



2019
SHARED
LEADERSHIP
PROGRAM

for Victorian public library
and State Library staff

ACTION LEARNING PROJECT

Alternate funding & libraries ...is it worth it?

Annette Watt (Whitehorse Manningham Libraries), Rachel Oliver (Kingston Libraries),
Rebecca Anthony (State Library Victoria), Sarah Bertie (State Library Victoria), Sarah Bloedorn (Vision Australia)



STATE LIBRARY
VICTORIA
What's your story?



Public Libraries
Victoria Network

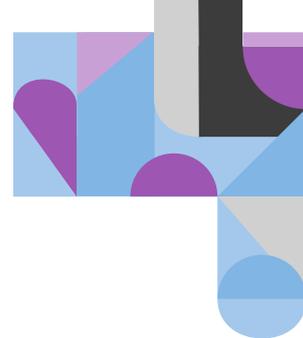
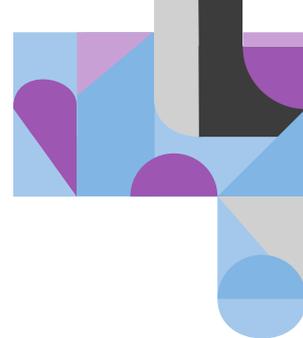


Table of Contents

Introduction.....	3
Scope	4
Methodology	4
Grants	5
Sponsorship	7
Fundraising	9
Philanthropy & Bequests	11
Other	13
Final Recommendations.....	14
Conclusion.....	15
Acknowledgements.....	15
Appendix 1: Reports	16
Appendix 2: Survey Questions	19



Introduction

Public libraries are a vital community asset – providing free access to information, facilitating the development of twenty-first century literacy skills, and supporting social connections and lifelong learning for all.

Public libraries in Victoria are owned and operated by either local council or a regional library corporation (operating under the provisions of the *Local Government Act 1989* with agreements between members approved by the Minister for Local Government). The current funding programs for library service provided by the Victorian Government include:

- the **Public Libraries Funding Program** - provides untied annual funding for the provision of library services including collection items, information technology, library and outreach programs, and other services;
- the **Living Libraries Infrastructure Program** - provides grants to Victorian councils and regional library corporations to deliver public library infrastructure. Co-contributions are required; and
- the **Premiers' Reading Challenge Book Fund** - provides an annual allocation to buy materials to support the annual Premiers' Reading Challenge.

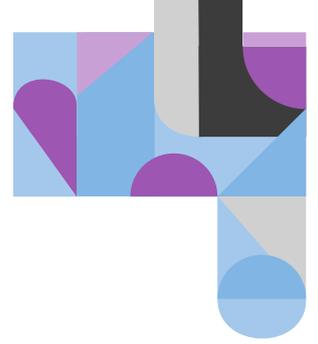
***Libraries build literate, productive
and engaged communities and generate
\$4.30 in benefit for every dollar invested.***

Approximately 80% of operating expenditure is funded by local councils. The remainder comes from state government funding. Growth in local contribution has outpaced state government, leaving some councils struggling to meet the funding requirements of their libraries.

More people are using public libraries than ever before with increasing community demand for longer opening hours, flexible spaces, expanded programs, and access to online services. To meet this need, Public Libraries Victoria (PLV)'s Four Year Strategic Plan 2019-2022 identifies Sustainable Business as a priority under *Goal 3.2, Revenue Growth – generate sustainable growth through alternate revenue streams.*

The purpose of this report is to identify the types of alternate funding Victorian public libraries are already engaging with and explore their potential challenges and opportunities.

***Diversifying income is the 'new world order' in ensuring
and securing ongoing financial sustainability.***



Scope

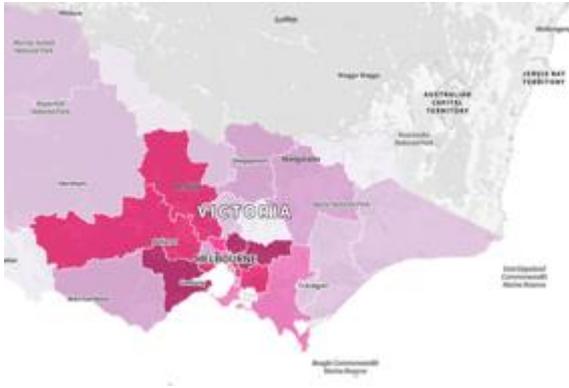


Image:
Libraries Work! SGS Economics & Planning

The scope of the report is
Public libraries in Victoria.

