

**Casey  
Cardinia  
Libraries**

***'Inspiring spaces where everyone is free to discover  
possibilities'***

## **AGENDA**

**Board Meeting**

**Wednesday 26 April 2017**

**5.30pm**

**City of Casey, VIBE**

**Casey Works Centre, Vesper Drive, Narre Warren**

# **Casey Cardinia Libraries**

## **Board Meeting – Wednesday 26 April**

### **Agenda**

1. **Apologies**  
Board Members:  
Ms. Sally Curtain (City of Casey)
2. **Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL)**  
Ordinary Board Meeting held on 23 February 2017.
3. **Declaration of Conflicts of Interest**
4. **Budgets and Plans**

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## STRATEGY

CC15/2017 LIBRARY PLAN 2017 – 21

*Report prepared by Chris Buckingham*

### Purpose

To provide the Board with the four year Library Plan 2017 – 2021 for endorsement.

### Discussion

CCL is required to have a Library Plan under Section 125 of the Local Government Act 1989. It is the primary planning document for the delivery of library services.

The Library Plan 2017 – 21 has been developed after extensive consultation with community, library users, staff and key stakeholders.

It will be reviewed on an annual basis to ensure that we continue to deliver the library services the community needs.

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### RECOMMENDATIONS

1. That the Board endorse the Library Plan 2017 – 2021.
2. That CCL forward the Library Plan 2017 – 2021 to the member councils for adoption.



# Library Plan

2017 – 2021

The journey from good to great!



Casey  
Cardinia  
Libraries

Inspiring spaces

Where everyone is free  
to discover possibilities

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# Foreword

This Library Plan establishes an ambitious direction for Casey Cardinia Libraries (CCL) over the next four years. It is the primary planning document for the delivery of library services in the Casey Cardinia region and fulfils the requirements of Section 125 of the Local Government Act 1989. Community, staff and key stakeholders were widely engaged and consulted in the development of this plan. We are delighted to share it with you.

Public libraries are expected to do much more than curate collections and lend books. In a time of rapid change, libraries have a core role promoting literacy, providing free access to information, encouraging a culture of lifelong learning and contributing to positive socio-economic outcomes across the community.

CCL is one of Victoria's largest public library services. We are funded principally by the City of Casey, Cardinia Shire and the Victorian State Government. We support a rapidly growing and diverse community of over 400,000 people.

Our libraries are located at Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park, Narre Warren and Pakenham. The Cardinia Mobile Library provides a weekly service to Beaconsfield, Bunyip, Cockatoo, Garfield, Gembrook, Koo Wee Rup, Lang Lang, Maryknoll, Nar Nar Goon, Tynong and Upper Beaconsfield.

Forecasts estimate that the population of City of Casey and Cardinia Shire council will exceed 650,000 people within twenty years. It is anticipated that membership and visits will continue to grow, while lending of physical items will gently decline as new ways of delivering information evolve.

Libraries are an integral part of healthy communities. The role of public libraries as community hubs where people can gather safely is gaining importance. New libraries will be required as residential areas are developed in the Casey Cardinia region. Existing libraries will also need to be refurbished to meet the changing needs of the community.

## CCL in 1996–97

- *75,904 members*
- *648,129 visits per year*
- *230,661 items*
- *1,485,455 annual loans*
- *Open 247 hours per week*
- *Five fixed branches and one mobile library*

## CCL Today

- *1115,000 members*
- *2.1 million visits per year*
- *376,233 items*
- *2,661,973 annual loans*
- *Open 382.25 hours per week*
- *Seven fixed branches and one mobile library*



# CCL – Past, Present, Future

CCL recently celebrated 20 years of service to the community. The role and function of public libraries has changed dramatically in this time, as have the needs and expectations of our community. There is every reason to expect that the pace of change will accelerate.

Public libraries will be judged more on the experiences we provide rather than the physical products we offer. To make the transition from good to great, we have to do things differently.

We love books, and we want people to read them. We also place a high value on making quality information easily accessible to people. Our free programs and events inspire creativity and bring people together. One of the most popular services we provide is free 24/7 Wi-Fi.

The way our community use our facilities is changing. This means we need to think carefully about the way we use space within the branches and adopt new technology. We must prioritise the creation of welcoming spaces where people can gather and learn.

CCL foster happier, healthier and more resilient communities. We are proud of the fact that our libraries are safe and welcoming. People will increasingly seek connection with others when they visit their library.



