Whitehorse Manningham Libraries

open for discovery

Proudly owned by

CITY OF WHITEHORSE

MANNINGHAM

Whitehorse Manningham Regional Library Corporation

BUDGET 2026/2027

STRATEGIC RESOURCE PLAN 2026 – 2030

Adopted 17 June 2026

Contents

1 Introduction

The Whitehorse Manningham Regional Library Corporation (WMRLC) was created in December 1995 in accordance with sections 196 and 197 of the *Local Government Act 1989*. The Corporation provides library services to the municipalities of Whitehorse and Manningham. Services are delivered through eight libraries located in Blackburn, Box Hill, Nunawading, Vermont South, Bulleen, Doncaster, East Doncaster and Warrandyte. Outreach services include a Home Library Service. Digital services and resources are accessed through the library website and associated platforms.

WMRLC is funded by the member Councils, the State Government and its own operations. WMRLC's annual recurrent income is comprised as follows:

	Forecast 2025/26 $	Budget 2025/26 $	Budget 2026/27 $	Change $ Increase/ (decrease)	Change % Increase/ (decrease)	% of 2026/27 income	Comments
Member Council Contributions	10,291,226	10,291,226	10,574,235	283,009	2.75%	78%	In line with 2026/27 Council rate cap %
State Government Grants	2,050,953	2,050,953	2,050,953	-	-	15%	Recurrent Public Library Funding Program and Premier's Reading Challenge Book Fund.
Special Projects	582,372	552,371	603,373	51,001	9.23%	5%	Includes Warrandyte Library and additional hours at Doncaster and The Pines libraries
User Fees and Charges	130,880	131,199	142,890	11,691	9%	1%	
Interest and other income	150,702	100,000	150,000	50,000	50%	1%	
Total income	**13,206,133**	**13,125,749**	**13,521,451**	**395,701**	**3.01%**		

The combined impact of rate capping on Council contributions, stagnant State Government public library funding, rising costs and inflation has significantly affected WMRLC's financial position.

This Budget reflects WMRLC's commitment to delivering quality services that provide benefit while managing resources and identifying efficiencies. WMRLC's key assets are its people, collections and information technology, enabling continued provision of community learning, connection and wellbeing benefits.

At 30 June 2025 34% or 108,000 people are library members from a total population of 315,223.

In the 2024/25 year all areas of library activity experienced growth, over the12 month period there were:

- 981,419 visits to libraries
- 3.7 million total loans of collection items
- 1.3 million loans of digital collection items
- 72,537 program and event participants
- 107,132 customer enquiries responded to by library staff
- 259,527 public computer and Wi-Fi sessions

2. Background

2.1 Link to the Library Plan

The Library Plan 2025 - 2029 was adopted by the Library Board on 15 October 2025. WMRLC develops an Action Plan for each year of the Library Plan. The Annual Budget supports the achievement of the Library Plan objectives and annual priority actions. The four-year strategic resource plan is revised with each annual budget.

LIBRARY PLAN 2025 – 2029 SUMMARY

Purpose
To provide welcoming and safe spaces, inclusive services, diverse collections and trusted information that help people imagine, learn, connect and thrive.

Strategic Goals and Priorities

1 Value for community
Expanding outreach, building stronger partnerships, and shaping services around life stages — reaching people where they live, learn, work and gather, and delivering value through connection, opportunity and belonging.

2 Inspiring places
Our libraries aren't just buildings. They're safe, trusted public spaces where people come to learn, connect, get support, and find inspiration. They can adapt and change to deliver value to our community.

3 Services shaped by community
Our services and collections are shaped by what our community needs and values. They support learning, literacy and wellbeing, with a focus on reaching those facing barriers and responding to what matters most.

4 Digital confidence and inclusion
We empower people to participate fully and safely in the digital world —ensuring no one is left behind, regardless of age, language, or ability.

5 Climate resilience
Our libraries contribute to a sustainable future through environmentally responsible practices, community resilience programs, and safe spaces in times of need.