In 2019 the Directory of Public Library Services lists **47** Services, **317** Branches and **253** Mobile Stops & Outreach.

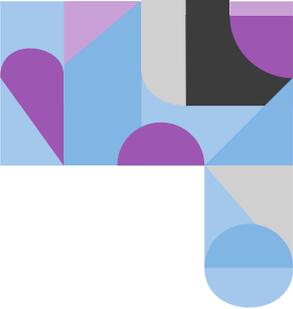
This includes metropolitan and rural areas and libraries managed by either council or regional corporations.

Methodology

This report developed in four stages:

1. Literature review - identified existing policies and reports compiled or commissioned by peak bodies and government (Appendix 1)
2. Survey distributed to Public Libraries Victoria manager email list (Appendix 2). Responses were received from 21 services, nearly half of all PLV members.
3. Further consultation through interviews and case studies
4. Analysis and recommendations

Action Learning principles were embedded throughout the project.



Grants

Definition

Money offered for a specific purpose if an organisation's application successfully meets eligibility and assessment criteria. A funding agreement may be required detailing the terms and conditions of the grant and outlining each party's commitments and obligations. Grants range in their monitoring and reporting requirements from highly complex to relatively informal.

Results

100% of responding library managers said grants were relevant to their service.

Most libraries reported that grants were monetary and that only recurrent government funding was relied upon. The number of grants applied for each year ranged from 1 to 25, with the median being six.



Examples of grants applied for included:

- Telstra Tech Savvy Seniors and Telstra Social Seniors
- Pierre Gorman Award
- Inspiring Victoria Tech grant,
- Royal Society of Victoria
- Be Connected grant
- Science Week
- Community grants
- Arts funding

Most responses highlighted the benefits provided by grant funding, from extending existing offerings to creating innovative pilot programs.

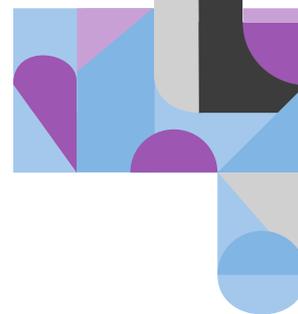
Factors linked to positive experience and ROI:

- Specific staff to look after area
- Training for staff on writing grant applications
- Template based on successful applications

Concerns:

- Staff time required to apply, acquit, manage and report
- Staff expertise to complete successful application
- Finding grants that libraries are eligible for

Very Positive experience and very positive/positive ROI (21%)	Usually they assist in funding the additional programs that we cannot quite achieve with baseline funding, often in key areas. Not the most effective way as it does take time to apply etc, but better than not having the funds.
Positive experience and ROI (42%)	These grants allow us to extend our programs and amplify our reach. The ability to fund pilot projects that can inform future directions is a major ROI for us.



Positive experience Neutral ROI (11%)	Many of the grants we apply for are small so the amount of staff time required to apply, manage and acquit them can cost as much as the actual funding received. The return on investment is the ability to add to what we are providing the library customer.
Neutral experience and positive ROI (5%)	We actively avoid very small grants as the administration and acquittal requirements are often just as onerous for the small amounts, diminishing the return on investment
Neutral experience and ROI (16%)	There's always a question of what size grants to go for because of the investment in time to prepare, manage then acquit grants e.g. is it worth going for a \$500 grant, when it probably takes more than that in staff time to prepare/ manage/ acquit
Neutral experience and Negative ROI (5%)	A lot of time can be spent searching for grants that we are eligible for and completing the submission process. Some of the application, agreement and acquittal requirements can be onerous for a very [small] grant. Amount received would normally not offset the cost of staff time required to submit and administer the grant.

Case Study

Inner-metropolitan Library Service

Library Service received grant totalling \$7,500 across 5 library branches to provide training for digital literacy.

The total amount was to be divided across the branches into separate amounts. The Library also received a grant top up amount of an additional \$1,500, requiring unexpected additional financial administration.

The grant application process was online, and the acquittal was simple as it didn't require a lot of detail.

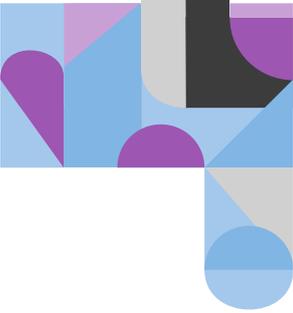
Library Manager mentioned that the experience was bittersweet – while the grant paid for worthwhile programs, the administration was time-consuming and complicated.