**B**ad libraries build collections, good libraries build services, great libraries build communities.

R. David Lankes

We also have to actively listen to our community and encourage participation. The people who use our libraries are more important than our books. We must value our customers' time and make it simple and easy to use our services.

To be vibrant and relevant spaces, we need to engage, enthuse and build the communities around us.

Library programs and activities are increasingly being built through partnerships with other organisations including schools and community organisations. It is vital that we actively cultivate strong relationships with the City of Casey and Cardinia Shire Council and look for ways to support each other in the delivery of services to the community.

Our libraries host enormous reservoirs of potential in the people who visit. As library and information industry professionals we have a vital role helping them discover the possibilities.

# Role and Trends of Public Libraries

Public libraries locally and nationally are likely to encounter significant changes in demography. Significant trends in Casey Cardinia region include increased population, internal-migration, arrival of new migrant groups, more young families and an ageing population with increased life expectancy.

Great public libraries are open, accessible and welcoming public spaces where people can read, learn and connect with others.

Libraries are the 21st century knowledge wells. We provide a safe gathering place where people can explore and satisfy their thirst for knowledge. We help everyone: people studying, seeking information and needing help to access the internet; people simply wanting to browse, children coming for storytime, those finding their way in a new town seeking services or directions; people wanting to connect with others in a creative environment; and sometimes those simply seeking shelter.

Rapidly changing technology will significantly influence the future development of libraries. We have an important role providing up-to-date information technology and encouraging people to use it effectively.

The knowledge that was held almost exclusively in books is now available online. People have unparalleled access to information. Most people no longer need to physically visit the library to do research, get access to information or enjoy a leisurely read.



If we are successful, librarians at CCL will be known as way-finders rather than collectors or curators.

There is an expectation that library staff will actively engage and interact with the community in the library, online and outside our four walls. This means we have a growing responsibility to encourage social inclusion and help build resilient communities.

The learning opportunities we provide our community will continue to rise in importance. This will include literacy, creative and digital learning for all ages.

*use the Narre Warren library and the experience has always been good. Only comment is often there's not enough reading/study desks or chairs, but this is expected as it's busy and well used.*

**CCL 2017 Online Community Survey Respondent**



# Challenges and Opportunities

**Budgets and Funding** – The ongoing support and commitment of the City of Casey, Cardinia Shire and the Victorian State Government are critical to our success. We also need to seek new partnerships with business and community that generate new revenue and create efficiencies. Our people should understand and own our financial performance.

**Change** – We understand the need for innovation. Our appetite for risk is increasing. There is a willingness to have a go, make mistakes and learn from them. If we celebrate our strengths, empower our people to have a go and share success, we will be a great public library.

**Communication** – As we embrace change, we have the opportunity to improve the way we communicate with each other and our community. Active listening, engaging in conversations and leveraging technology are key opportunities.

**Growth/Demographics** – The Casey Cardinia region is growing and diversifying swiftly. The pressure on our services through increased patronage means we need to be looking for new ways to deliver key services to our community. This will require a deeper understanding of our community needs and a willingness to engage with partners in different ways.

**Staffing** – The jobs of the future are cognitive and non-routine. We need to consider how we get best value from our people. We have great people working at CCL doing good work. We have an opportunity to empower staff to make decisions with a robust vision and clear set of values.

**Technology** – There is unprecedented change in the way humans gather and absorb information. Public libraries can be at the vanguard of that change if we choose to be early adopters. We have a responsibility to make sure that everyone can access information freely.

We have an opportunity to improve the way we operate. We can achieve significant efficiencies by updating and integrating our systems and automating routine tasks.

***Thank you for your wonderful service. My family and I love and appreciate the library, the service, and the wonderful staff. Keep doing what you are doing and the marvellous way you stay up to date with new technologies.***

**CCL 2017 Online Community Survey Respondent**

# Our Vision

Inspiring spaces where everyone is free to discover possibilities.

# Our Mission

To encourage lifelong learning, increase literacy and build strong, resilient communities across the Casey Cardinia Region.

# Our Values

## **Teamwork**

We excel when we all contribute. We are loyal and dedicated to each other. We always do our fair share.

## **Love of Learning**

We love new things. We believe there is an opportunity to learn anywhere and everywhere.

## **Fairness**

We treat all people fairly. We do not let our personal feelings bias our decisions about others. We give everyone a chance.