2.2 Planning and Accountability Framework

BUDGET PROCESS

Under the *Local Government Act 1989*, WMRLC is required to prepare and adopt an Annual Budget for each financial year[1]. The Budget is required to disclose the fees and charges that WMRLC intends to levy as well as a range of other information required by the *Local Government (Finance and Reporting) Regulations 2014* which support the Act. The 2026-27 Budget, which is included in this report, is for the year 1 July 2026 to 30 June 2027 and is prepared in accordance with the Act and Regulations.

The preparation of the Budget begins with library officers preparing the Annual Budget in accordance with the *Local Government Act 1989* and submitting the Draft Budget to the Board for approval in principle.

WMRLC is then required to give public notice that it intends to adopt the Budget. It must give at least 28 days' notice of its intention to adopt the proposed Budget and make the Budget available for inspection at its Offices. A person has a right to make a submission on any proposal contained in the Budget and any submission must be considered before adoption of the Budget by the Board. The Budget is required to be adopted by the Board by 30 June and a copy submitted to the Minister for Local Government within 28 days of adoption each year.

The key dates for the 2026/27 Budget process are summarised below:

Action	Description	Date
1	Preliminary Budget presented to Board	18 March 2026
2	Proposed Budget presented to Board for approval	13 May 2026
3	Public notice advising intention to adopt Budget	14 May 2026
4	Budget available for inspection and comment for at least 28 days	14 May to 15 June 2026
5	Budget and submissions presented to the Board for adoption	17 June 2026
6	Copy of adopted Budget submitted to the Minister for Local Government within 28 days of adoption	By 15 July 2026

[1] For clarity it should be noted that the impact of s330 of the *Local Government Act 2020* is that those sections of the *Local Government Act 1989* that were applicable to an existing regional library corporation, continue to apply to that library as if all of those sections had not been repealed until 2031.

2.3 Budget Influences

In preparing the Budget several overarching budget principles are followed, and budget assumptions are made about the internal and external environment within which the library service operates.

Known factors and influences at the time of preparation which are likely to impact significantly on the services delivered in the budget period are also taken into consideration. These include the:

- Victorian State Government rate cap of 2.75% for the 2026/27 financial year
- Recurrent State Government Public Library Funding Program grant which has remained unchanged since July 2022
- Changing demographics and evolving community expectations, requiring WMRLC to adapt its services to meet diverse needs
- Growth in demand for digital collections alongside sustained high rates of physical collection loans
- Role of the library in supporting and enabling people to participate in an increasingly digital world

2.4 Budget Principles

The following principles have been incorporated in the 2026/27 Budget:

- Focus on continuous improvement and cost saving initiatives to optimise WMRLC's service and financial sustainability.
- Maintain prudent cash reserves to safeguard the organisation's ability to fund accrued employee leave commitments and future asset renewal needs.
- Identifying, assessing, and prudently managing financial risks linked to assets and liabilities.
- Income and Expenditure has been thoroughly reviewed and is considered realistic.
- Aims to achieve a break-even result before depreciation expenses.
- Distribution of Member Council costs in accordance with the Regional Library Agreement.

2.5 Budget and Strategic Resource Plan Economic Assumptions

The assumptions underpinning the 2026/27 Budget (and the next 3 years) are:

	Drivers	Budget	Strategic Resource Projections		
		2026/27	2027/28	2028/29	2029/30
Council contributions	Rate cap	2.75%	2.5%	2. 5%	2.5%
State Government Public Library Funding Program		0.0%	2.0%	2.0%	2.0%
Premiers Reading Challenge		0.0%	0.0%	0.0%	0.0%
Special Projects		Income matches expenses			
User fees and charges	Rate Cap	2.75%	2. 5%	2. 5%	2. 5%
Interest Income					
Salaries & on-costs	EA, Banding & Workcover, training cost increases.	2.9%	2.5%	2.5%	2.5%
CPI		2.75%	2.5%	2.5%	2.5%
Other Operating costs		At or above CPI			
Capital Collection	Reduced physical collection in FY27	-5.16%	2.5%	2.5%	2.5%
Other Base Capital		-4%	2.5%	2.5%	2.5%

3 Financial Statements

This section presents information with regards to the Financial Statements and Statement of Human Resources. The Budget information for the year 2026/27 incorporates the Strategic Resource Plan for the three years ending 30 June 2030.