Advice provided was to think hard about grants for smaller amounts, as the administration and resourcing would likely outweigh the benefits.

Library Manager mentioned a second experience with a larger grant amount of \$20,000. On this occasion, the administration was managed through council, with Library needing to follow council financial processes.

Overall advice was to set a break-even amount, and to negotiate better arrangements such as streamlined payment systems.

These grants allow us to extend our programs and amplify our reach.



Sponsorship

Definition

A mutually beneficial arrangement whereby resources are provided to a library service or organisation in return for publicity

Results

43% of responding library managers engaged in sponsorship.

Sponsor contributions were usually in-kind, followed by monetary and discounts, and most often associated with events (such as Literary Festivals). Other examples included book suppliers, guest speakers and donations of fruit.

The number of sponsors engaged annually ranged from “a couple” to 25, with an average of 11 sponsors. Libraries were split between ongoing/repeat sponsors and ad-hoc or year-by-year basis. For libraries with ongoing sponsors, these tended to account for a high proportion (70%-95%) of all sponsor relationships. These libraries were more likely to be very positive about benefits.

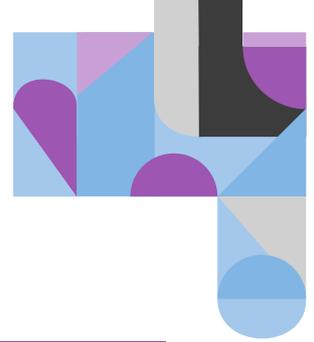


Libraries reported generally very positive/positive experiences and positive/neutral ROI. There were no negative experiences.

Benefits included new or improved program success; ongoing relationships with sponsors that are mutually beneficial and supportive; and communicating effort and expectations to councillors.

The challenges were getting staff on board, competition for sponsors, and the time invested in setting up and managing sponsor contracts.

Very Positive experience and ROI (25%)	As most of the sponsors support us each year, everyone knows what is expected and the relationships are strong. Some activities would not be run without support from sponsors. Other programs have become successful through the support of sponsorship.
Positive experience and ROI (12%)	Suppliers are often happy to help out and it promotes positive interactions. It's more about the relationship. We have very strong relationships with our funders, and we support one another.
Positive experience Neutral ROI (38%)	Projects that are well established work really well. New ones take a lot of time and effort to establish a good working relationship. ROI depends on arrangement. Helps deliver the festival and cover costs. Staffing is permanent.
Neutral experience and ROI (25%)	If it's a partnership agreement, rather than a straight sponsorship agreement, it takes a lot of time to follow-up and ensure the partners are abiding by acknowledgement terms in particular. The cost of the staff time would be greater than the \$ value



received. The benefits of the relationships may provide an investment for future ventures. Our Councillors have an expectation that we will seek sponsorship - demonstrates that sponsor willingness is not as high as expectations.

Case Study

Outer-Metropolitan Library Service

Library Manager experience of seeking sponsorship, and ongoing management of sponsor relationships is time and resource intensive.

The current landscape indicates that pressure is building for Library services to seek sponsorship for programs.

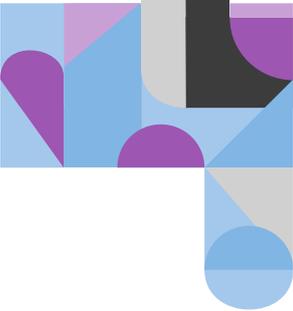
This involves a specific skillset which does not necessarily exist in the existing staffing. It places pressure on library staff who are already at capacity.

The need for strategic partnerships is becoming a norm in the public library industry, and that skills building is needed if this is to be successfully managed and achieved.

Library Manager said that while there are policies around sponsorship, there is not yet a culture or history of sponsorship in public libraries. There is also a sense of sponsorship fatigue from local businesses who are approached repeatedly to sponsor all kinds of activities e.g. sports clubs and festivals, in addition to local libraries.

Some activities would not be run without support from sponsors.

Projects that are well established work really well. New ones take a lot of time and effort to establish a good working relationship.



Fundraising

Definition

Governed by the Fundraising Act 1998 and relevant policies, funds are collected for a beneficiary, cause or stated goal rather than commercial benefit

Results

28.57% of responding library managers said fundraising was relevant to their service.

Friends groups were a major driver of fundraising with membership funds going to specific projects. Library services ran targeted donation campaigns and events such as book sales.

Relationships with Friends groups were established and ongoing. Other library fundraising occurred “minimally” or in pilot campaigns.