## **Creativity**

Thinking of new ways to do things is crucial to our success. We are never content doing things the conventional way if we believe a better way is available.

## **Social Intelligence**

We are aware of the motives and feelings of other people. We know what to do to fit into different situations and we know what to do to put others at ease.

## **Humour**

We like to laugh, bringing smiles to other people. We try to see the light side of all situations.

# Our Approach

- Great customer service
- Embrace new thinking
- Quick little steps
- Momentum not perfection
- Encourage people to take calculated risks
- Fail early, fail often
- A culture of collaboration and innovation
- Pay it forward
- Look after the neighbours
- Build confidence and resilience
- Share our story

# Our Goals, Strategies and Desired Outcomes

## 1. The Knowledge Well

Create safe and welcoming places where everyone can gather, learn, share and grow.

Strategies		Targets and Indicators	
1.1	Create accessible physical and virtual spaces which inspire our community	<ul style="list-style-type: none"><li>• People visit our libraries and are happier for it</li><li>• Increased library visitation (physical and digital)</li></ul>	
1.2	Our core services are free and accessible to everyone in our community	<ul style="list-style-type: none"><li>• Increased library usage – loans (physical and digital)</li><li>• Program and events attendance and number of programs and events</li><li>• Our libraries are spaces where the community can gather, learn and grow</li></ul>	
1.3	Invest in ICT that enhances library user experience and enables greater staff productivity	<ul style="list-style-type: none"><li>• Easy access to our free services anywhere for our community</li><li>• Increased utilisation of digital technology</li></ul>	
1.4	Operate as the vanguard of publicly available information technology and encourage people to use it effectively	<ul style="list-style-type: none"><li>• Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology</li><li>• Our staff can provide expertise when and where our community needs it</li><li>• Our services and staff respond to the changing environment</li></ul>	

### Related Strategic Plans

- *Facilities Development Plan 2017–2021*
- *ICT Roadmap 2017–2020*
- *Social Inclusion Strategy 2017–2020*

## 2. Leadership & Innovation

Lead positive change through partnerships and teamwork.

Strategies	Targets and Indicators
2.1 Build community appreciation of the work we do and value the services we provide	<ul style="list-style-type: none"> <li>Increased Net Promoter Score (Annual Community Survey)</li> <li>Improved customer satisfaction (Nexus Survey)</li> <li>Positive coverage in local media</li> <li>Positive community feedback via social media, letters and website</li> </ul>
2.2 Form robust partnerships with organisations that support literacy and lifelong learning	<ul style="list-style-type: none"> <li>Working relationships established with South East Local Learning and Employment Network, Maternal Child Health services, childcare centres and kindergartens, local schools, tertiary education and training providers and other public libraries</li> <li>Connect with new members and community groups through targeted outreach</li> <li>Number of partnerships and enhanced service outcomes for community</li> </ul>
2.3 Positively advocate for public libraries and an active member of the Public Libraries Victoria Network (PLVN) and Swift Library Consortium	<ul style="list-style-type: none"> <li>Support growth and development of PLVN and Swift including Statewide Library Management System</li> </ul>

### Related Strategic Plans

- Marketing Communications Strategy 2017
- Social Media Strategy 2017

## 3. Resilience

Strengthen capacity in our growing community.

Strategies	Targets and Indicators
3.1 Strong connections with our community	<ul style="list-style-type: none"> <li>• Demonstrated connection with community leaders, Council stakeholders and relevant interest groups</li> <li>• Established volunteer programs that support literacy in our community</li> <li>• Positive community feedback via social media</li> <li>• Increased membership</li> </ul>
3.2 Increased investment in new infrastructure and services that support our community	<ul style="list-style-type: none"> <li>• Successful advocacy for new and refurbished libraries in target communities</li> <li>• Cost of library service per capita</li> </ul>
3.3 Recognised contribution to community well-being and social equity	<ul style="list-style-type: none"> <li>• Development and delivery of comprehensive Social Inclusion Strategy that supports diversity and the prevention of Family Violence</li> <li>• Tangible connection with development and delivery of Council Municipal Public Health and Wellbeing plan(s)</li> <li>• Ability to support emergency response and recovery in our community</li> </ul>

### Related Strategic Plans

- *Facilities Development Plan 2017-2021*
- *Council Municipal Public Health and Wellbeing Plan(s)*



## 4. Literacies

Encourage reading and lifelong learning.