This section includes the following financial statements prepared in accordance with the *Local Government Act 1989* and the Local Government Model Financial Report:

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

3.1 Comprehensive Income Statement

For the four years ending 30 June 2030

	Notes	25/26 Forecast	26/27 Budget	27/28 Projections	28/29 Projections	29/30 Projections
		$	$	$	$	$
Revenue						
Council Contributions	4.1.1	10,291,226	10,574,235	10,838,591	11,109,556	11,387,295
State Government	4.1.2	2,050,953	2,050,953	2,091,254	2,132,361	2,174,290
Manningham Special Projects	4.1.4	582,372	603,373	618,457	633,919	649,767
User Fees and Charges	4.1.3	130,880	142,890	146,462	150,124	153,877
Other Grants	4.1.5	43,017				
Interest Income	4.1.5	150,702	150,000	155,250	160,684	166,308
Total Revenue		**13,249,150**	**13,521,451**	**13,850,014**	**14,186,644**	**14,531,537**
Expenses						
Employee costs	4.1.6	8,798,714	9,066,561	9,293,225	9,525,556	9,763,695
Materials and Services	4.1.8	1,791,630	1,829,277	1,874,112	1,920,067	1,967,173
Grant Expenditure	4.1.9	109,889				
Depreciation	4.1.10	1,669,912	1,608,879	1,649,101	1,696,184	1,737,124
Disposals	4.1.10	517,080	499,909	497,076	488,694	470,828
Manningham Special Projects		531,977	552,978	566,802	580,973	595,497
Total Expenses		**13,419,202**	**13,557,604**	**13,880,316**	**14,211,474**	**14,534,317**
Profit/(Deficit) for the period		**(170,052)**	**(36,153)**	**(30,302)**	**(24,830)**	**(2,780)**

3.2 Balance Sheet

For the four years ending 30 June 2030

	25/26 Forecast	26/27 Budget	27/28 Projections	28/29 Projections	29/30 Projections
Current Assets					
Cash and Cash Equivalents	3,092,651	3,198,883	3,287,382	3,343,374	3,418,544
Receivables	171,859	175,441	179,683	184,029	188,480
Prepayments	137,073	134,187	137,491	140,878	144,349
Non -financial assets	17,317	17,750	18,194	18,649	19,115
Total Current assets	**3,418,900**	**3,526,261**	**3,622,750**	**3,686,930**	**3,770,488**
Non-Current assets					
Collection Resources	7,062,341	7,055,655	7,062,470	7,088,569	7,149,643
IT Equipment, Furniture and Equipment	1,005,021	948,405	892,037	856,101	789,839
Total Non-Current assets	**8,067,362**	**8,004,060**	**7,954,507**	**7,944,670**	**7,939,482**
Total Assets	***11,486,262***	***11,530,321***	***11,577,257***	***11,631,600***	***11,709,970***
Current Liabilities					
Payables	1,030,492	1,050,365	1,076,541	1,103,375	1,130,877
Provisions	1,816,666	1,871,968	1,918,767	1,966,736	2,015,905
Total Current Liabilities	**2,847,158**	**2,922,333**	**2,995,308**	**3,070,111**	**3,146,782**
Non-Current Liabilities					
Provisions	165,481	170,518	174,781	179,151	183,630
Total Non-Current Liabilities	**165,481**	**170,518**	**174,781**	**179,151**	**183,630**
Total liabilities	***3,012,639***	***3,092,851***	***3,170,089***	***3,249,262***	***3,330,412***
Net assets	***8,473,623***	***8,437,470***	***8,407,168***	***8,382,338***	***8,379,558***
Equity					
Members Contribution on Formation	3,922,043	3,922,043	3,922,043	3,922,043	3,922,043
Accumulated surplus	4,551,580	4,515,427	4,485,125	4,460,295	4,457,515
Total equity	**8,473,623**	**8,437,470**	**8,407,168**	**8,382,338**	**8,379,558**

