

Scenarios 1-3 allows for a minimum of $74 \%$ of available funds to be spent on the book vote whilst scenarios 4 and 5 increase this to $80 \%$ to ensure the age of the collection percentages are kept within an acceptable range.

| Prepared by | Kathryn Breward - Regional Librarian |
| :--- | :--- |
| Attachment | Funding formula scenarios 1-5 |

ITEM: 5.3 No. 4/17 - QUARTERLY INCOME AND EXPENDITURE SHEETS

| Meeting: | Clarence Regional Library Committee | 14 December 2017 |
| :--- | :--- | :--- |
| Reviewed By: | yes |  |
| Attachment: | yes |  |

## REPORT SUMMARY

This report provides information on the progress of the Budget for the year to date and an indication of unspent monies and the projected amount that will go into Reserve at the end of the Financial Year.

## OFFICER RECOMMENDATION

That the report on the Quarterly Income and Expenditure Sheet is noted for endorsement by the Committee.

## LINKAGE TO CVC COMMUNITY PLAN

## Theme 1 Society <br> Objective 1.3 We will have a diverse and creative culture <br> Strategy 1.3.1 Support arts, learning, cultural services, community events and festivals

## LINKAGE TO BSC COMMUNITY VISION 2030

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## BACKGROUND

Items of note in the 2nd Quarter expenditure sheet include:

- Anticipated revenue from users is down on expected result.
- Motor vehicle costs are tracking on target.
- Subscriptions and databases are slightly higher then expected the timing of renewals of items is not evenly distributed throughput the year.
- Freight and cartage is currently slightly under expected, we will continue to monitor this.
- Book maintenance is lower then expected, this is dependant on suppliers and stock availability as to when we receive items.

Points to consider:

- Reducing the promotions budget from CRL Reserve back to $\$ 12,000$ is recommended in order to continue to assist in preserving a CRL Reserve into the future so that redundancies, RFID maintenance and other items agreed to can continue to be funded from this source. Last Financial year we spent $\$ 12,580$ on marketing collateral and initiatives, a breakdown of expected promotional needs has been determined to accommodate the $\$ 12,000$ amount which includes marketing collateral development, merchandise for Book Week, National Simultaneous Storytime and Summer Reading Club, eNewsletter distribution costs, targeted youth events and newspaper advertising.
- Subscriptions/ Databases - for the last 3 years we have paid for CollectionHQ from the CRL Reserve fund $(\$ 12,500)$. This subscription allows staff to measure the use of individual items in the collection, determine if it needs replacing, weeding or rotation to another location. This has resulted in items in the collection being utilised more effectively over the course of their lifecycle. This subscription would have been renewed in September 2017. The Spydus LMS recently developed a similar module which is now available, along with the introduction of a powerful new reporting module (also recently developed) we are able to sign up for the next 3 years at a cost of approximately $\$ 8,100$ per year. This is a saving of $\$ 4,400$ per year with the added advantage of the data being updated daily rather then weekly (as in CollectionHQ). The reports for replacement, weeding and rotation provide the same data as CollectionHQ. The Reporting Module has been developed to include the State Library's reporting requirements, this has previously not been available and the reporting process has been convoluted and unwieldy, this now enables the annual reporting to be streamlined and simplified.
- As a result of the use of CollectionHQ for effective Collection management, we have been able to utilise library shelf stock more effectively and coupled with our purchasing levels over the last 5 years we now have stock levels that have reached our maximum shelf space for the size of our libraries.
- Freight and cartage budget is $\$ 19,500$ this is an increase on last year to accommodate the additional movement of stock between libraries as a result of the successful rotation of stock based on the CollectionHQ reports.
- Our Telephone budget has had a group plan rebate so is currently carrying additional funds.

| Prepared by | Kathryn Breward - Regional Librarian |
| :--- | :--- |
| Attachment | 2nd Quarter income and expenditure sheet 2017/18 |

ITEM: 8.1 No. 4/17 - PUBLIC LIBRARIES NSW STATISTICAL COMPARISON 2015/16

| Meeting:  <br> Reviewed By: Clarence Regional Library Committee | 14 December 2017 |  |
| :--- | :--- | :--- |
| Attachment: | No |  |

## REPORT SUMMARY

This report provides an overview of the performance of the Clarence Regional Library (CRL) as reported in the Public Library Statistics 2013/14 Report.

## OFFICER RECOMMENDATION

That the report of the Clarence Regional Library performance compared to other public libraries in NSW be noted and endorsed.

## LINKAGE TO CVC COMMUNITY PLAN

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## BACKGROUND

NSW public library statistics have been gathered and reported by the State Library of NSW since 1973.
Data has been provided by member Councils of the CRL for the period July 2015 to June 2016 and provides a significant body of data to gauge the relative performance of all the public libraries across the State. A scale of 1 to 101 is used to rank performance against other public libraries where appropriate. This represents the total number of library services for 2015/16. In previous years there were 97 and 99 . Many of these library services comprise regional library services or other joint operations making the total number of branches approximately 4 times the number of services.

The figures for the CRL for this period are the fouth to be reported without the inclusion of the Nambucca Shire Libraries data along with Clarence Valley Council and Bellingen Shire libraries.

## KEY ISSUES

## State-wide Facts:

- There are 101 library services including stand-alone libraries and regional or joint libraries where up to 13 local councils have entered into a written agreement to provide combined services.
- Physical visits to public libraries were 34.8 million in 2015/16
- Loans of collection items are significant, 42.1 million in 2015/16.
- Virtual visits to public library websites grew by 2 million to 11 million between 2012/13 and 2015/16.
- Internet bookings in public libraries have increased from 5.4 million in 2012/13 to 8.4 million sessions in 2014/15. Wi-Fi bookings account for most of this growth.
- While eBook loans are not a high proportion of the 43.6 million above, they have increased by $62 \%$ from 2012/13 to 2015/16 (861,377 eBook loans in 2015/16).
- Local government expenditure on public libraries has grown from $\$ 27 \mathrm{M}$ in 1980 to $\$ 341 \mathrm{M}$ in 2015/16. State Government expenditure grew from $\$ 8 \mathrm{M}$ to $\$ 28.322 \mathrm{M}$. This represents a significant drop in the State's proportion of the total funding over that period of time which is also true for the 2015/16 financial year. Funding by LGA's continues to grow in absolute terms.
- Over the last 6 years there has been significant growth on programming across NSW public libraries has grown significantly (more than $80 \%$ increase), as has attendance at those events (approximately $63 \%$ ).


## CRL Facts:

A selection of criteria has been used to provide an overview of the change in performance of the CRL over previous years and with reference to the NSW average across all public libraries. The data being reported addresses not only the collection, which is the core responsibility of the CRL Committee, but also staff comparisons that will be of interest to each member Council.

In summary, the data shows improvements across the CRL's collection development activities. It clearly demonstrates to the funding body that the CRL is putting considerable effort into improvements, which is a key consideration when applications for grants are assessed. There is still work involved in ensuring these improvements are maintained.

Staffing levels have remained static during this reporting period and therefore that data does not demonstrate improvement.

## Population Comparisons:

Population per staff member in the Clarence Valley Council and Bellingen Shires that make up the CRL is $8 \%$ above the NSW average. The population per staff member has risen since last reported, moving from $6 \%$ to $8 \%$ percentage difference with the state average (Graph 1). This means a greater potential workload for each staff member.

## Graph 1



The population per qualified staff member is $40 \%$ higher then the state average and has gone up this year due to a recalculation of the definition of qualified staff from $27 \%$ higher than the state average (Graph 1 ) in the last reporting period. This places a potential workload on the small number of staff who have formal library qualifications far greater than what is experienced generally in public library services as evidenced in our relative ranking (the lower the ranking the better in this instance).

This information must be considered with respect to the actual amount of lending activity undertaken by staff. Graph 2 indicates that the current amount of lending activity undertaken by our staff is $12 \%$ above the state average for the year. The trend for the last 2 years has climbed from $6.6 \%$ in 2013/14 above the current state average. The overall implication of this is that activities other than lending will be limited if comparable workloads are considered. Our libraries are indeed increasing their additional activities where they can and the community is enjoying those benefits.

The Grafton Library continues to result in considerably increased expectations of the community, with increased membership and increased circulation and attendance then prior to its opening.

## Graph 2



## Total Expenditure on Library Services:

The total expenditure on library services per capita has come back to more normal levels now the building costs for the Grafton library no longer factor into the equation, as they did for the previously. Our total expenditure on library services per capita is $21.5 \%$ below the state average (Graph 3).

Expenditure on an operational level has not significantly changed and this is now reflected in the result for this period being only marginally better then back in 2011/12 prior to the construction of Grafton Library.

Graph 3


## Expenditure on Library Materials:

Our expenditure on library materials per capita has decreased on the previous years results, as has our rank. We are above the State average in expenditure on library materials and have been for the last 3 years (Graph 4). We are now $5.3 \%$ above the State average. Expenditure levels on library materials are a result of spending funds that were not spent in the previous financial year. The CRL is now spending a higher percentage of book vote funds in the current year so rollover amounts have reduced.

Graph 4


## Expenditure on Salaries:

Our expenditure on salaries per capita reduced since last year at $21 \%$ behind the state average. This is still an improvement from the $26 \%$ behind the State average in 2012/13. The CRL ranking has also increased by 5 places (the higher the rank the higher the expenditure) (Graph 5). Any changes in this result are due to staff achieving competencies at higher steps in the salary structure and CPI increases.