Strategies	Targets and Indicators
4.1 Deliver programs and activities that support literacy and lifelong learning	<ul style="list-style-type: none"> <li>Literacy rates in Casey Cardinia improve</li> <li>Program attendance and number of programs</li> <li>Create and nurture lifelong learning</li> <li>Support readers and promote reader development</li> </ul>
4.2 Ensure collection is accessible and well used	<ul style="list-style-type: none"> <li>CCL items are free and accessible to our members</li> <li>Swift items are free and accessible to our members</li> </ul>
4.3 Host events and performances that inspire creativity and learning	<ul style="list-style-type: none"> <li>The number of people who attend creative events and performances at CCL</li> </ul>
4.4 Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) learning	<ul style="list-style-type: none"> <li>Establishment of STEAM related programs and activities</li> </ul>

### Related Strategic Plans

- *Youth Services Plan 2014*
- *Member Council Municipal Public Health and Wellbeing Plan(s)*

## 5. Organisational Performance

Build an outstanding and innovative organisation.

Strategies	Targets and Indicators
5.1 Embrace CCL values in everything we do	<ul style="list-style-type: none"> <li>CCL staff share belief in the value of the services we provide and the communities we support</li> <li>CCL staff take calculated risks and embrace opportunities for growth</li> <li>Establishment and delivery of CCL Leadership Development Program</li> <li>Staff engagement survey</li> </ul>
5.2 Create a people focused organisation that is quick to embrace new ways of doing things	<ul style="list-style-type: none"> <li>Adoption of new services and strategies</li> <li>New revenue streams established through partnerships with external agencies and corporates</li> <li>Successful establishment of Bunjil Library</li> </ul>
2.3 Compliance with statutory and funding requirements	<ul style="list-style-type: none"> <li>All our activities are governed by sound financial and business management principles</li> <li>Annual Budget comes within + / - 5% projections</li> <li>Renewal of business systems including Employee Records Management System</li> <li>Development and delivery of Occupational Health and Safety Management System</li> </ul>

### Related Strategic Plans

- *Workforce Development Plan 2017 – 21*
- *Risk Management Plan 2017*
- *Budget 2017 – 2021*

# Key Performance Indicators

- Development and delivery of the CCL Library Plan 2017 – 2021
- Development of a high performing workforce with positive culture
- Our community is consulted, engaged and enthused by CCL
- Efficient and effective management of the operations of the library service
- Sound financial and business management of CCL
- CCL complies with statutory and funding requirements.

## Measures

Casey Cardinia Libraries gathers feedback and statistics on its performance through a range of measures.

- Net Promoter Score (happy customers)
- Bi-annual Nexus survey 2016, 2018 & 2020
- Sustainable financial position (books balance)
- Investment attracted for new library services and programs
- Staff surveys
- Community surveys
- Selected lead indicators from the Annual Survey of Public Libraries
- Local Government Performance Reporting Framework



# Our Key Measures

The following projections are based on 2015–16 results; targets will be revised once 2016 – 17 results are finalised in July 2017.

Measure	CCL Actual 2015/16	CCL Target 2017/18	CCL Target 2018/19	CCL Target 2019/20	CCL Target 2020/21
Visits – physical	1,229,021	1.35 mil	1.39 mil	1.73 mil	1.80 mil
Visits – virtual	910,915	942,000	975,000	1.01 mil	1.06 mil
Number of programs and events	2,358	2,500	2,500	2,500	2,500
Program and events attendance	68,868	80,000	85,000	95,000	100,000
Loans (total physical and digital)	2,661,973	2.5 mil	2.55mil	2.55mil	2.55mil
Utilisation of Technology (internet, Wi-Fi, specialist PCs)	355,062	400,000	450,000	500,000	525,000
Net Promoter Score (Community Survey)	59	63	70	70	70

## Statewide Measures

Measure	CCL Actual 2015/16	State Average 2015/16	CCL Target 2017/18	CCL Target 2018/19	CCL Target 2019/20	CCL Target 2020/21
Active Library Members	11%	17%	17.5%	18.5%	20.0%	21.0%
Turnover rate – physical items	6.9	5.1	7.0	7.1	7.2	7.3
Turnover rate – digital items	12.3	3.7	13.0	14.0	15.0	15.0
Physical quality of library collection (age of collection)	69%	63%	75%	85%	85%	85%
Cost of library service per capita	\$24.86	\$43.17	\$27.08	\$26.69	\$26.22	\$25.74
Utilisation of Technology (internet, Wi-Fi, specialist PCs)	\$5.56	\$6.51	\$4.73	\$4.69	\$4.14	\$4.05
Overall Customer Satisfaction (Nexus Survey biannual)	8.59	8.48	8.7	N/A	8.8	N/A