3.3 Statement of Cash Flows

For the four years ending 30 June 2030

	Notes	25/26	26/27	27/28	28/29	29/30
		Forecast	Budget	Projections	Projections	Projections
Cash flows from Operating Activities						
Council Contributions		10,291,226	10,574,235	10,838,591	11,109,556	11,387,295
State Government		2,050,953	2,015,054	2,091,254	2,132,361	2,174,290
Manningham special projects		582,372	603,373	618,457	633,919	649,767
User fees and Charges		130,880	142,890	146,462	150,124	153,877
Other Grant		43,017				
Interest Income		150,702	185,899	155,250	160,684	166,308
Payments to Employees/Supplies		(11,143,986)	(11,369,732)	(11,664,891)	(11,955,612)	(12,253,602)
Net cash provided by operating activities	***4.3.1***	***2,105,164***	***2,151,719***	***2,185,123***	***2,231,032***	***2,277,935***
Cash flows from Investing Activities						
Payment for Library Stock, Information Technology & Furniture		(2,170,766)	(2,045,487)	(2,096,624)	(2,175,040)	(2,202,766)
Proceeds from sale of Equipment		-	-	-	-	-
Net cash from Investing Activities	***4.3.2***	***(2,170,766)***	***(2,045,487)***	***(2,096,624)***	***(2,175,040)***	***(2,202,766)***
Cash flows from Financing Activities						
Proceeds from borrowings			-	-	-	-
Repayment of borrowings			-	-	-	-
Net cash from Financing Activities			***-***	***-***	***-***	***-***
Net increase/(decrease) in cash and cash equivalents	***4.3.3***	***(65,602)***	***106,232***	***88,499***	***55,992***	***75,169***
Cash and cash equivalents at beginning of the year		***3,158,253***	***3,092,651***	***3,198,883***	***3,287,382***	***3,343,374***
Cash and cash equivalents at the end of the financial year		***3,092,651***	***3,198,883***	***3,287,382***	***3,343,374***	***3,418,544***

3.4 Statement of Capital Works

For the four years ending 30 June 2030

	Notes	*25/26* Forecast *$*	*26/27* *Budget* *$*	*27/28* *Projection* *$*	*28/29* *Projection* *$*	*29/30* *Projection* *$*
Collection Resources	4.4.1	1,865,756	1,769,400	1,813,635	1,858,976	1,905,450
IT Replacement	4.4.2	185,000	170,000	174,250	178,606	183,071
Furniture and Equipment	4.4.2	69,615	55,692	57,084	58,511	59,975
Warrandyte capital expenses		50,395	50,395	51,655	52,947	54,270
Motor Vehicle replacement	4.4.3				26,000	
Total capital works		**2,170,766**	**2,045,487**	**2,096,624**	**2,175,040**	**2,202,766**
Represented by:						
Renewal		2,170,766	2,045,487	2,096,624	2,175,040	2,202,766
		-	-		-	-
Total capital works		***2,170,766***	***2,045,487***	***2,096,624***	***2,175,040***	***2,202,766***

The movement between the previous year and the current year in Library Collections; Furniture and IT Equipment as shown in the Balance Sheet links to the following items:

	25/26 Forecast	*26/27* *Budget*	*27/28* *Projection*	*28/29* *Projection*	*29/30* *Projection*
	$	$	$	$	$
Total capital works	**2,170,766**	**2,045,487**	**2,096,624**	**2,175,040**	**2,202,766**
Depreciation and amortisation	(1,669,912)	(1,608,879)	(1,649,101)	(1,696,184)	(1,737,124)
Disposals	(517,080)	(499,909)	(497,076)	(488,694)	(470,828)
Net movement in Library Collection, Furniture and IT Equipment	***(16,226)***	***(63,301)***	***(49,553)***	***(9,838)***	***(5,186)***