## Graph 5



## Cost of Library Materials:

The average cost of our library materials for this financial year is $9 \%$ higher then the average across the state. This cost has come down considerably from the previous year calculations that were a result of a change in the formula for the State Library Annual Financial Return. The impact of increased purchasing of more expensive collections such as large print, eBooks and DVDs as well as more identified Aboriginal content materials (which tend to be less commercial and therefore more expensive) also has a role in the cost of library materials overall. This will continue to be monitored into the future.

## Graph 6



## Acquisitions and Discards:

The total number of purchased items has increased from last year; however it still remains below the State Average (Graph 7). This is a combine result of sourcing stock at the lower end of the price and range through discounts negotiated with our suppliers. We also continue to maximise the book vote expenditure with only a small amount being rolled over to the new financial year's book vote. This rolled over amount continues to decrease each year as the CRL implements more effective purchasing regimes involving standing orders and content profiling. The acquisitions here also do not account for the increased eBook, eAudio or aMagazine purchases we have acquired digitally. This year the number discarded is slightly lower then our purchases, this will need to come back into balance as we need to more closely match the total acquired figure with the total discarded figure if we are to successfully manage stock in each location. We do not have the floor space to significantly increase the size of our collections.

## Graph 7



Our total acquisitions per capita is lower then the current State average, however our total figure and rank has improved on last year's a result. We have gone from 64 to 47 out of 101. Once again this number does not account for the increased acquisition of eBook, eAudio or aMagazine purchases we have acquired digitally.

Graph 8


Discarded stock represented $74.74 \%$ (Graph 9) of our acquisitions (new stock for the 2015/16 year). This is $54 \%$ behind the State average of $115.32 \%$ (the previous State Average was $121.59 \%$ for $2014 / 15$ indicating a reduction across the State in this area). Our rank has dipped against Discards as a \% of Acquisitions for this year and so has our rank against Discards as a \% against Total Stock. We have not kept up with our discards this year and will need to pick this up in the following year if we are to maintain a healthy collection.

## Graph 9



## Library Materials:

The CRL's library materials per capita has continued to improve, resulting in a further improvement in our ranking again (Graph 10). This means we have marginally more items for individuals to access. However, we remain $10.2 \%$ below the average this is a $5 \%$ improvement from the previous year's result against this years State average.

The issue we are currently facing with increased library materials per capita is we are over stocked in our smaller libraries at their current size, we need to consider eResource alternatives for stock as they do not take up shelf space in our libraries.

## Graph 10



## Circulation / Borrowing:

Our overall circulation (borrowing) of items per capita has dipped 4\% from last years result (Graph 11) however we are only $1.4 \%$ behind the State Average. The circulation State average has fallen from 5.96 in $2014 / 15$ so this is a state wide trend. We will continue to monitor this into the future, with improved discard schedule we should see an improved circulation result as well.

## Graph 11



## Collection Age:

The age of our collection has shown the collective improvement of the increased investment in our book stock and targeted weeding program of older stock (Graph 12). We are $.57 \%$ above the State average for $0-5$ yrs and a $1.25 \%$ above the State average for $0-10$ yrs. Continued weeding at current levels should continue to improve this along with our levels of acquisitions. We are better then the State average in terms of our age and our rank of 57/101 is an improvement on last year.

Note: the 2011/12 results were based on an inaccurate formula.
Graph 12


## Total Stock:

The red line on Graph 17 denotes the year when our stock was reduced by Nambucca Shire leaving the Regional Service. Our collection size is regularly reviewed in terms of the space we have available, for some of our collections the space is restrictive for additional titles: for example, YA Fiction, deselection schedules
are planned and regularly updated on advice from staff. It is in the eResources where our collections have potential to grow in the future. These include eBooks, eMagazines, local images catalogued and digitised into the collection etc.

Note: 4,000 of these items are from our eResource collection available through our catalogue and website.
Graph 17


Table 1：Summary of Performance 2015／16

| Criteria | 2015／16 compared to previous year | 2015／16 compared to State－wide average | Comment |
| :---: | :---: | :---: | :---: |
| Population per staff member | $5$ | 歇 | The number of residents per staff member increased and is still higher then the State average． |
| Population per qualified staff member | 多 | 多 | The number of residents per qualified staff member increased against the State average |
| Circulation per Staff member | 负 | 每 | Increased as a result of increased memberships． |
| Circulation per capita | 员 | 负 | $4 \%$ down on last years result however only $1.4 \%$ down from State average． |
| Expenditure per Capita | 多 | \％ | 21．5\％below the State Average． |
| Expenditure on Library materials per capita | $\checkmark$ | $\sqrt{ }$ | Improving，last year， $13 \%$ above the State average，this year $5.3 \%$ above State average． |
| Expenditure on salaries per capita | $\sqrt{ }$ | 资 | $21 \%$ behind State average but improved from 2012／13． |
| Library material per capita | $\checkmark$ | $\sqrt{ }$ | Improving，now 10．2\％below State Average．A 5\％improvement on last year against State average． |
| Average cost of library materials | 资 | $\sqrt{ }$ | Increasing，9\％above State average．Due partly in change in funding calculations for State Library． Improved from previous year at $35.77 \%$ above State average． |
| Acquisitions per capita |  |  | Decreased on last year and compared to State Average．We are spending more on eResources． |
| Discards as a \％of Acquisitions | $5$ | 多 | Decreased this year，behind in State average．We need to increase discard regime． |
| Discards as a \％of Total Stock | 多 | 多 | Decreased this year，behind in State average．We need to increase discard regime． |
| Number of library materials per capita | ， | $\sqrt{ }$ | Continued to improve，but we remain $10.2 \%$ below the average which means we have had a $5 \%$ improvement on last year． |
| Age of library Materials | $\sqrt{ }$ | $\sqrt{ }$ | Better then＋State Averages but need to increase weeding levels． |
| Total stock | $\sqrt{ }$ | $\sqrt{ }$ | Total stock is up from previous year and also above the State Average． |


| Prepared by | Kathryn Breward－Regional Librarian |
| :--- | :--- |
| Attachment | Nil |


| CLARENCE REGIONAL LIBRARY - COMMITTEE REPORT 2017/2018 Revenue and Expenditure - OPERATIONAL - 2nd Quarter 2017 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Original Budget 2017/18 | Revised Budget as at 12/12/17 (NC) | Actuals to 12/12/17 | \% Actual vs Revised Budget |
| Revenue |  |  |  |  |
| Contributions CVC Pub Library | 783,103.00 | 783,103.00 | 391,551.50 | 50\% |
| Contributions CVC Pub Lib (Regional Lib Wage) | 22,000.00 | 22,000.00 | 11,000.00 | 50\% |
| Contributions BSC Pub Library | 238,255.00 | 238,255.00 | 52,559.72 | 22\% |
| Revenues from users | 14,709.00 | 14,709.00 | 4,176.44 | 28\% |
| Sundry Revenues | 0.00 | 0.00 | 790.70 | 0\% |
| Total Revenue | 1,058,067.00 | 1,058,067.00 | 460,078.36 |  |
| Expenditure Workforce related |  |  |  |  |
|  |  |  |  |  |
| Salaries \& Employment | 347,495.00 | 347,495.00 | 142,603.21 | 41\% |
| Public Holidays | 14,552.00 | 14,552.00 | 3,489.27 | 24\% |
| Superannuation | 35,941.00 | 35,941.00 | 12,857.52 | 36\% |
| Leave Accruals | 40,458.00 | 40,458.00 | 20,229.00 | 50\% |
| Workers Compensation | 13,242.00 | 13,242.00 | 7,777.02 | 59\% |
| Motor vehicle costs | 7,500.00 | 7,500.00 | 3,750.00 | 50\% |
|  | 459,188.00 | 459,188.00 | 190,706.02 |  |
| Site \& Equipment costs |  |  |  |  |
| Computer system costs | 92,091.00 | 92,091.00 | 44,415.63 | 48\% |
| Subscriptions/Databses | 82,200.00 | 82,200.00 | 44,579.77 | 54\% |
| Telephone | 7,585.00 | 7,585.00 | -1,544.30 | -20\% |
| Insurance | 4,751.00 | 4,751.00 | 2,551.63 | 54\% |
|  | 186,627.00 | 186,627.00 | 90,002.73 |  |
| Direct Collection costs |  |  |  |  |
| Freight \& cartage | 19,500.00 | 19,500.00 | 7,572.50 | 39\% |
| Book Maintenance | 55,350.00 | 55,350.00 | 13,754.25 | 25\% |
|  | 74,850.00 | 74,850.00 | 21,326.75 |  |
| Overhead costs |  |  |  |  |
| Admin and Management (ABC Cost Distribution) | 132,944.00 | 132,944.00 | 66,472.02 | 50\% |
| Admin/Operating | 27,368.00 | 27,368.00 | 13,563.59 | 50\% |


| Promotional expenses | 18,029.00 | 18,029.00 | 3,267.54 | 18\% |
| :---: | :---: | :---: | :---: | :---: |
|  | 178,341.00 | 178,341.00 | 83,303.15 |  |
| Total Expenditure | 899,006.00 | 899,006.00 | 385,338.65 |  |
| Excess / (Shortfall) | 233,911.00 | 233,911.00 | 96,066.46 | 41\% |