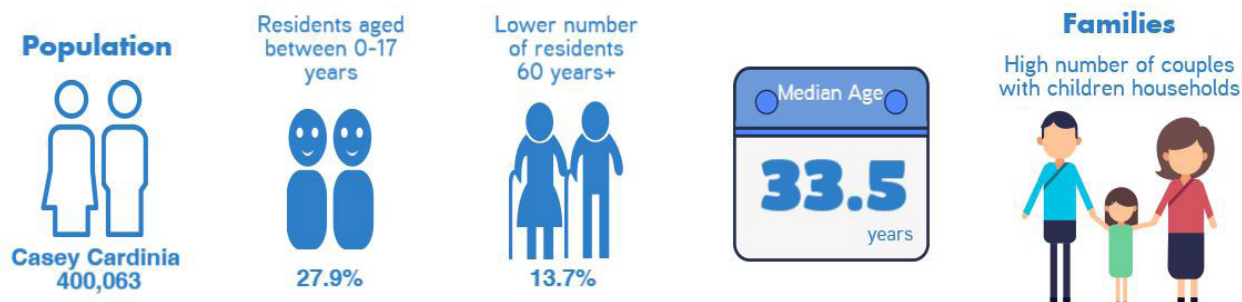
For more detail on:

Local Government Reporting Framework measures refer go to [City of Casey](#) or [Cardinia Shire](#); and Key Performance Indicators from the [Annual Survey of Public Libraries](#)