3.5 Statement of Changes in Equity

For the four years ending 30 June 2030

	Total $	Accumulated Surplus $	Members Contribution $
Budget 2026			
Balance at beginning of the financial year	8,643,675	4,721,632	3,922,043
Surplus (deficit) for the year	(170,052)	(170,052)	0
Balance at end of the financial year	***8,473,623***	***4,551,580***	***3,922,043***
Projections 2027			
Balance at beginning of the financial year	8,473,623	4,551,580	3,922,043
Surplus (deficit) for the year	(36,153)	(36,153)	0
Balance at end of the financial year	***8,437,470***	***4,515,427***	***3,922,043***
Projections 2028			
Balance at beginning of the financial year	8,437,470	4,515,427	3,922,043
Surplus (deficit) for the year	(30,302)	(30,302)	0
Balance at end of the financial year	***8,407,168***	***4,485,125***	***3,922,043***
Projections 2029			
Balance at beginning of the financial year	8,407,168	4,485,125	3,922,043
Surplus (deficit) for the year	(24,829)	(24,829)	0
Balance at end of the financial year	***8,382,339***	***4,460,296***	***3,922,043***
Projections 2030			
Balance at beginning of the financial year	8,382,339	4,460,296	3,922,043
Surplus (deficit) for the year	(2,780)	(2,780)	0
Balance at end of the financial year	***8,379,559***	***4,457,516***	***3,922,043***

3.6 Statement of Human Resources

For the four years ending 30 June 2030

	Notes	Budget 2026/27 $	Projection 2027/28 $	Projection 2028/29 $	Projection 2029/30 $
Employee costs - operating	4.1.6	9,066,561	9,293,225	9,525,556	9,763,695
TOTAL EMPLOYEE EXPENDITURE					
		FTE	**FTE**	**FTE**	**FTE**
Employee numbers	4.1.7	74	74	74	74
TOTAL FTE AT 30 JUNE		**74**	**74**	**74**	**74**

4 Notes to the Financial Statements

This section presents detailed information on material components of the financial statements.

4.1 Comprehensive Income Statement

4.1.1 Member Council Contributions

	Forecast 2025/26 $	Budget 2025/26 $	Budget 2026/27 $	Change $ Increase/ (decrease)	Change % Increase/ (decrease)
Whitehorse Council	6,174,736	6,174,736	6,344,541	169,805	2.75%
Manningham Council	4,116,490	4,116,490	4,229,694	113,204	2.75%
TOTAL	**10,291,226**	**10,291,226**	**10,574,235**	**283,009**	**2.75%**

4.1.2 Grants – State Government

STATE GOVERNMENT GRANTS	Forecast 2025/26 $	Budget 2025/26 $	Budget 2026/27 $	Change $ Increase/ (decrease)	Change % Increase/ (decrease)
Whitehorse	1,162,865	1,162,865	1,162,865	-	0%
Manningham	852,190	852,190	852,190	-	0%
Total Public Libraries Funding Program	**2,015,054**	**2,015,054**	**2,015,054**	**-**	**0%**
Premiers Reading Challenge Book Fund	**35,899**	**35,899**	**35,899**	**-**	**0%**
TOTAL STATE GOVERNMENT GRANTS	**2,050,953**	**2,050953**	**2,050,953**		**0%**

Recurrent State Government grants are received from two funding programs:

- Public Libraries Funding Program is budgeted to not increase for 2026/27 then increase 2% per year over the remaining years of the SRP.
- Premier's Reading Challenge Book Fund is expected to remain unchanged throughout the SRP.

4.1.3 User Fees and Charges

	Forecast 2025/26 $	Budget 2025/26 $	Budget 2026/27 $	Change $ Increase/ (decrease)	Change % Increase/ (decrease)
TOTAL USER FEES & CHARGES	**130,880**	**131,199**	**142,890**	**11,691**	**8.91%**

User Fees and Charges include revenue from printing/copying, hire of meeting rooms, sale of products, Interlibrary loans, lost/damaged item charges and program charges.