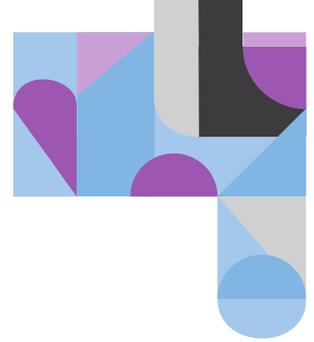
Experiences were generally positive while ROI ranged from very positive to negative.

Fundraising enabled programs and activities beyond the library budget. These programs may target vulnerable areas of the community. Other benefits include positive library activity and public relations, as well as demonstration of funding efforts to council.

Costs incurred included operational and marketing (due to the restriction on use of funds through Fundraising Act 1998 and library policies). Specialist expertise and significant staff resourcing was required for governance and compliance, with one library service seeking fundraising manager for future efforts.



Very positive/positive experience and ROI (40%)	It certainly allows us to provide additional resources and supports our programs and activities that our own budget doesn't allow for. [Friends] funding basically purchased the furniture for the library...an incredible contribution which we are very grateful for and they are very proud of.
Positive experience and neutral ROI (20%)	Supporters happy to help and although a relatively small amount raised it is nonetheless very helpful
Neutral experience And ROI (20%)	Difficult to quantify / qualify at the moment
Neutral experience and negative ROI (20%)	There was a lot of work that went in first to develop policy and strategy...designing the campaign material and getting staff on board with promoting.



Case Study

Regional Library Service

Library Manager recounted a positive experience with the local Friends of the Library group, a volunteer committee of council, established to support library services assisting with programs that did not fit within budget.

The Friends group was incredibly invested and active in fundraising for the library, and crucial in lobbying council to get a new library for the area/region.

The group had developed a strong relationship with the Library CEO at that time and excelled at raising funds – the money raised was sufficient to pay for the furniture for the new library and were prepared to assist with whatever was needed.

The group were also successful in lobbying the local Lions Club with relation to the location of the new library.

At every step of the way, the group would check in with staff to see if they were happy with the direction taken and would assist with other activities including events set up and focus groups.

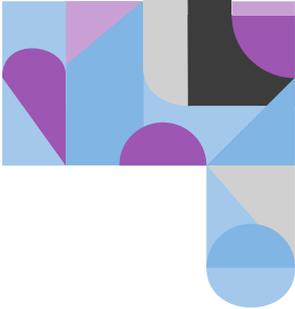
Friends would always check to see library staff okay.

Two staff were required to attend monthly meetings, and submit a report outlining activities and contributions.

In any partnership, there are compromises.

Very low overheads, good PR.

The benefit is that I can demonstrate to councilors that we are attempting [to raise funds].



Philanthropy & Bequests

Definition

Charitable giving by individuals or organisations, frequently with stipulations.

Results

38.10% of responding library services said philanthropy and donations were relevant funding sources.

60% of these responders ranked the return on investment with philanthropy as positive. Other responders said that after considering the return on investment they ranked their experience as neutral. Some of the library costs taken into account included staff resourcing, expertise, policies and collateral.

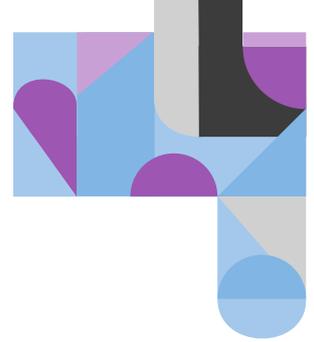


Philanthropy was cited as an emerging source of funding, with one library service explaining 'monetary philanthropy sources are yet to be developed in our service, but there is a plan to do so'. Multiple library services hope to engage a specialised staff member in the future to look after philanthropy and actively seek donations.

The research highlighted that philanthropy works best when it involves large donations that can be put towards substantial projects, such as building and renovations. As philanthropic donations are often sizable, donors can be recognised for their contributions in a number of ways. In one library service each donor had their name written on a piece of timber that made up the design of the library interior. Campaigns occurred infrequently with the exception of established trusts.

Responses overlapped with fundraising, indicating that these categories of funding are not demarcated in some library services despite different compliance and governance requirements.

Very Positive experience and ROI (40%)	It's of a scale that delivers great outcomes.
Positive experience and ROI (20%)	It assists in spreading a financial load in the community and also has benefit in exposing our service to the philanthropic trusts concerned.
Neutral experience and ROI (40%)	The process of developing policies and the governance and marketing structure has taken time, external expertise and resources.



Case Study

Regional Library Corporation

Library Service started by developing a fundraising policy, and engaged a staff member to develop compliance framework, establish ATO and DGR status, and create donation declaration forms.