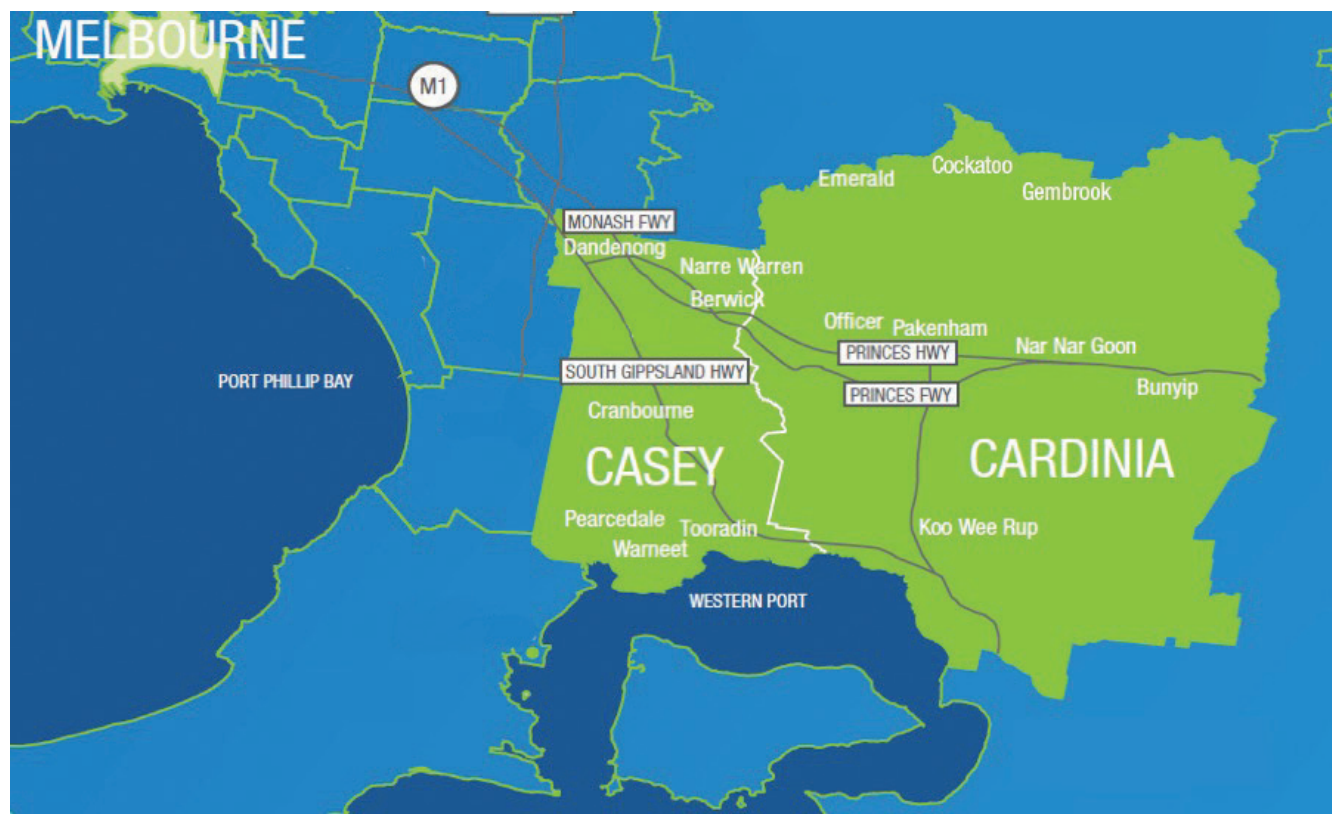
# Our Community – A Snapshot

In 1996, Casey Cardinia region had a population of 188,488. Over the past 20 years the population has increased to 400,063 with significant residential development across the region 1,690 square kilometres. (ABS, March 2017).

Casey will be the second largest metropolitan growth Local Government Area (LGA) from 2011–2031 and Cardinia Shire will be the fourth fastest metropolitan growth LGA. (Victoria in Future 2016 Population and Household Projections to 2051).



Casey Cardinia lies in the traditional lands of the Wurundjeri (Woi wurrung) and Boon Wurrung (also spelt Bunurong and Bun Wurrung) peoples. Indigenous people from many different groups live in the area.





Our community is diverse. More than a quarter of residents were born in non-English speaking countries. Key languages other than English include Sinhalese, Persian/Dari, Arabic, Spanish, Hindi and Mandarin. More than 4,500 Afghan-born people live in Casey; this is nearly half of all Afghan-born people in Victoria.

Both Casey (2002) and Cardinia (2014) have been declared Refugee Welcome Zones, pledging 'commitment in spirit to welcoming refugees into the community, upholding the human rights of refugees, demonstrating compassion for refugees and enhancing cultural and religious diversity in the community.' (Refugee Council of Australia, Refugee Welcome Zones, November 2015).



'In 2014, recent migrants were less likely than people born in Australia to have someone outside the household they could confide in. Additionally, they were more likely to have experienced some form of discrimination, but less likely to have experienced two or more incidents of crime in the last 12 months.' (General Social Survey Summary Results - 4159.0, Australian Bureau Statistics, 2014).

Approximately 19% of the population in both municipalities have a disability, with 5.8% of the population in Casey having 'disabilities causing profound or severe restriction of communication, mobility and personal self-care'.

**Education**  
More residents (15 years+)  
in our community hold  
vocational or no  
qualifications



### Employment

Over 94% of our  
residents are employed,  
over half are full-time



4.8% of the Victorian  
Indigenous population  
live in our community.

Organisation for Economic Co-operation and Development (OECD) data suggests that, compared with other OECD countries, Australia is below average in work-life balance (OECD, 2014b). General Social Survey data shows that in 2014, 45% of women and 36% of men were always or often rushed or pressed for time, compared with 21% of women and 28% of men who were rarely or never rushed or pressed for time.



Time is a precious resource in our community. More than 94% of residents (15 years+) are employed. Approximately 70 percent of working people from Casey and Cardinia leave the region to work every day (Casey Cardinia Economic Strategy 2016-17). On average, residents spend over 300 hours (close to two weeks per annum) travelling to work (Southern Melbourne Regional Development Australia 2011).

Excessive commuting cuts into people's time for family and leisure. It also impacts their health and wellbeing. We have a direct interest in encouraging people to work closer to home as it will free up time to visit our libraries!

Casey Cardinia region has more couples-with-children households (43%) and single parent households (12%) than the Melbourne average. There is also a higher percentage of residents providing unpaid childcare.

Family and domestic violence occurs across all social and economic classes, religions, location and cultural backgrounds. Victims can be anyone, men, women and children. Casey Cardinia region has some of the highest recorded number of family violence incidents in Victoria (Crime Statistics Agency, Family incidents, 2012-2016). City of Casey and Cardinia Shire are both strong advocates in family violence prevention.