4.1.4 Special Projects

SPECIAL PROJECT	Forecast 2025/26 $	Budget 2025/26 $	Budget 2026/27 $	Change $ Increase/ (decrease)	Change % Increase/ (decrease)
Additional hours – Doncaster & The Pines libraries	178,136	178,514	183,869	5,355	3%
Warrandyte Library - Operating	298,703	323,463	298,703	45,646	14.1%
Warrandyte Library - Capital	50,395	50,395	50,395	0	0%
TOTAL SPECIAL PROJECTS	**527,234**	**552,372**	**603,373**	**51,001**	**9.23%**

Special Projects delivered under clause 9 of the Regional Library Agreement and are funded by the relevant council in addition to member council contributions. Income matches expenditure. Operating expenses include associated employee costs. Budget increases/decreases are reflective of anticipated escalations in service costs.

4.1.5 Other Income

OTHER INCOME	Forecast 2025/26 $	Budget 2025/26 $	Budget 2026/27 $	Change $ Increase/ (decrease)	Change % Increase/ (decrease)
Interest on Investments	150,702	100,000	150,000	50,000	50%
Other grants	43,017	-	-	-	-
TOTAL OTHER INCOME	**193,719**	**100,000**	**150,000**	**50,000**	**50%**

Interest revenue has been estimated based on the Corporation's at-call investment rate of 3.65% as at February 2026, with projected returns based on anticipated monthly cash balances derived from cash flow forecasts.

Income from other grants is not included in the Budget unless it is known at the time of budget preparation.

4.1.6 Employee Costs

EMPLOYEE COSTS	Forecast 2025/26 $	Budget 2025/26 $	Budget 2026/27 $	Change $ Increase/ (decrease)	Change % Increase/ (decrease)
Employee costs	8,798,714	8,810,650	9,066,561	255,911	2.9%
TOTAL EMPLOYEE COSTS	**8,719,952**	**8,731,888**	**9,066,561**	**255,911**	**2.9%**

Employee costs comprise 80% of total operating expenditure.

Employee costs include labour related expenditure such as salaries and wages, and on-costs such as Workcover, leave entitlements, allowances, employer superannuation and Fringe Benefits Tax. Long service and annual leave are statutory requirements and provision for the payment of these items are included in the Budget. Employee costs are reflective of salary banding increments, Enterprise Agreement rates of pay and Workcover increases.

Excludes employee costs associated with Manningham Special Projects

4.1.7 Employee Numbers

	Forecast 2025/26	Budget 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30
	FTE	**FTE**	**FTE**	**FTE**	**FTE**
Employee numbers	75.25	74	74	74	74
TOTAL FTE AT 30 JUNE	**75.25**	**74**	**74**	**74**	**74**

Total employee numbers include FTE associated with delivery of Manningham Special Projects.

4.1.8 Materials and Services

MATERIALS AND SERVICES	Forecast 2025/26 $	Budget 2025/26 $	Budget 2026/27 $	Change $ Increase/ (decrease)	Change % Increase/ (decrease)
Materials and Services	1,791,630	1,932,306	1,829,277	(103,029)	(5.33%)
TOTAL MATERIALS & SERVICES	**1,791,630**	**1,932,306**	**1,793,377**	**(103,029)**	**(5.33%)**

Materials and Services include utility, information technology, communications, couriers, cleaning, security services, audit costs, advertising and marketing, staff development, recruitment, human resource management, programming costs, bank fees, administration rental, governance and office expenses, running costs of WMRLC vehicles, and non-capital collection costs such as magazine, newspaper and electronic resource subscriptions.

4.1.9 Grant expenditure

Other grants expenditure includes expensing out from the carried forward grants which becomes the part of accumulated surpluses on FY24/25 rollover.

4.1.10 Depreciation and Disposals

	Forecast 2025/26 $	Budget 2025/26 $	Budget 2026/27 $	Change Increase/ (decrease) $	Change Increase/ (decrease) %
Depreciation	1,669,912	1,669,912	1,608,879	(61,033)	(3.65%)
Disposals	517,080	517,080	499,909	(17,171)	(3.32%)
TOTAL DEPRECIATION AND DISPOSALS	**2,186,992**	**2,186,992**	**2,108,788**	**(78,204)**	**(3.58%)**

Depreciation and disposal expenses recognise the gradual consumption and reduction in value of the library collection and other assets, including furniture, equipment, and IT hardware, over their useful lives. WMRLC's capital expenditure seeks to replenish the library collection as obsolete items are withdrawn to maintain a high-quality collection which meets the needs of the community served.