|  | CLARENCE REGIO 2017/18 Rev | NAL LIBRARY - CON nue and Expenditure | TTEE REPORT CAPITAL |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Original Budget 2017/18 | Revised Budget as at 12/12/17 (NC) | Actuals to 12/12/17 | \% Actual vs Revised Budget |
| Revenue |  |  |  |  |
| Asset Disposal | 0.00 | 0.00 | 0.00 |  |
| Other Revenues | 0.00 | 0.00 | 0.00 |  |
| Total Revenue | 0.00 | 0.00 | 0.00 |  |
| Expenditure Recurrent |  |  |  |  |
| Bookstock | 300,000.00 | 300,000.00 | 77,968.54 | 26\% |
| Furniture \& Equipment | 0.00 | 0.00 | 0.00 | 0\% |
|  | 300,000.00 | 300,000.00 | 77,968.54 |  |
| Non-Recurrent |  |  |  |  |
| Nil at this stage | 0.00 | 0.00 | 0.00 |  |
| Nil at this stage | 0.00 | 0.00 | 0.00 |  |
|  | 0.00 | 0.00 | 0.00 |  |
| Total Expenditure | 300,000.00 | 300,000.00 | 77,968.54 |  |
| Excess / (Shortfall) | -300,000.00 | -300,000.00 | -77,968.54 | 26\% |
| Balance of CRL Reserve | Based on Original budget figures | Based on Revised budget figures (NC) |  |  |


| Opening Balance as at $1 / 7 / 17$ | $\$ 496,591.00$ | $496,591.00$ |
| :--- | ---: | ---: |
| Less transfers from reserve: | $\$ 300,000.00$ | $300,000.00$ |
| Capital expenditure incl books | $\$ 0.00$ | 0.00 |
| Prior year book vote c/fwd | $\$ 233,911.00$ | $\$ 233,911.00$ |
|  | $\$ 0.00$ | $\$ 0.00$ |
| Add: | $\$ 430,502.00$ | $\$ 430,502.00$ |
| Estimated operating transfer to reserve | $\$ 15,104.00$ | $\$ 15,104.00$ |
| Other Capital Revenue | $\$ 445,606.00$ | $\$ 445,606.00$ |
| Balance of reserve net of interest |  |  |
| Interest estimate as per Budget |  |  |
| Estimated balance as at $30 / 6 / 18$ |  |  |



Scenario 1 - 1.5\% Ratepeg + 2\% = 3.5\% Rate used (3\% minimum rate)



| Assumptions minimum rate <br> rate peg <br> rate peg rate peg $+x$ <br> Target Stock Number <br> Target Replacement Number <br> Rate of expenditure growth Rate of book price growth <br> \% spend on bookvote | $3 \% 6$ <br> $2.5 \%$ <br>  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\frac{\%}{\text { a spend on b bookvote }}$ | +7488080 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ENANCIAL VEAR |  | 201213 | 201314 | 201415 | 201516 | 201617 | 201718 | 201819 | 20920 | 200 | 20122 | 202223 | 202324 | 20423 | 202526 | 202627 | 02728 |
| Population | cvo | ${ }^{20083}$ | ${ }^{2014}$ | ${ }_{5004}^{201}$ | ${ }_{50}^{2010}$ | ${ }_{5104}^{2014}$ |  |  |  |  |  | ${ }_{5}^{\text {50345 }}$ |  |  |  |  |  |
|  | Toral | 66,306 | ${ }_{64,060}$ | ${ }_{63,97}$ | ${ }_{64,035}$ | 64,050 | 65,39 | 65,699 | ${ }^{65,927}$ | 66,195 |  | ${ }_{\substack{13,787 \\ 66,732}}$ | 67,01 | 67,29 | 67,38 |  | 8,072 |
| CURRENT Contrilution | cve |  | ${ }^{\text {s } 62,1113,57}$ | ${ }^{\text {S } 69659940}$ |  |  |  |  |  |  |  |  |  |  | 271,140.74 | s1,344,261.09 | 0,488.1. |
|  |  |  | ${ }_{\text {c }}^{\text {s } 14.588823}$ |  | s ${ }^{\text {s } 179.274722}$ |  |  |  |  |  |  |  |  |  |  |  |  |
| STATE LIBRARY S 1.55 PER CAPTTA AATE susidy | ${ }_{\text {elsc }}^{\text {esc }}$ | ${ }_{\text {S }}^{597770.000}$ |  | ${ }^{94,483000}$ | ${ }_{\substack{\text { 94, } 465000 \\ 24.1090}}$ | ${ }_{\text {924.424,00 }}^{24.0090}$ | 96827.74 | 97.270 .1 24.9825 | ${ }_{\substack{927.77 .50 \\ 24.24745}}$ | - 98.16488 .8 | 98.612.27 | ${ }^{\text {P9, } 4 \text { as9.65 }}$ |  | 90,94441 | (00.40179 |  | (1,29.55 |
| S.os пeacaranat |  | \$ 24.957 .00 | S 23,684,00 | 23,780.00 | 24,109000 | 24,06900 | 24,449.06 | $24,198.25$ | 24,24745 | 24,296,64 | 24,354.83 | 24,995.03 | 24,44422 | 24.993.41 | 24.54260 | 24,599,80 | 24.640.99 |
| Disablurv a geographic adustrent subsia | ${ }_{\text {Bsc }}^{\text {cle }}$ | ${ }_{\substack{\text { sil7,63300 } \\ 8826,18000}}$ | (104.4300 |  | \% 1040.99900 | \% 104041300 |  | ${ }_{\text {s }}^{\text {s } 107.748 .16}$ |  |  | ¢ ${ }^{\text {s } 108.626 .59}$ |  |  | ${ }^{\text {s }} 110.10 .10 .038$ | ${ }_{\text {s }}^{\text {s } 110.597 .75}$ | ${ }_{\text {¢ }}^{\text {¢ 111.09066 }}$ | ${ }^{111.583 .47}$ |
| ADOITIONAL REGIINAL L FUNOS | ${ }_{\text {clec }}^{\text {cloc }}$ |  |  |  |  | \% |  |  |  |  |  |  |  |  |  |  |  |
| Total state libaray funolng |  | S256,480,00 | S 247,817,00 | 266,95,00 | $5247,40.00$ | 259970 | s 252.960 .66 | S $254,001.15$ | 64 | 25608363 |  |  |  |  |  |  |  |
|  |  |  |  |  |  | ${ }^{5}$ |  |  |  |  |  |  |  |  |  |  |  |
| Total operational income | ${ }_{\text {Bsc }}$ |  |  |  |  |  |  |  |  |  | 俍 |  |  |  | ${ }^{\text {s.,482.701.36 }}$ |  |  |
| , |  | S060,100.0 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| rate peg <br> rate peg $+x \%$ minimum |  | $3.6 \%$ |  |  |  |  | ${ }_{3}^{1.55 \%}$ | ${ }_{4.55^{2}}^{25}$ | ${ }_{4.55^{2}}^{2}$ | ${ }_{4.55^{2}}^{2 .}$ | ${ }_{4}^{25 \%}$ | ${ }^{\text {c }}$ | ${ }_{4}^{2.5 \%}$ | ${ }_{4}^{2.56 \%}$ | ${ }_{4}^{2.5 \%}$ | ${ }_{4}^{255^{\circ}}$ |  |