Library Service elected to raise money towards a program related to service objectives. Donations were initially monetary only, using a Give Now platform to manage fundraising efforts. Finance manager set up bank accounts and cash register code to enable cash donations at branches: funds taken by library staff were tracked by code and deposited to the designated Bank account.

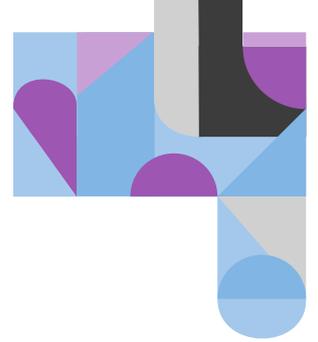
Efforts to raise funds through donation were contained for risk and evaluation purposes. The funds covered cost of items purchased (ROI).

Philanthropy and fundraising was primarily used to enable additional projects. Consumer Affairs Victoria restricts the use of funds: any funds raised must directly benefit recipients and can't be used to cover administrative costs or operational costs (e.g. library lighting).

The library needs to be able to demonstrate where the money is going – description could be amended to enable diverse projects e.g. targeting disadvantaged people in the community.

Very helpful in achieving more substantial projects

The process of developing policies and the governance and marketing structure has taken time, external expertise and resources.



Other

23.81% of responding library services said that they sought funding other than the four areas highlighted.

These included:

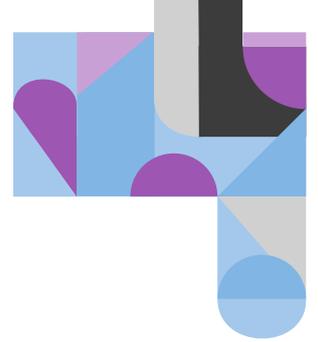
- **Commercial**
Creating opportunities for fee-for-service and developing other direct revenue streams such as selling merchandise and book sales
- **Income from spaces**
Hiring out of workspaces and commercial lease of buildings
- **Advertising**
Working with advertising agencies to promote programming for a lesser fee and cross promotion
- **External partnerships not covered in other categories**
Libraries regularly pursue partnerships with organisations that they might not receive regular or substantial funding from but are measured by other ROI.



Libraries also indicated they were actively trialling and establishing a range of strategies.

Services in the early stages of investigation were interested in exploring options further through recruitment, pilot programs, and development of strategy and policy. One library identified their service as being at the early stages of fine-tuning their operational structure in order to better manage alternate funding endeavours in the future.

Our partnership with our local service club provides personnel for book sales. This enables library funding to be spent on other programming.



Final Recommendations

Based on the results of the survey and the current state of fundraising and sponsorship initiatives in Victorian public libraries, a number of recommendations can be made:

- **Training and knowledge building**

Survey responses indicated that some library managers do not distinguish between the different options for acquiring alternative library funding, and therefore do not have an individual approach to securing these. Knowledge building by management and staff is imperative for future success in seeking alternative funding. Providing staff professional development opportunities, such as the SLV Grant Writing Workshops, will help to equip staff for success.

- **Keeping account**

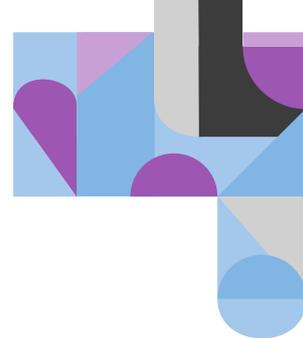
Many survey responders indicated that while they know that seeking alternative funding sources is a time exhaustive exercise, they don't know the actual amount of time taken, because they didn't keep track. Libraries must recognise staff time as a valuable resource. By comprehensively logging staff time, and taking this into account when looking at ROI, libraries will have a clearer picture of the benefits of alternative funding. This will help libraries to make more informed choices.

- **Sharing knowledge**

Victorian public libraries can support each other by sharing grant opportunities and knowledge throughout the network. The creation of a central database or wiki of available grants would be a great resource for libraries to be able to find and share funding opportunities. A lot of time is spent in searching for grants, therefore a wiki would be a time saving tool and would encourage interlibrary collaboration and support.

- **Create a matrix**

How will you know that a grant is worth your library's time to pursue? With the creation of a funding matrix tool, libraries will be able to determine more easily if a grant will provide them adequate ROI. A matrix will also allow for better comparison of different options.