4.2 Balance Sheet

4.2.1 Assets

Assets represent the economic resources controlled by the organisation. Current assets include cash and cash equivalents, receivables and prepayments expected to be realised within 12 months. Non-current assets primarily consist of collection resources and IT equipment, furniture and equipment, recorded at their carrying value after depreciation.

4.2.2 Liabilities

The major liability is employee provisions.

4.2.3 Borrowings

WMRLC had no borrowings during the financial year 2025/26 and will not be taking out any borrowings for the 2026/27 financial year.

4.3 Cash Flow

4.3.1 Cash flows from Operating Activities

Operating activities refer to the cash generated by or used in the normal service delivery functions of the Corporation.

Employee costs comprise approximately 80% of the total cash expenditure.

Increases in payments to suppliers based on the anticipated budget result for 2026/2027.

4.3.2 Net Cash flows from Investing Activities

The Net cash from investing activities is negative, reflecting the ongoing capital investments.

4.3.3 Cash at End of Financial Year

It is anticipated that at the end of the FY26/27 the total cash will be $106k more than previous year.

4.3.4 Restricted Funds and Working Capital

The cash flow statements show that the Corporation is estimating at 30 June 2027 to have cash and cash investments of $3,198,883 of which some investments are restricted:

Employee Benefits – current	$.1,871,968
Employee Benefits – non-current	$170,519

The above current benefits include the Annual Leave provision as well as Long Service Leave (LSL), only LSL provision is restricted. These funds are separately identified as restricted to ensure there are sufficient funds to meet the Corporation's obligations as set out in the Local Government (Long Service Leave) Regulations 2002.

4.4 Capital Works

4.4.1 Collection resources

Expenditure on physical collection items will reduce by $143k in FY27 and then increase by 2.5% in each of the following three years.

4.4.2 Other base capital

Other base capital will reduce by an average of 4% in FY27 due to a reduced IT server footprint and then increase by 2.5% in each of the following three years.

4.4.3 Motor vehicle replacement

The motor vehicle replacement scheduled for FY27 will be delayed due to budget constraints.

4.5 Financial Resources

The following table summarises the key financial results for 2025/6 and proposed Budget 2026/27, plus the next 3 years as set out in the Strategic Resource Plan for 2027/28 – 2029/30

Strategic Plan Projections

	Forecast 2025/26	Budget 2026/27	Projections 2027/28	Projections 2028/29	Projections 2029/30
	$	$	$	$	$
Operating Result	(170,052)	(36,153)	(30,302))	(24,830)	(2,780)
Cash & Cash Equivalents	3,092,651	3,198,883	3,287,382	3,343,374	3,418,544
Cash flow from Operations	2,105,164	2,151,719	2,185,124	2,231,032	2,277,935
Capital Works	2,170,766	2,045,487	2,096,624	2,175,040	2,202,766

The key assumptions of the Plan are as follows:

Financial Sustainability

Cash and cash equivalents are forecast to increase over the four-year period due to the reductions in programs and collections.

Council Contributions Strategy

Indexation of member Council contributions is based on the annual rate cap percentage amount set by the State Government.

Capital Works Strategy

Capital expenditure over the four-year period will total $8.5 million with $7.3 million being spent on library collection materials and balance on IT and furniture and equipment. This allows for continued renewal of the collection resources and other assets.

Service Delivery Strategy

Service delivery includes a 10% reduction in capital expenditure on physical collection resources and a reduction in program delivery in FY27. All other existing service levels are assumed to be maintained.