|  |  | 11.00 | ${ }^{\frac{9}{12.303}}$ | ${ }_{13,3}{ }_{18,3}$ |  | s ${ }_{\text {8, }}^{1.25}$ | ${ }^{16.47}$ | s ${ }^{4.252} 1$ | \% $\quad \begin{aligned} & \text { 4.9.90 } \\ & 17.99\end{aligned}$ | - ${ }_{\text {¢ }}^{18.80}$ | ${ }^{\text {4.9.06 }}$ | s $\quad$2.52 | s $\quad \begin{array}{r}\text { 2.4.95 } \\ \hline 2.45 \\ \hline\end{array}$ |  | ${ }_{23.42}^{4.50}$ | ${ }_{24,48}^{4.56}$ | \$ ${ }^{25.5}$ |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ${ }^{50}{ }^{50}$ Salaries, Waaes 8 Oncosts |  |  |  |  |  | $\frac{425.78739}{6,127.76}$ | 5 43.885 .50 |  | ${ }^{\frac{5}{4} 461.093 .55}$ |  | ${ }^{\frac{5}{5} 484.45 .588}$ | \% ${ }^{\text {s } 496.56678}$ | ¢ | ${ }^{5} 51.154 .646$ | ${ }_{\text {s }}^{\text {s }} 584.726 .57$ | (\% | ( ${ }_{\text {s }}^{\text {s }}$ S61.797.10 |
|  |  |  |  |  | +10.527.10 | ${ }_{5}^{7.594 .29}$ | ${ }^{3.8889 .00}$ | ${ }_{\text {3,9839,9 }}$ | ${ }^{4.093230} 8$ |  | ${ }^{\text {4.238.a3 }}$ | 4.34234 |  | ${ }^{\text {4.562,18 }}$ | 4,676:23 <br> 97.41 .77 | 4,7937.4 <br> 99.877 .82 | ${ }^{\text {4,9.912.96 }}$ |
|  |  |  |  |  | ${ }^{\text {97,770.14 }}$ |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  | ${ }^{4.299 .0 .77}$ | ${ }^{5}$ |  | ${ }^{5} 5.5564 .027$ |  |  | ${ }^{\text {c.if6e65 }}$ | ${ }^{5.0293921}$ | ${ }^{5} 5.51 .151 .56$ |
|  |  |  |  |  |  |  |  |  |  | ${ }^{\text {s }}$ | ${ }^{\text {cos.f722 }}$ | ¢ ${ }_{\text {s }}^{\text {s }} 108.431 .190$ |  | ${ }^{\text {cosi.921.27 }}$ | ${ }^{\text {H }} 116.769 .30$ | ${ }^{119.6885}$ | ${ }^{\text {coser }}$ |
|  |  |  |  |  | ( |  | (10.444.00 |  |  |  |  |  |  |  |  |  |  |
| Per cent change in expenses |  |  |  |  |  | -4.00\% | ${ }^{28356}$ |  |  |  | $2.50 \%$ | $2.50 \%$ | ${ }^{\text {a }}$ |  | $2.50 \%$ | $2.50 \%$ | $2.50 \%$ |
| Openig Stock |  |  |  |  |  | ${ }_{\text {cher }}^{132236}$ | $\underset{\substack{131.125 \\ 1.189}}{ }$ | (132,000 | $\underset{\substack{132000 \\ 14,134}}{ }$ | ${ }_{\substack{132000 \\ 14,785}}$ | $\underset{\substack{132000 \\ 15457}}{ }$ |  |  | $\underbrace{120}_{\substack{12,000 \\ 17,605}}$ |  | $\underset{\substack{132000 \\ 10,19}}{10}$ | (132000 |
|  |  |  |  |  |  | ${ }_{24} 24.36$ | ${ }_{\text {24,73 }}$ | ${ }_{\text {25, } 5 \text { 25 }}$ |  |  | ${ }^{127.30}$ |  | ${ }^{20.68}$ | ${ }_{\text {20,40 }}$ | ${ }_{\text {coin }}^{10.05}$ | ${ }^{19.488}$ |  |
| * weeded |  |  |  |  |  | 12.082 | ${ }^{11.014} 10.011$ | 13.504 | 14,134 | 14.785 | 15.457 | 16,151 | ${ }^{16,887}$ | 17.605 | ${ }_{18,365}$ | 19.149 | 19.95 |
| Comparson( ${ }^{\text {Cose weadeo) }}$ |  |  |  |  |  |  |  |  | ${ }^{\text {cosen }}$ |  |  |  | , |  |  | , |  |
| founs hval |  |  |  |  | s 240,000.32 | ${ }^{\frac{3}{3615.54 .55}}$ |  |  |  |  | ${ }^{\text {s }}$ |  | ${ }^{\frac{5}{5} 6536.60072}$ |  |  | ${ }_{\text {s }}^{5}$ 591,416.35 |  |
| atual spento on sook |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | s.076,08728 |  |
| Resesve EExpenditure Toal |  |  |  |  |  |  | ${ }_{5}{ }_{5}$ | ${ }^{\text {chen }}$ |  |  | ${ }^{5} 40.955 .72$ | ${ }^{50,052681} 5$ | 5 5 50.603 | ${ }^{\text {chiti,301 }}$ | 3868.2934 | 3.07606\% 28 | 5,290,05.6. |
| Reserve Closing |  |  |  |  |  |  | 51,04029 | S 119,004,14 | 175,918.92 | 55.995.82 | 349,616.72 | 455,92268 | ${ }^{544,386.67}$ | 673,86423 | S 868,29234 | \$1.076,087.28 | 88.057.6 |
| Aag of stock |  |  |  |  | ${ }_{\substack{67440 \\ 3838}}^{\substack{\text { che }}}$ | ${ }_{\substack{63,765 \\ 4265}}^{\text {4, }}$ | $\underbrace{}_{\substack{61,316 \\ 47.098}}$ | ${ }_{\substack{60.599 \\ 51,28}}^{\text {c. }}$ | ${ }_{\substack{60.787 \\ 55.280}}$ |  | ${ }_{\substack{65,070 \\ 55,103}}$ | ${ }_{\substack{70,164 \\ 52063}}^{\substack{\text { a }}}$ | $\underset{\substack{73.354 \\ 50.855}}{\text { cis }}$ | ${ }_{\substack{76.646 \\ 50.599}}^{\text {coser }}$ | $\underbrace{\text { a }}_{\substack{80.041 \\ 51,288}}$ |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| End |  |  |  |  | ${ }_{\substack{132236 \\ 1326}}$ |  |  |  |  |  |  |  |  |  |  |  |  |
| Percentages |  |  |  |  | ${ }^{\frac{512 \%}{29 \%}}$ | ${ }_{\text {a }}^{\text {39\% }}$ | ${ }_{\text {che }}^{468}$ | ${ }_{\substack{46 \% \\ 396 \%}}^{460}$ | ${ }_{4}^{4262}$ | ${ }_{458}$ |  | ${ }^{\text {39\% }}$ | - |  | 39\% | 6\% |  |
| cheok |  |  |  |  | ${ }^{200 \%}$ | ${ }_{\text {100\% }}^{100 \%}$ |  |  | ${ }_{1020}^{1020}$ | ${ }_{100 \%}$ | - | -10\% | - ${ }^{60 \%}$ | - | 10\%\% | - |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Scenario 2-2.5\% Ratepeg + 2\% = 4.5\% (3\% minimum rate)