Conclusion

In today's financial climate, Victorian Public libraries need to seek sources of alternative funding to support programming, offer services, and enhance community experience. Funding can be obtained from a diverse range of sources. Seeking this additional funding can take considerable staff hours, effort and expertise to procure, however the benefits can make a world of difference to libraries and their patronage.

Many Victorian public libraries are utilising their skills now to gain much needed funding for an array of programs and projects. From small group IT classes to large-scale building and renovations, alternative funding is changing the library scene. Alternative funding will continue to grow in the future, with libraries needing to provide an ever-increasing array of complimentary services to their growing community.

While many libraries are still navigating the world of alternative funding, support from the library community, and the sharing of knowledge and resources will lead to success in the future. Taking a more measured and calculated approach to funding applications and considering all costs and implications will ensure that libraries are funded sustainably.

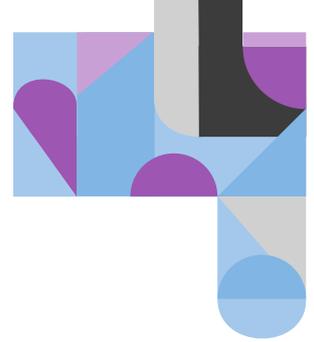
Acknowledgements

This project was completed as part of the **Shared Leadership Program 2019** and incorporated action learning and shared leadership principles.

Thank you to Sue Upton, John Martin and our SLP cohort.

Thank you to project sponsor Sally Both and everyone who contributed to our results.

Annette Watt (Whitehorse Manningham Libraries)
Rachel Oliver (Kingston Libraries)
Rebecca Anthony (State Library Victoria)
Sarah Bertie (State Library Victoria)
Sarah Bloedorn (Vision Australia)



Appendix 1: Reports

This section includes a history of funding for Victorian public libraries, the current state of funding and reflects the interest that agencies such as Public Libraries Victoria, the State Library of Victoria, Local Government Victoria and ALIA Australian Public Library Alliance (APLA) have in the funding of public libraries.

Public Libraries Victoria (PLV)

Website: <https://www.publiclibrariesvictoria.net.au>

[Libraries Building Communities \(2005\)](#)

Initiated by the Library Board of Victoria and the Victorian Public Library Network, this was the first comprehensive Australian study looking at the value public libraries bring to their communities.

The report stated that public libraries could assume a much greater role in community strengthening but they would need more money to take on new activities and responsibilities, as well as provide extra training for staff. To achieve this, it was recommended that libraries forge stronger partnerships with community groups, government and business.

[Dollars Sense and Public Libraries: The Landmark Study of the Socio-economic Value of Victorian Public Libraries Report \(2012\)](#)

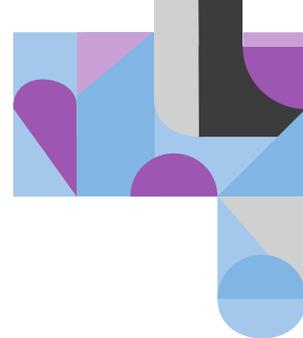
The Dollars, Sense and Public Libraries project was initiated in 2007 and followed on from the Libraries Building Communities research published in 2005. This project had three aims: To expand the understanding of the value of public libraries in Victoria, to provide public library managers with the means to calculate their specific contribution to the communities they serve and to give public library managers information and advocacy materials to build their case for library funding.

The project found that for every dollar invested in public libraries, the community received at least 3.6 times as much value in return. In 2007–08, the community benefit was \$681 million against a cost of \$191 million. At the same time, public libraries made a significant contribution to state and local economies, supporting 4,430 jobs, contributing \$722 million to income, and adding \$120 million to the Victorian Gross State Product. In conclusion, the project stated that libraries need sustained investment to make certain they continue to return benefits to the communities they serve.

[Victorian Public Libraries 2030 Strategic Framework \(2013\)](#)

What is a public library? In 2012? In 2030? The Victorian Public Libraries 2030 project commenced in 2012 and sought to answer these questions and develop a strategic framework for Victorian public libraries.

The recommendation was that Victorian public libraries develop a portfolio of revenue and funding streams. Future challenging economic conditions were forecast, with government receipts being squeezed and competition for funding increasing. Public libraries were advised to insure against this scenario by developing a portfolio of revenue and funding sources to spread the financial support for public libraries and reduce the risk that comes with a reliance on government funding.



[Victorian Public Libraries: Our Future, Our Skills Research Report \(2014\)](#)

The result of a partnership between the State Library of Victoria and Public Libraries Victoria, this report analyses the findings of a skills audit of Victorian public library staff and makes recommendations regarding training needs and strategies to prepare for the future delivery of public library services in Victoria.