**work full time and am very busy. I can read reviews online and whip out my phone and immediately request it. It is great for time-poor people. I can just come in and pick up my holds if I don't have time to do other things.**

**CCL 2017 Community Consultation Participant**

# Listening & Learning

CCL recognize how important it is to engage and listen to our community, our stakeholders and our staff. We have employed a number of methods to gather insights.

As part of the library planning process CCL undertook extensive consultation through a variety of methods.

We appreciate the time and thought invested by library users and community members who shared their ideas, suggestions and feedback.

## This plan is informed by:

- An online community survey (405 responses)
- In depth interviews with community groups and individuals
- All Staff Planning Day (100 people)
- Internal Organisational Health Check (85 responses)
- CCL Board members
- Key staff at City of Casey and Cardinia Shire Council
- Conversations across the organisation
- State Government, PLVN, SLV and Council Plans
- ALIA Standards and Guidelines



### Key findings included:

- Books are really important. More than 75% of respondents to the community online survey indicated they visit to borrow or use print materials. Some part of this is likely perception. In many people's minds, libraries = books. This comes through clearly in the feedback as nearly 37% of people said something that stops them coming to the library is the fact that they can get books more easily elsewhere.
- Nearly 32% of respondents indicated that they come to the library to read.
- Lack of time is a significant constraint on visitation and engagement. More than 42% of those who have not visited in 12 months cited time as a key factor. 26% of those not visiting mentioned that their priorities had changed.
- Our library users wanted comfortable furniture, attractive spaces and some quiet areas available. People also placed a high value on access to coffee and drinks as well as clean toilets.
- Many people asked for services that are already available through CCL. A strong indicator that we need to 'share our story' with the community and communicate our services and programs more widely.
- There was a lot of feedback about the importance of friendly and approachable staff and customer service. This is the key to our service. People won't ask for help if they don't feel comfortable approaching us. A bad experience could discourage someone from visiting our library again. A warm smile and friendly greeting may just be what it takes to ensure that someone keeps coming back.
- The overall Net Promoter Score (NPS) for CCL was 59. While a benchmark NPS score for public libraries is not available, the result indicates that our users are incredibly supportive of the service. 67% of respondents were highly likely to recommend the service to a friend, and a further 25% were likely to recommend. This is an exceptional response. It suggests that those that use our libraries love us. The challenge is convincing people who are not currently using our libraries that we present compelling value.

**L**ibraries are uniquely positioned and essential to build the capacity of the communities they serve to become sustainable, resilient, and regenerative.

American Library Association's Resolution on the Importance of Sustainable Libraries, 2015





For more information on Casey  
Cardinia Libraries visit

[www.cclc.vic.gov.au](http://www.cclc.vic.gov.au)

 @CaseyCardiniaLibraries

 @CasCarLibraries

 @caseycardinia



CC16/2017 STRATEGIC RESOURCE PLAN 2017 – 21

*Report prepared by Chris Buckingham and Pam Vickers*

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**Purpose**

To provide the Board with the four-year Strategic Resource Plan 2017 – 21 for endorsement.

*CCL Library Plan reference – 5.3*

**Discussion**

The Strategic Resource Plan 2017 – 21 is required under section 125 of the Local Government Act 1989.

It details the resources required to meet the strategic objectives identified in the Library Plan 2017 – 21.

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**RECOMMENDATIONS**

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3. That the Board endorse Strategic Resource Plan 2017 – 21.
4. That CCL forward the Library Plan 2017 – 2021 including the Strategic Resource Plan 2017 – 21 to the member councils for adoption.

# CASEY CARDINIA LIBRARIES STRATEGIC RESOURCE PLAN 2017 – 2021

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26, April 2017

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**Our Vision:**

Inspiring spaces where everyone is free to discover possibilities

**Our Values:****Teamwork**

We excel when we all contribute. We are loyal and dedicated to each other. We always do our fair share.

**Love of Learning**

We love new things. We believe there is an opportunity to learn anywhere and everywhere.

**Fairness**

We treat all people fairly. We do not let our personal feelings bias our decisions about others. We give everyone a chance.

**Creativity**

Thinking of new ways to do things is crucial to our success. We are never content doing things the conventional way if we believe a better way is available.

**Social Intelligence**

We are aware of the motives and feelings of other people. We know what to do to fit into different situations and we know what to do to put others at ease.

**Humour**

We like to laugh, bringing smiles to other people. We try to see the light side of all situations.