4.6 Conversion to Cash

	Actual 2024-2025	Forecast 2025-2026	Budget 2026-2027	Projections 2027-28	Projection 2028-29	Projection 2029-30
Net operating result	(347,921)	(170,052)	(36,153)	(30,302)	(24,830)	(2,780)
Add (less) cash costs not included in operating result						
Capital expenditure	(2,124,916)	(2,170,766)	(2,045,487)	(2,096,625)	(2,175,040)	(2,202,766)
Sub total	**(2,124,916)**	**(2,170,766)**	**(2,045,487)**	**(2,096,625)**	**(2,175,040)**	**(2,202,766)**
Add (less) non-cash costs included in operating result						
Depreciation	1,829,348	1,669,912	1,608,879	1,649,101	1,696,184	1,737,124
Written down value of assets sold	575,070	517,080	499,909	497,076	488,694	470,828
Sub total	**2,404,418**	**2,186,992**	**2,108,788**	**2,146,177**	**2,184,878**	**2,207,952**
Surplus (deficit) for the year	(68,419)	(153,826)	27,148	19,250	(14,992)	2,406
Accumulated surplus carried forward	628,506	560,087	406,261	433,409	452,659	437,668
Accumulated surplus brought forward	**560,087**	**406,261**	**433,409**	**452,659**	**437,668**	**440,074**

5 Financial Performance Indicators

The following table is summary of budgeted financial ratios for 4 years ending 30June2030

Financial Ratios	**Notes**	***25/26 Forecast***	***26/27 Budget***	***27/28 Projections***	***28/29 Projections***	***29/30 Projections***
Underlying results % *measures surplus/(deficit as a % revenue*	**1**	-1.28%	-0.27%	-0.22%	-0.18%	-0.02%
Working capital *assesses WMRLC ability to meet current commitments*	**2**	1.26	1.20	1.21	1.21	1.20
Investment gap ratios	**3**					
other capital expenditure/depreciation		0.92	0.83	0.83	0.90	0.82
collections expenditure/collection depreciation		1.40	1.39	1.38	1.38	1.39

Notes

1. As at 30 June 2027, WMRLC budgeted deficit 0.27%
2. As at 30 June 2027, WMRLC will have $1.20 of current assets for every $1 of current liabilities.
3. The investment gap ratios highlights that WML investing $0.92 on capital assets to replace every $1 depreciated, written down. At an asset class level, ratio exceeds 1 for collection items and is less than 1 for other asset types.

6 Schedule of Fees and Charges 2026/27

All fees and charges inclusive of GST as it applies.

GENERAL FEES AND CHARGES 2026/27

INTER LIBRARY LOANS	
Inter Library Loan (non-WMRLC library) – standard charge	$12.80
Inter Library Loan - where a cost is charged by a non-WMRLC lending library	Standard charge + lending institutions charge
LOST/DAMAGED ITEMS	
Minor repairs / RFID tag replacement	$6.40
Lost/totally damaged items	Item cost plus $17.25 admin charge
Debt Collection Charge (plus debt)	$20.45
REPLACEMENT MEMBERSHIP CARD	$4.10
EARPHONES	$3.80
LIBRARY BAGS	$2.25
USB STICK	$8.90
PRINTING/COPYING	
Photocopying/Printing - Black & White	A4 30c A3 50c
Photocopying/Printing - Colour	A4 $1.30 A3 $2.15
Scanning (to email)	20c
PROGRAM BOOKING FEES	
Children's Holiday Programs	Up to $5.75 per child
Makerspace programs	Up to $11.60 per person
Adult Programs	Up to $17.25 per person

ROOM HIRE FEES AND CHARGES 2026/27

Room	Capacity	Standard Hourly Rate[1] $	Community/NFP Hourly Rate $
Box Hill			
Bert Lewis Room	60	$60	$35
Meeting Room 2	20	$40	$25
Meeting Room 3	24	$40	$25
Computer Room	23	$70	$66
Vermont South			
Meeting Room	20	$40	$25

[1] 20% discount when booking 6 or more dates, conditions apply.

Booking fee of $5.00 will apply per room booking ($3.00 per Community/NFP booking)

Administration fee of $30.15 will apply for changes and cancellations to room bookings.

Other fees may be charged at an hourly rate for cleaning, set up, technical support and security on a cost recovery basis.