| Assumptions <br> rate peg <br> rate peg $+x$ <br> Target Stock Number <br> Target Replacement Number <br> Rate of expenditure growth Rate of book price growth <br> \% spend on bookvote |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \%, spend on bookvote | ${ }^{748}$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| EmANCILL VEAB |  | $2012 / 13$ | 201314 | 201415 | 201516 | 201617 | 207718 | 201819 | 01920 | 20202 | 202122 | 02223 | 20324 | 202425 | 202526 | 202687 | 2027 |
| Population | cvc | ${ }_{50213}^{2013}$ |  |  | ${ }_{\text {colv }}^{20103}$ | ${ }_{\substack{\text { 20170 } \\ 5000}}$ |  |  |  |  |  |  |  |  |  |  |  |
|  | ${ }_{\text {PSoral }}^{\text {PSC }}$ | ${ }_{6,3,306}$ | 64,060 | ${ }_{63,987}^{169}$ | ${ }_{64,035}$ | ${ }_{6}^{1300050}$ | ${ }_{65,390}$ | ${ }_{65,699}$ | ${ }_{6}^{13,5927}$ | 66,195 | 66,464 | 66,732 | ${ }^{67,001}$ | ${ }^{67,269}$ | ${ }^{67.538}$ | ${ }^{\text {che }}$ | -68,074 |
| Cupant contrie | crc | \$865.33, ${ }^{\text {a }}$ | ${ }^{\text {s } 621.113 .57}$ |  |  | \% 783,020.56 | ${ }_{5} 805.10300$ | ${ }^{\text {s }} 887.666 .17$ | ${ }^{\text {s } 913.991 / 11}$ | \% 941,130.03 | \% 969.054 .65 | \% 997,78729 | 81.077.350.91 | ${ }_{\text {s1.07, } 789.10}$ | ${ }^{\text {si,09,066.10 }}$ | st,121,266.84 |  |
| CURRENT CONTRIEUTION | ${ }_{\text {Toidal }}^{\text {Pisc }}$ | Stitabei78 | ${ }_{\text {c }}^{\text {s } 14.5 .58823}$ |  |  |  |  | ${ }_{\text {s }}^{\text {s.20.8.5.59 }}$ | ${ }^{\text {s }}$ 206,796.11 |  |  |  |  |  |  |  | ${ }^{\frac{5}{2020.8396}}$ |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| STATE LIBRARY S 1.85 Per capta Rate subsidy | ${ }_{\text {clec }}^{\text {cic }}$ | S ${ }^{\text {S } 97770.00}$ |  | - ${ }^{\frac{5}{5} \text { 94.430.00 }}$ |  |  |  |  |  |  |  |  |  |  |  |  |  |
| IISABLITr \& GEOGRAPHIC ADJustuent subsidy | $\frac{\mathrm{CVC}}{\text { BSC }}$ |  |  |  |  | (104013.00 |  | \% ${ }^{\text {¢ } 107.1488 .16}$ | \% ${ }_{\text {s }}^{5107640.97}$ | ¢ ${ }_{\text {s }}^{\text {s } 108.1937 .78}$ | \% 108.686 .59 |  | ${ }_{\text {cta }}^{5}$ | (10,10503 | ¢ | ${ }_{\text {c }}^{\text {s }}$ |  |
| ADOITIONAL REGIINAL FUNOS | ${ }_{\text {cocc }}^{\text {crc }}$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Total state libanay funolva |  |  | $S^{24781700}$ | 246,95,00 | ${ }^{247,430.00}$ | 525897700 | S 252.960 .66 | S $254,001.65$ | ${ }^{255,024.64}$ | 25603663 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | S 203 |
| Total Oeoeational income | Bsc |  |  |  |  | ${ }_{c}^{5} 5$ |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | $3.6 \%$ | ${ }^{3.42}$ | 2.36 | ${ }^{2.46}$ |  |  | ${ }_{2.5}$ |  |  | ${ }^{2}$ |  |  |  |  | ${ }_{2.5 \%}$ |  |
|  |  |  | ${ }_{19,5 \%}^{12.38}$ | ${ }_{\substack{8.33^{\circ} \\ 13.3}}$ | ${ }_{14.426}^{14.4}$ | 8, ${ }_{\text {8, }}^{1525}$ |  |  | ${ }_{\text {2 }}^{1250}$ |  |  | ${ }_{\text {2. }}^{18.68}$ | ${ }_{10,5 \%}^{19}$ |  | $\xrightarrow{2.5}$ |  | - $\begin{array}{r}\text { 25\% } \\ \hline 2108 \\ \hline\end{array}$ |
| Dercailarae |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  | ${ }^{5} 406.564 .389$ | ${ }^{\frac{5}{4} 425.78739}$ | ${ }_{\text {S }}^{5} 48888.8500$ | ${ }^{494.846 .888}$ | ${ }_{5}^{\frac{5}{4} 41.090 .05}$ | ${ }_{\text {s }}^{4} 472.620 .38$ | ${ }^{\text {s } 484.435 .888}$ | ${ }_{\text {s }}^{\text {s } 49.5646 .788}$ | ${ }_{\text {s }}^{\text {s } 508.960 .45}$ | ${ }_{\text {s }}^{5}$ S21.684.4.46 | ${ }_{5}^{554.726 .57}$ | ${ }_{\text {s }}^{5} 548.094 .74$ | ${ }^{\text {s }}$ S61.797.1.12 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 54. Contracorors 8 Consultancies |  |  |  |  |  | 48.678 .02 <br> 6917.62 <br>  | ${ }^{\text {79,995500 }}$ | 81,974,38 | 84,023:73 | 86,124,33 | 88,27.4.4 | 90.084.37 | 92,746.48 | 950.065.14 | 97,41.77 | 99,87, 82 | ${ }^{102,374.76}$ |
| 5i- ${ }^{50}$ |  |  |  |  |  |  | 4.751.00 | 4.86978 | ${ }^{\text {4.991.527 }}$ | ${ }_{5}^{5.116 .31}$ | 5.24422 | ${ }^{5.3 .57 .352}$ | ${ }^{5.50970}$ | ${ }_{5}^{5.6474}$ | ${ }_{\text {c }}^{5.7888 .685}$ | ${ }^{5.933 .35}$ |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ${ }^{61} 51$ Sulscrinioions \& Membershios |  |  |  |  |  |  | 8202000 |  |  |  |  |  |  | S 97.70997 | ${ }^{\frac{1}{8} 100.15272}$ | \% 122656.54 |  |
|  |  |  |  |  | 910,095,88 | s 874,224.95 | s 899,00000 | s $921,481.15$ | s 94, 5,510.18, | s $968,131.15$ | ${ }^{\text {a }}$ | ${ }_{\text {S }}$ | ${ }_{\text {cosem }}$ | ${ }_{\text {cosem }}$ | ${ }_{\text {sion }}$ | 51,122,753.50 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Oening stock |  |  |  |  |  | ${ }_{\text {c }}^{132,236}$ | $\underset{\substack{131,125 \\ 11.89}}{\text { 1. }}$ | ${ }_{\substack{132000 \\ 1283}}$ | $\underset{\substack{132000 \\ 1204}}{\substack{295}}$ | (122000 | ${ }_{\text {123,00 }}^{12825}$ | ${ }_{\substack{132000 \\ 12815}}$ | $\underbrace{12807}_{132000}$ | 132000 <br> 12203 <br> 1 | (132000 | (132000 | (12000 |
| fiem price |  |  |  |  |  | ${ }^{24.36}$ | ${ }^{24.73}$ | ${ }^{250.35}$ | ${ }_{\text {20, }}^{2 \text { 2098 }}$ | ¢ ${ }^{26.63}$ | ${ }^{27300}$ | \$ $\quad$27989 | ${ }^{5} \quad$20.68 | ${ }^{20.40}$ | ${ }^{30.13}$ | ${ }^{30088}$ |  |
| veoted |  |  |  |  |  | ${ }^{12.082}$ | ${ }_{\text {l1, }}^{10.014}$ | ${ }^{12.873}$ | 12.854 | 12.838 | 12.825 | ${ }^{12,815}$ | 12.807 | 12.803 | 12.801 | 12.802 | 12.80 |
| ${ }^{\text {comempais }}$ |  |  |  |  |  |  |  |  | 13200 |  |  | 边 |  |  | 13200 | 迷 |  |
| Finds Avalia |  |  |  |  | s 240,080 32 |  |  |  |  | ${ }^{\frac{5}{4} \text { 462020.16 }}$ |  |  | ${ }^{5} \frac{4963829}{}$ |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Resesve EEpenenditure Total |  |  |  |  |  |  |  | ${ }^{\text {c }} 165.687 .88$ | ${ }^{\text {c }}$ | ${ }_{\text {s }}^{278,73,15}$ | ${ }^{\text {3 }}$ | ${ }^{\text {a }} 414.8 .87,51$ | ${ }^{5} 489.460 .65$ | ${ }_{5}^{54.1096 .22}$ ST1.301 | 625,30510 | ) 76421764 | 906,699887 |
| Reseseve Closing |  |  |  |  |  |  | 51,04029 | ¢ 114,180.88 | 158,079.91 | s 223.165 .15 | 288,899,99 | )360.077.51 | 400,857.65 | 489,788.22 | ¢ 625.305 .10 | \$ 764,217.64 | S 900,699,87 |
| Aqe of stock | , |  |  |  |  |  | ${ }_{\substack{61,316 \\ 47,088}}^{\text {4, }}$ | ${ }_{\substack{59,922 \\ 51,307}}$ | ${ }_{\substack{58,971 \\ 55519}}$ | ${ }_{\substack{58,258 \\ 59732}}$ | ${ }_{\substack{60.099 \\ 5594}}^{\text {Sid }}$ | ${ }_{\substack{60.988 \\ 5329}}^{\text {cien }}$ | ${ }_{\substack{60,935 \\ 51,974}}$ |  | ${ }_{\substack{60.80 \\ 50.250}}$ | ${ }_{\substack{60.827 \\ 50268}}$ |  |
|  | Piory |  |  |  |  | $\xrightarrow{\text { 24,536 }}$ | $\xrightarrow{20.585}$ |  |  |  |  | . 17.7810 |  |  | ${ }^{20.897}$ |  | 18,186 |
| $\pm$Ending Sook Check <br> Roundino variance |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Percentages |  |  |  |  |  | ${ }_{3}^{4929}$ | ${ }_{36 \%}^{46 \%}$ | ${ }^{45 \%}$ | ${ }_{4}^{45 \%}$ | ${ }_{456}^{46 \%}$ | ${ }^{46 \%}$ | ${ }_{\text {46\% }}^{402}$ | ${ }_{\text {ciem }}^{436}$ | - ${ }^{26 \%}$ | ${ }^{468}$ | ${ }^{46 \%}$ | -46\% |
|  | Ploys |  |  |  | ${ }^{208}$ | -10\% |  |  |  | ${ }_{\text {106 }}^{10}$ | ${ }^{1220}$ | ${ }_{\text {cose }}^{130 \%}$ |  | come | ${ }^{168 \%}$ | ${ }_{\text {cose }}$ |  |
| creer |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | H0\% |  |