The following skills were identified as relating to the securing of funding:
Financial/economic/business/entrepreneurial literacy, community development knowledge, management and administration skills, marketing and project management training along with political and business acumen.

[Libraries Work! The Socio-economic Value of Public Libraries \(2018\)](#)

Libraries Work! The Socio-economic Value of Public Libraries updates and expands on the landmark work of the 2012 *Dollars, Sense and Public Libraries Report*, and highlights the need for the continued support of Victorian public libraries by all levels of government.

The report states that for every dollar invested in Victorian public libraries \$4.30 of benefits are generated for the local community. There is also a strong positive relationship between recurrent library funding and library visitation, with the more funding a public library receives, the more likely people are to visit. Additional funding per capita allows libraries to generate greater net benefits without diminishing returns.

[Libraries Change Lives \(2019\)](#)

A collaborative advocacy campaign by Public Libraries Victoria and the State Library of Victoria. The campaign is a direct appeal for an increase in funding commensurate with increasing usage which is currently not keeping pace. The aim is to gain support in boosting operational funding to Victoria's public libraries, improve library buildings and infrastructure, and expand early years' education programs.

A PR company was engaged and is reflective of the public library sector's focus on creating effective campaigns and budget submissions. It is anticipated that conversation between councils, library staff and politicians will also continue as libraries develop their voice.

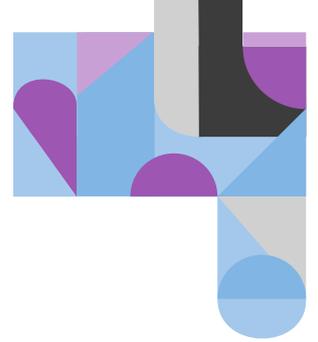
Local Government Victoria (LGV)

Website: <https://www.localgovernment.vic.gov.au/funding-programs/public-library-funding>

[Analysis of Funding of Public Libraries by States & Territory Governments in Australia \(2015\)](#)

The results of an analysis commissioned by Local Government Victoria that explores the funding of public libraries by Australian State and Territory Governments.

This analysis showed that on a per capita basis, Victorian state government support for public libraries in 2014-15 was higher in Victoria (\$7.94) than in either of the other jurisdictions to which Victoria is most frequently compared: New South Wales (\$3.76) or Queensland (\$6.07).



[Independent Review of Public Library Funding \(2016\)](#)

An independent review of public library funding in Victoria that was conducted by global accounting firm KPMG.

At the time of the report, approximately 17 per cent of operating expenditure was covered by state government funding, with the remainder coming from local councils. The Victorian Government supported councils and regional library corporations in the provision of library services through three specific funding programs: The Public Libraries Funding Program which provided untied funding of \$40.5 million per annum (indexed annually) for library operations. This included the LibraryLink system which facilitates limited inter-library loans; – the Living Libraries Infrastructure Program which provided grants to local governments for capital library projects and which had \$4.3 million per annum for distribution; and the Premiers' Reading Challenge Book Fund which distributed \$1.1 million per annum to support libraries in the acquisition of relevant books.

The report notes there are significant efficiencies and library service quality improvements available to councils through the implementation of shared service initiatives.

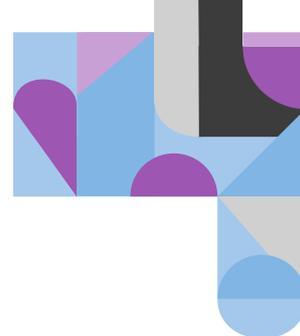
ALIA Australian Public Library Alliance (APLA)

Website: <https://www.alia.org.au/node/184/public-libraries>

[National Strategy and Action Plan \(2019-2022\)](#)

The 2019-2022 ALIA Australian Public Library Alliance *National Strategy and Action Plan* builds on the previous plan for 2015-2018.

Included in its strategic priorities and actions for the next three years is the advocacy for public libraries with the Australian Government and other relevant government bodies and communication with organisations in the corporate and not-for-profit sectors to raise the profile of public libraries and to secure sustainable funding for the sector.



Appendix 2: Survey Questions

This survey will help inform our Action Learning Project for the 2019 Shared Leadership Program. Information will only be used for the purposes of the project and no identifying information will be disseminated without appropriate permissions. The survey should take no more than 15 minutes to complete and closes July 20, 2019. Thank you in advance for your time.