Scenario 3-1.5\% Ratepeg + 1\% = 2.5\% (no minimum rate)



| Assumptions <br> minimum rate <br> rate peg <br> ate peg + x <br> Target Stock Number <br> Target Replacement Number <br> Rate of expenditure growth Rate of book price growth <br> $\%$ of funds available spent on bookvote |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \%oot tund avalable spent on bookvole | 80\% |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| FINANCILI Y EAR |  | 201213 | 201314 | 201415 | 201516 | 201617 | 207718 | 201819 | 201920 | 202021 | 20212 | 02223 | 20324 | 202425 | 202526 | 202627 | 027 |
| Population | cvc |  |  |  | $\underbrace{\frac{2016}{5003}}$ |  |  |  |  |  |  |  |  |  |  |  |  |
|  | ${ }_{\text {Sotal }}^{\text {Soc }}$ | ${ }_{\text {b }}^{6,3490}$ | $\frac{12735}{64,060}$ |  | ${ }_{\text {b }}^{6,0,035}$ | ${ }_{\text {b }}^{130000}$ | ${ }_{\text {b }}^{\text {b,3094 }}$ | ${ }_{\text {b }}^{6,5690}$ |  |  | ${ }_{\substack{\text { ci,64 }}}^{\text {6,64 }}$ |  | 67,01 | 67,26 | ${ }_{67,538}$ | 67,006 | ${ }_{68,07}^{68}$ |
| Curent contrie | cvc | \$865.33, ${ }^{\text {a }}$ | ${ }^{\text {s } 621.113 .57}$ |  |  | ${ }^{\text {\% } 783,10256}$ |  |  |  |  |  |  |  |  |  | 81.026.57.00 |  |
| CURRENT CONTRIEUTION | $\xrightarrow{\text { Sisc }}$ |  |  |  |  |  |  |  | $\frac{5023290}{}$ |  | ${ }^{\text {c }}$ S 3.0 .0438 .87 |  |  | ${ }^{\text {s }}$ 2420.0.0.07 |  | ${ }^{\frac{8}{\text { a } 5 \text { 250.32033 }}}$ |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| STATE LIBRARY S S. 35 PER CAPTIT RATE susidy | ${ }_{\text {clec }}^{\text {cic }}$ | ${ }^{\text {s }}$ S77770.00 |  | ${ }^{\frac{5}{5} \text { 9, 94, 350.00 }}$ |  |  |  | ${ }_{\text {s }}^{\text {s } 97.270121}$ |  | ${ }_{\text {s }}^{5}$ 98,1.164.89 | ${ }_{\text {s }}^{5}$ | ${ }^{\text {¢ }}$ ¢99,09965 | ¢ 9.9 .57070 | \% ${ }_{\text {s }}^{\text {g } 9.954441}$ | ${ }_{\text {s }}^{\text {s } 10.400179}$ | ${ }_{\text {s }}^{\text {s } 10.8999 .17}$ |  |
| IISABLITr \& GEOGRAPHIC ADJustuent subsidy | $\frac{\mathrm{CVC}}{\text { BSC }}$ |  |  |  | ¢ 1040,99900 | (104013.00 |  | \% ${ }^{\text {¢ } 107.1488 .16}$ | \% ${ }_{\text {s }}^{5107640.97}$ |  | ${ }^{5}$ |  | (10,61222 | (10,10503 | ¢ | ${ }_{\text {c }}^{\text {s }}$ | ${ }^{5}$ |
| ADOITIONAL REGIONAL FUNOS | eck |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Total State libanay funolva |  | S256,40,00 | S 247,817.00 | \$ 24,955.00 | S 247,48,00 | S 25,977,00 | \$252,960.66 | S 254,001.65 | S $25.042 \times 64$ | s 25,003.63 | s 25,124,63 | s 258,66.62 | S $259,206.61$ | S $260,24.60$ | s 26,288,60 | S 262323.59 | S26,370.58 |
|  | ${ }_{\text {csc }}^{\text {cle }}$ |  | ${ }_{\text {c }}^{5820.503 .5}$ |  |  |  | Stion.581.09 |  |  | ${ }_{\text {s.1.20.151.28 }}$ |  |  | st,77.780.38 | $\frac{51,197677.088}{}$ | ${ }^{5}$ | 81,28.509.83 | 51,259.77.898 |
| Total operational income |  |  |  |  |  |  |  |  |  |  |  |  | ${ }^{\text {a }}$ |  |  |  |  |
|  |  | 36\% | 3.420 | ${ }^{23 \%}$ | 24.40 | 1.88 | 1.5\% ${ }_{\text {l }}^{1.5 \%}$ | ${ }^{1.50 \%}$ | ${ }_{\text {1.5.5\% }}^{1.50}$ | 1.58 | 1.59\% | $\xrightarrow{1.50 \%} 1.5$ | ${ }_{\text {l }}^{1.50 \%}$ | ${ }^{1.55 \%}$ | 1.59\% | ${ }_{1.5 \%}^{1.5 \%}$ |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Peer capita ate |  | 11.0 | ¢ 12.03 | \$ 13,03 | 14.12 | s 15.25 | \% 16.47 | 16.72 | 16.97 | ¢ 17.22 | 17.48 | ${ }^{17,74}$ | ¢ 18.01 | ${ }^{\text {s }} 1882$ | 18.5 | 18.83 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  | ${ }^{5} 40.4064 .98$ | $\frac{5}{545.727 .76}$ | ${ }^{5}$ S00.213,00 | ${ }^{\text {13,1033,33 }}$ | ${ }^{\frac{5}{13,461.66}}$ | ${ }^{5}$ S 13.793920 | ${ }^{\text {s }}$ S 14.4 .43 .15 |  | ${ }^{\frac{8}{5}}$ | ${ }^{5}$ | ${ }^{\text {b }}$ S 15.61 .40 |  | Stilith |
|  |  |  |  |  |  | 7.54429 <br> 48.780 .02 <br>  |  | ${ }^{3.933 .95}$ | ${ }^{\text {4,0.02330 }}$ | ${ }_{6}^{4.123743}$ |  |  | ${ }^{4} 4.450 .95$ | ${ }^{4.562 .18}$ | ${ }^{4.67623}$ | ${ }^{4,7,9374}$ | ${ }^{\text {He.al296 }}$ |
|  |  |  |  |  |  | 69,17.67 |  |  |  | 5.116.31 |  |  |  |  |  |  |  |
|  |  |  |  |  |  | 32,187.45 | 40.272000 0.82300 |  | $\frac{423010.77}{10.68980}$ | ${ }_{\text {cta }}^{5}$ |  | ${ }^{5} 4.564 .07$ | ${ }^{46,73,17}$ | ${ }^{47.880,75}$ | ${ }^{\text {40,067 } 52}$ | 50,29421 |  |
| 60 - Operating Expenses <br> $61-$ Subscriptions \& Memberships |  |  |  |  |  |  |  | ${ }^{\text {gre23.900 }}$ |  |  |  |  |  |  |  | \% 10.668 .54 |  |
|  |  |  |  |  | ¢ |  | s 899,006000 |  |  | somer |  |  | ${ }_{\text {ction }}$ | st,086,935.62 |  |  | ${ }^{\text {che }}$ |
| Per centit hanane in inexenenses |  |  |  |  |  | - ${ }^{\text {4,0.0\% }}$ | ${ }^{5}$ | 5 ${ }^{\text {c, } 2.50 \%}$ | ${ }^{3} 94,50.50 \%$ | ${ }^{5}$ | 3 ${ }^{5}$ |  |  |  |  |  | ${ }_{2} .50 \%$ |
| Oening stock |  |  |  |  |  |  | ${ }_{\substack{13,125 \\ 1225}}^{1285}$ | ${ }_{\text {12200 }}^{13255}$ | ${ }_{\text {12200 }}^{13200}$ | 132000 | 132000 | ${ }_{\text {12200 }}^{13200}$ | ¢132000 <br> 12.806 | ${ }_{\substack{132000 \\ 11244}}^{\substack{20}}$ | ${ }_{\substack{132000 \\ 1124}}^{\text {120 }}$ | ${ }_{\text {13200 }}^{13000}$ | $\underset{\substack{132000 \\ 1045}}{ }$ |
| 2ecusitions |  |  |  |  |  | ${ }^{1024}$ | ${ }_{2}^{124.73}$ | ${ }^{135,55}$ | ${ }^{1325.98}$ | ${ }^{12865}$ | ${ }_{\text {22, } 2703}^{120}$ | ${ }^{12,1738}$ | ${ }^{1,8006}$ |  | ${ }_{\text {colit }}$ |  |  |
| * weeded |  |  |  |  |  | ${ }^{12,082}$ | ${ }_{\substack{11.978 \\ 10,78}}$ | ${ }^{13.575}$ | 13.214 | ${ }^{12,857}$ | 12.503 | 12.153 | 11.806 | ${ }^{11,464}$ | ${ }^{11,124}$ | 10.788 | 10.456 |
|  |  |  |  |  |  |  | ${ }^{10.078}$ |  |  |  |  |  |  |  |  |  |  |
| Botavoer |  |  |  |  | $\mathrm{s}^{240,080832}$ |  | s 317.,50.12 | s 344,10.63 | ${ }^{\text {S } 343,328.79}$ | ${ }^{5} 3423933009$ | s $341,297,43$ | s 340,035.52 | s 338,600.87 | ${ }^{5}$ 336,966.8. | ${ }^{5} 335,186$, | ${ }^{\text {S } 333,19249}$ | S 330,997.80 |
| Reserve Opening |  |  |  |  |  |  | ${ }^{5} 79.962 .53$ | $5^{113.229 .19}$ | ${ }^{1} 147.544 .39$ | S 160.238 .66 | 51899950.02 | $\mathrm{S}^{217.674 .90}$ | ${ }^{5} 247.9515 .12$ | S 251.558 .88 | ${ }^{5} 288.044$ | ¢ 3677.352 | 5 450,010,98 |
| Resenee Closing |  |  |  |  |  |  | ¢ $\begin{array}{r}\text { 25,201.51 } \\ \hline\end{array}$ | ¢ 61.722 .19 |  | ¢ 1044.6570 .68 |  | \$ $163,2644.40$ | - 1677.312 .12 | \$ 200 2537.720 | \$ 284,05441 | 367,352.53 | 101.98 |
| Age of took |  |  |  |  |  |  | ${ }^{62,184}$ |  | 60.861 | 60,215 |  | ${ }_{61,176}$ | 59.944 | 57831 | ${ }_{56,184}$ | ${ }_{54,544}$ | ${ }_{52,941}$ |
|  |  |  |  |  | ${ }^{38348}$ | ${ }^{424666}$ | ${ }_{\substack{46,977 \\ 22888}}^{\text {a }}$ | ${ }_{\text {51.099 }}^{1,935}$ | ${ }_{\substack{55,265 \\ 15873}}$ | ${ }_{\substack{59,477 \\ 12,307}}$ | ${ }_{\text {55, }}^{1459}$ | ${ }^{544.166} 11.677$ | ${ }_{\substack{53.988 \\ 18.806}}$ |  | ${ }_{\substack{522834 \\ 2298}}$ |  |  |
| dina Stock Check |  |  |  |  |  | 131,124 | ${ }^{131,999}$ | 131,999 | ${ }_{131,999}$ | 31,999 | 131,999 | ${ }_{131,999}$ | 131,999 | 23,999 | 131,99 | -31,999 | ${ }^{131,99}$ |
| Perentages |  |  |  |  | - | ${ }_{\text {43\% }}^{43}$ | ${ }^{4796}$ | ${ }^{4760}$ | ${ }_{468}^{468}$ | ${ }_{4}^{468}$ | ${ }_{4}^{4792}$ | ${ }_{4}^{46 \%}$ | ${ }_{4}^{465}$ | ${ }^{+140^{\circ}}$ | ${ }_{4}^{430^{\circ}}$ | ${ }_{419}^{410}$ |  |
|  | P1074 |  |  |  |  | -10\% |  | , | ${ }_{\text {l }}^{\text {12\% }}$ | 9\%\% | ${ }_{10}^{4020}$ | ${ }^{138 \%}$ | ${ }_{146}^{104}$ | $\xrightarrow{\text { cie\% }}$ | ${ }^{10}{ }^{1708}$ | ${ }^{1700}$ |  |
| cheok |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Scenario 4-1.5\% Ratepeg + 0\% = 1.5\% (no minimum rate)



| ump |  | Current |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| rate peg | 2\%\% | ${ }^{8.0 \%}$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| rate peg + x | \% | 6.0\% |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Target Stock Number | 132,000 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Target Replacement Number | 9,000 | CPI |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Rate of expenditure growth | 2.50\% | 1.5\% |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Rate of book price growth | 2.50\% | 1.5\% |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| \% of funds available spent on bookvote | 80\% |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| FUNDING |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| FINANCIAL YEAR |  | $2012 / 13$ | 2013/4 | 201415 | $2015 / 16$ | 201617 | 2017118 | 201819 | 201920 | 2020/21 | $2021 / 22$ | 202223 | 2023124 | 202425 | 2025126 | 2026127 | 202728 |
|  |  | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 202 |
| POPULATION | ${ }_{\text {crec }}^{\text {CVC }}$ | 52816 13490 | ${ }_{\text {cher }}^{\substack{12875}}$ | 51043 |  | ${ }_{\text {51040 }}^{13010}$ | ${ }_{\text {¢ }}^{52337}$ | ${ }^{52578}{ }^{13080}$ | 52820 <br> 13107 | 产3062 | 53304 13160 | ${ }^{53546}$ | ${ }_{\text {ch3788 }}^{13213}$ | ${ }_{5}^{54229}$ | $\underset{\substack{542 \\ 132}}{ }$ |  |  |
|  | Total | 66,306 | 64,060 | 63,897 | ${ }_{64,035}$ | 64,050 | ${ }_{65,390}$ | 65,659 | ${ }_{65,927}$ | 66,195 | 66,464 | 66,732 | 67,001 | 67,269 | 67,538 | 67,806 | 68,074 |
|  |  | \$565, 333.83 |  |  |  |  |  | \$ 887.616 .17 | 913.991.11 | 130.03 | 69,054.65 | 78729 | 350.91 | \$1.057.769.10 | 66. | 266.8 | 96.95 |
| CURRENT CONTRIBUTION | Uc | \$144,286,78 | \$ 149.528.23 | ${ }^{\$}$ 162.882.03 | \$ 179.274.72 | \$ 193.659.94 | \$ 238,255.00 | \$ 220,815.59 | ${ }^{5}$ 226,796.11 | ${ }^{5}$ 232,937.0] | \$ 239,244 | ${ }^{\text {¢ } 245,72}$ | ${ }^{2} 252,372.10$ |  |  | , 27 |  |
|  | TOTAL | S729,620.61 | s 770,641.80 | s 832,481.43 | s 904,174.20 | s 976,762.50 | \$1,043,358.00 | \$1,108,431.76 | S1,140,787.21 | \$1,174,067.66 | S1,208,299.14 | \$1,243,508.40 | \$1,279,722.94 | \$1,316,971.01 | \$1,355,281.66 | \$1,394,684,73 | 51,43,210.91 |
|  |  |  |  |  |  |  |  |  | \$ 97,717.50 | 98,164.89 | 98,612.27 | 99,059.65 | 99,507.03 | 99,954.41 | 100,401.79 | 100,849.17 | 6.55 |
| State Library si.85 PeR CAPITA Rate subsidy | BSC | \$ 24,957.00 | \$ 23,634.00 | \$ 23,780.00 | \$ 24,109.00 | \$ 24,069.00 | \$ 24,149.06 | \$ 24,198.25 | \$ 24,247.45 | \$ 24,296.64 | \$ $24,345.83$ | \$ 24,395.03 | \$ 24.444 .22 | 24,493.41 | \$ 24,542.60 | \$ 24,591.80 | \$ 24.640 .99 |
| DISABILTY \& GEOGRAPHIC ADJUSTMENT subsidy | CVC | \$107,633.00 | \$ 104.513.00 | \$ 104019.00 | 104019.00 | \$ 104.013.00 | ${ }^{106,655.34}$ | \$ 107.148.16 | \$ 107,640.97 | \$ 108,133.78 | 108,626.59 | \$ 109,119.41 | \$ 109.612.22 | \$ 110,105.03 | ${ }^{110,597.85}$ | \$ 111,090.66 | 11,583.47 |
| DISABLIT \& GEOGAPPHIC ADJUSTMENT subsidy | BSC | \$ 26,180.00 | 24,793.00 | 24,726.00 | 24,946.00 | \$ 25,249.00 | 25,333.51 | \$ 25,385.12 | \$ 25,436.72 | \$ 25,488.33 | \$ 25,539.93 | \$ 25,591.54 | \$ 25,643.15 | \$ 25,694.75 | \$ 25,746.36 | \$ 25,797.96 | 25,849.57 |
| ADDITIONAL REGIONAL FUNDS |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | BSC |  |  |  |  | \$ 5,611.00 |  |  |  |  |  |  |  |  |  |  |  |
| TOTAL STATE LIBRARY FUNOING |  | \$225,480.00 | \$ 247,817.00 | \$ 246,955.00 | S 247,430.00 | \$ 258,977.00 | \$ 252,960.66 | \$ 254,001.65 | \$ 255,042.64 | \$ 256,083.63 | \$ 257,124.63 | \$ 258,165.62 | \$ 259,206.61 | \$ 260,247.60 | \$ 261,288.60 | \$ 262,329.59 | \$ $263,370.58$ |
|  | cvo | \$7900,676.83 | \$ 820,503.57 | \$868.048.40 | \$ $923,274.48$ | \$ 987,150.56 | \$1,008,581.09 | \$1,092,034.45 | \$1,119,349.58 | \$1,147,428.69 | \$1,176,293.51 | \$1,205,966.35 | \$1,236,470.16 | \$1,267,828.54 | \$1,300,065.73 | \$1,333,206.67 | \$1,367,276.97 |
|  | BSC | \$199,423.78 | \$ 197,955.23 | \$ 211,388.03 | \$ 228,329.72 | \$ 248,588.94 | \$ $287,737.57$ | \$270,398.96 | \$ 276.480.27 | \$ 282,722.60 | \$ 289,130.26 | \$ 295,707.67 | \$ 302, 459.39 | ¢ 309,300.08 | \$ 316,504.5 | \$ 323.807.66 | \$ 331,304.52 |
| Total operational income |  | \$986, 100.61 | \$1,018,458.80 | \$1,079,436.43 | \$1,151,604.20 | \$1,235,739.50 | \$1,296,318.66 | \$1,362,433.41 | \$1,395,829.85 | \$1,430,151.29 | \$1,465,423.77 | \$1,501,674.02 | \$1,538,929.55 | \$1,577,218.62 | \$1,616,570.26 | \$1,657,014.32 | \$1,698,581.49 |
| rate peg |  | 3.6\% | 3.4\% | 2.3\% | 2.4\% | 1.8\% | 1.5\% | 2.5\% | 2.5\% |  | 2.5\% | 2.5\% | 2.5\% | 2.5\% | 2.5\% | 2.5\% |  |
| rate peat $+x \%$ minimum |  |  |  |  |  |  |  |  |  |  | 2.5\% | 2.5\% | 2.5\% | ${ }^{2.5 \%}$ | 2.5\% | $2.5 \%$ |  |
| ${ }^{\text {rate }}$ - ${ }_{\text {pered }}$ |  | 11.00 | ${ }^{9.3 .3 \%} 1$ | ${ }^{8.30 \%} 13.03$ | ${ }_{\text {8.4\% }}^{14.12}$ | \$ $\quad \begin{aligned} & 8.0 \% \\ & 15.25\end{aligned}$ | ${ }_{\text {8.0. }}^{16.47}$ | \$ $\begin{array}{r}2.5 \% \\ 16.88\end{array}$ | \$ $\quad \begin{array}{r}\text { 2.5\% } \\ 17.30 \\ \hline\end{array}$ | \$ $\quad \begin{array}{r}2.5 \% \\ 17.74\end{array}$ | \$ $\quad$2.5\% <br> 18.18 | \$ $\begin{array}{r}2.5 \% \\ 18.63\end{array}$ | \$ $\quad \begin{array}{r}2.5 \% \\ 19.10\end{array}$ | ${ }^{2.5 \%} 1.58$ | ${ }_{\text {20.07 }}^{2.5 \%}$ | ${ }_{2}^{2.5 \%} 2$ |  |
|  |  | 1.00 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Expenses |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| $\frac{50}{} 5$ Salaries, Waages Oncosts |  |  |  |  | \$ 406.564 .39 | ${ }_{\text {\$ }}^{\text {\$ } 425,787.39}$ |  | \$ 449,846.888 | \$ 461,093.05 | \$ 472.620 .37 | \$ 484.435 .88 | \$ 496.546.78 | ${ }_{\text {\$ }}^{\text {\$ 508,960.45 }}$ | \$ 521,684.46 | ${ }_{\text {\$ }}^{\text {\$ } 534,726.57}$ | \$ 548.094.74 | \$ 561.797.10 |