We'd like to hear from you

We are conducting research to understand Public Libraries' experience and return on investment from alternate funding. "Alternate funding" means non-council monetary or in-kind resourcing e.g. from sponsorship, fundraising, grants and philanthropic sources.

In completing these questions please consider the costs and benefits to your library service, staff and community

* 1. Your details

Name	Library Service	Position
------	-----------------	----------

* 2. Does your library actively seek alternative/non-council sources of funding?

Yes - intending to maintain current level

Yes - intending to do more in future

Yes - intending to do less

No - why not?

3. Please select all funding sources relevant to your library service.

Sponsorship

Fundraising

Grants

Philanthropy/donations

Other (please describe)

Sponsorship - Please skip to the next page if not relevant to your library service.

4. Please describe the nature of this funding source (e.g. monetary, in-kind)

5. How many sponsors would you engage with annually? Of these, what % on an ongoing basis?

6. In general, how would you rate these experiences for your library service, team and audience? Consider any expectations or surprises.

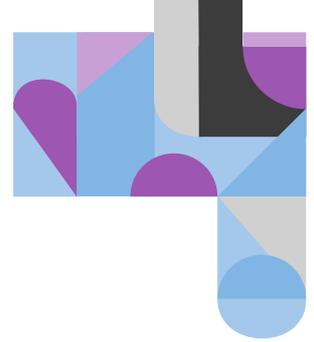
Very Negative / Negative / Neutral / Positive / Very Positive

7. Please elaborate.

8. In general, does this funding source deliver a positive Return on Investment? Consider staffing and resources.

Very Negative / Negative / Neutral / Positive / Very Positive

9. Please elaborate.



Fundraising - Please skip to the next page if not relevant to your library service.

10. Please describe the nature of this funding source (e.g. monetary, in-kind)

11. How many times would you engage with fundraising annually? Of these, what % on an ongoing basis?

12. In general, how would you rate these experiences for your library service, team and audience? Consider any expectations or surprises.

Very Negative / Negative / Neutral / Positive / Very Positive

13. Please elaborate.

14. In general, does this funding source deliver a positive Return on Investment? Consider staffing and resources.

Very Negative / Negative / Neutral / Positive / Very Positive

15. Please elaborate.

Grants - Please skip to the next page if not relevant to your library service.

16. Please describe the nature of this funding source (e.g. monetary, in-kind)

17. How many grants would you engage with annually? Of these, what % on an ongoing basis?

18. In general, how would you rate these experiences for your library service, team and audience? Consider any expectations or surprises.

Very Negative / Negative / Neutral / Positive / Very Positive

19. Please elaborate.

20. In general, does this funding source deliver a positive Return on Investment? Consider staffing and resources.

Very Negative / Negative / Neutral / Positive / Very Positive

21. Please elaborate.

Philanthropy - Please skip to the next page if not relevant to your library service.

22. Please describe the nature of this funding source (e.g. monetary, in-kind)

23. How many times would you engage with philanthropy/donations annually? Of these, what % on an ongoing basis?

24. In general, how would you rate these experiences for your library service, team and audience? Consider any expectations or surprises.

Very Negative / Negative / Neutral / Positive / Very Positive

25. Please elaborate.

26. In general, does this funding source deliver a positive Return on Investment? Consider staffing and resources.

Very Negative / Negative / Neutral / Positive / Very Positive

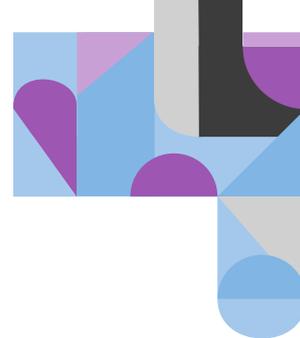
27. Please elaborate.

General Questions

28. Who is the main driver of alternate funding in your library?

29. How does your library manage potential risks? Consider the process and people involved.

30. How would you rate your library's awareness of the risks of alternate funding sources?



Very poor / Poor / Average / Good / Very good Comments

31. Does your library service have any policies associated with alternative funding sources (e.g. sponsorship and fundraising)? Yes/No

32. If you are willing to share, please upload file. Files can also be emailed to viclibraryfunding@outlook.com.

33. If you are willing to share, please provide links to policy/policies:

* 34. Would you be happy for this information to be included in our report?

Yes / Yes - but anonymously / No

* 35. Can we contact you to discuss your survey responses further?

No / Yes - please nominate your preferred contact details, day and time (AM/PM)

36. Is there someone else in your organisation we can contact for further information?

Thank you for contributing to our Action Learning Project. The completed report will be available in October 2019.