| $\frac{51-\text { Other Emplovee Costs }}{53 \text { - Materials }}$ |  |  |  |  | $14,064.68$ $10,526.10$ |  | (ers | \$ $\begin{array}{lll}\text { \$ } & 13,133.33 \\ \$ 8.933 .95\end{array}$ |  | (1) | \$ ${ }_{\text {\$ }} 14.14 .143 .15$ | \$ ${ }_{\text {\$ }} 14.4 .496 .73$ | (1) ${ }^{\text {S }}$ \$ 14.859 .15 | S 15.230 .63 <br> \$ 4.562 .18 |  | \$ 16.001 .68 | (er |
| 54-Contractors \& Consultancies |  |  |  |  | 66,257.49 | \$ 48,678.02 | 79,975.00 | \$ 81,974.38 | 84,023.73 | \$ 86,124,33 | 88,277,44 | 90,484.37 | 92,746.48 | 95,065.14 | 97,441.77 | 99,877.82 | 102,374.76 |
| 56 - Depreciation, Amortisation and Impariment |  |  |  |  | 79,780.14 | \$ 69,117.67 |  |  |  | s |  |  |  |  |  |  |  |
| 57- Insurance Expenses |  |  |  |  | 4,775.23 | S 4.692 .26 <br> 8  | 4,751.00 | \$ 4.869 .78 | 4,991.52 | S 5.116 .31 <br> 8  | 5,244.22 | \$ 5.3 .375 .32 | \$ 5.509970 | 5,647.45 | 5,788.63 | 5.933.35 | \$ 6.081.68 |
| 年 59 - Administration Expenses |  |  |  |  | $33,824.39$ <br> $92,788.31$ | \$ |  | \$ 41.278 .80 | (1) ${ }^{\text {S }}$ |  | \$ 44.452 .75 | \$ 45.564.07 | \$ 46.703 .17 | \$ 47.870 .75 | ${ }_{\text {\$ }}^{\text {\$ }}$ [9,067.52 116.79 .30 | \$ 50,294.21 | ( ${ }^{\text {s }}$ |
| 61 - Subscripitions \& Memberships |  |  |  |  | \$ 60,204,12 | \$ 65,132.42 | \$ 82,200.00 | \$ 84,255.00 | \$ 86,361.38 | \$ 88,520.41 | \$ 90,733.42 | \$ 93,001.76 | ${ }^{\text {\$ }} 959.326 .80$ | \$ 97,709.97 | \$ 100,152.72 | \$ 102,656.54 | \$ 105,222.95 |
| 62 - Internal Expenses |  |  |  |  | \$ 141,911.03 | \$ $19,8886.67$ | \$ 140,444.00 | \$ 143,95.10 | \$ 147,55.98 | \$ 151,242.83 | 155,023.90 | \$ 158,899.50 | \$ 162,871.98 | 166,943.78 | \$ 171,177.38 | 175,395.31 | 179,780.19 |
| Total operational expenses |  |  |  |  | s 910,695.88 | s 874,224.95 | \$ 899,006.00 | \$ 921,481.15 | 944,518.18 | ¢ 968,131.13 | s 992,334.41 | \$1,017,142,77 | \$1,042,571.34 | \$1,068,635.62 | \$1,095,351.52 | \$1,122,735.30 | \$1,150,803.69 |
| Per cent chanqe in expenses |  |  |  |  |  | -4.00\% | 2.835\% | 2.50\% |  | 2.50\% | 2.50\% | 2.50\% | 2.50\% | 2.50\% | 2.50\% | 2.50\% | 2.50\% |
| Opening stock |  |  |  |  |  | 132,236 | 131,125 | 132,000 | 132,000 | 132,000 | 132,000 | 132,000 | 132,000 | 132,000 | 132,000 | 132,000 | 132,000 |
| acquisitions |  |  |  |  |  | 10,971 | 12.853 | 13,917 |  | ${ }^{13,879}$ | ${ }^{13,825}$ | ${ }^{13,854}$ | ${ }^{13,846}$ | ${ }^{13,841}$ |  | ${ }^{13,839}$ |  |
| item price |  |  |  |  |  | \$ $\quad 24.36$ | \$ 24.73 | \$ $\quad 25.35$ | \$ 25.98 | \$ 26.63 | \$ 27.30 | \$ 27.98 | \$ 28.68 | \$ 29.40 | \$ 30.13 | \$ 30.88 |  |
| \# weeded ${ }^{\text {Comparison ( } 7 \% \text { weeded) }}$ |  |  |  |  |  | 12,082 | 11,978 <br> 10.078 | ${ }^{13,917}$ | ${ }^{13,996}$ | ${ }^{13,879}$ | ${ }^{13,865}$ | ${ }^{13,854}$ | ${ }^{13,846}$ | ${ }^{13,841}$ | 13,839 | ${ }^{13,839}$ | ${ }^{13,843}$ |
| Closing Stock |  |  |  |  |  |  | 132.000 | 132,000 | 132.000 | 132,000 | 132,000 | 132,000 | 132,000 | 132,000 | 132,000 | 132,000 | 132,000 |
| Funds Available |  |  |  |  |  | \$ 361.514 .55 | ${ }_{\text {S }} 3977.312 .66$ | \$ 440,955.26 | ${ }^{\text {S }}$ \$51.311.67 | \$ 462.020 .16 | \$ 4773.089 .35 | \$ 484.531 .25 | \$ $496,358.21$ | \$ 508.588.99 |  | \$ 544,279.02 | $\frac{547,777.81}{\text { ane }}$ |
| Bookvote |  |  |  |  | S 240,908.32 | $\$ 300,000.00$ | S 317,850.12 | S 352,761.81 | S 361,049.34 | s 369,616.13 | S 378,477.48 | S 387,625.00 | s 397,086.57 | S 400,866.39 | S $416,974.99$ | S 427,423.22 | 438,222.25 |
| Reserve Opening |  |  |  |  |  |  | \$ 79,462.53 | \$ 135.461 .98 | \$ 183,353.32 | \$ 233,203.35 | \$ $267,082.22$ | \$ 325.061.47 | \$ 380,975.11 | \$ 431,379.71 | \$ 496,114.46 | \$ 565,161.26 | \$ $636,733.82$ |
| Reserve Expenditure Total |  |  |  |  |  | \$50,200 | \$32,191 | \$42,371 | 542,54 | \$60,739 | \$38,927 | \$43,358 | \$51,312 | \$39,509 | ¢ 37,809.00 | 38,013.00 | 63,219.00 |
| Reserve Closing |  |  |  |  |  |  | 47,271.53 | \$ 93,090.98 | \$ 140,799.32 | \$ 172,464,35 | \$ 228,155.22 | \$ 281,703.47 | \$ 329,663.11 | \$ 391,870.71 | \$ 458,305.46 | \$ 527,148.26 | 573,484.82 |
| Age of stock |  |  |  |  | 67430 | ${ }^{63,715}$ | 62,184 | ${ }^{61,823} 5$ | ${ }_{61,791}^{5137}$ | ${ }_{5}^{62,091}$ | ${ }_{6}^{64,940} 5$ | ${ }_{5}^{65,944}$ | ${ }_{65,876}^{5155}$ | ${ }_{5}^{65,823}$ | ${ }^{65,784}$ | ${ }^{65,759} 5$ | ${ }_{5}^{65,748} 5$ |
|  | ${ }_{\text {coser }}$ |  |  |  | ${ }^{38348}$ | ${ }^{42,4,565}$ | ${ }^{46,9888}$ | 51,056 19,120 | 55,137 15,971 | ${ }^{59,221}$ | ${ }^{55,273}$ | $\begin{array}{r}53,588 \\ 12,547 \\ \hline\end{array}$ | ${ }^{53,155} 12,68$ | 53,130 13,046 | 53,435 <br> 12,780 | 56,287 <br> 9,953 |  |
| Ending Stock Check |  |  |  |  | ${ }^{132236}$ | 131,124 | 131,999 | 131,999 | 131,999 | 131,999 | 131,999 | 131,999 | 131,999 | 131,999 | 131,999 | 131,999 | 31,999 |
| Roundina Variance | -5yrs |  |  |  | ${ }_{\text {132, }}^{1326} 5$ | 49\% | 47\% | 47\% | 47\% | $47 \%$ | 49\% | 50\% | 50\% | 50\% | 50\% | 50\% | $50 \%$ |
|  | ${ }_{\text {cher }}{ }^{5-10 y r s}$ |  |  |  | ${ }^{20 \%}$ |  |  |  |  |  | ${ }^{42 \%}$ | ${ }_{4}^{41 \%}$ | ${ }^{40 \%}$ | ${ }^{40 \%}$ | ${ }^{40 \%}$ | ${ }^{43 \%}$ | - ${ }^{43 \%}$ |
| Check |  |  |  |  | 100\% | 100\% | 100\% | 100\% | 100\% | 100\% | 100\% | 100\% | 100\% | 100\% | 100\% | 100\% | 100 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Scenario 5-2.5\% Ratepeg + 0\% = 2.5\% (no minimum rate)