## 1.0 Executive Summary

The Strategic Resource Plan supports the four year Library Plan and has been developed in consultation with key staff, Board members, and the Community.

The financial statements have been prepared in accordance with the Local Government Act, maintaining a reporting framework that is consistent with the principles of sound financial management.

CCL is funded by the City of Casey, Cardinia Shire Council and the State Government.

	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
City of Casey	5,741,275	5,738,170	5,881,640	6,007,820
	53.99%	52.58%	52.56%	52.56%
Cardinia Shire	1,873,625	2,013,177	2,100,792	2,140,331
	17.62%	18.45%	18.77%	18.73%
State Government	2,487,785	2,579,848	2,680,794	2,785,778
	23.40%	23.64%	23.96%	24.37%
CCL - Operations	530,600	581,160	526,810	496,256
	4.99%	5.33%	4.71%	4.34%
<b>Total Income</b>	<b>10,633,285</b>	<b>10,912,355</b>	<b>11,190,036</b>	<b>11,430,185</b>

	2017-18		2018-19		2019-20		2020-21	
Employee Costs	7,715,835	71%	8,120,890	75%	8,231,221	76%	8,478,715	78%
IT & Communications	697,700	6%	715,185	7%	733,110	7%	751,490	7%
Promotions & Marketing	100,000	1%	80,000	1%	81,200	1%	82,420	1%
Administration	655,970	6%	592,770	5%	589,330	5%	605,165	6%
Library Material	1,379,410	13%	1,379,410	13%	1,407,005	13%	1,435,180	13%
Furniture & Equipment	335,000	3%	215,000	2%	230,000	2%	230,000	2%
<b>Total Expenditure</b>	<b>10,883,915</b>		<b>11,103,255</b>		<b>11,271,866</b>		<b>11,582,970</b>	



## 2.0 Financial Statements 2017–2021

Comprehensive Income Statement For the Years ending June 2017–2021			Forecast Est 2018–19	Forecast Est 2019–20	Forecast Est 2020–21
	Note	Budget 2017–18			
<b>Revenue</b>					
Council Contributions	1	7,614,900	7,751,347	7,982,432	8,148,151
State Government Grants	2	2,482,785	2,579,848	2,680,794	2,785,778
CFC Grant Funding		146,670	148,735		
Interest on Investments		105,000	106,050	107,960	109,905
Other income		283,930	326,375	378,850	386,351
Total Income		10,633,285	10,912,355	11,150,036	11,430,185
<b>Expenditure</b>					
Employee Costs	3	7,715,835	8,120,890	8,231,221	8,478,715
CFC Expenditure		19,170	18,800		
IT & Communications	4	697,700	715,185	733,110	751,490
Library Materials	5	246,150	246,150	251,075	256,110
Promotions & Marketing		100,000	80,000	81,200	82,420
Administration		636,800	573,970	589,330	605,165
Depreciation		1,408,360	1,450,500	1,478,500	1,465,000
Total Expenditure		10,824,015	11,205,495	11,364,436	11,638,900
Net Gain(loss) disposal of plant & Equipment				-9,500	
Total comprehensive result		-190,730	-293,140	-223,900	-208,715

Balance Sheet					
As at June 2017-2021					
	Note	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
<b>ASSETS</b>		\$	\$	\$	\$
<b>Current Assets</b>					
Cash Asset		76,800	68,500	75,000	70,000
Financial Assets		2,811,412	2,684,247	2,560,435	2,413,297
Receivables					
		2,888,212	2,752,747	2,635,435	2,483,297
<b>Non-Current Assets</b>					
Fixed Assets		4,705,924	4,603,684	4,546,114	4,490,184
<b>TOTAL ASSETS</b>		<b>7,594,136</b>	<b>7,356,431</b>	<b>7,181,549</b>	<b>6,973,481</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Payables		450,500	475,000	496,500	505,000
Employee Entitlements		1,319,500	1,351,035	1,377,953	1,369,600
		1,770,000	1,826,035	1,874,453	1,874,600
<b>Non-Current Liabilities</b>					
Employee Entitlements		25,500	24,900	25,500	26,000
<b>TOTAL LIABILITIES</b>		<b>1,795,500</b>	<b>1,850,935</b>	<b>1,899,953</b>	<b>1,900,600</b>
<b>NET ASSETS</b>		<b>5,798,636</b>	<b>5,505,496</b>	<b>5,281,596</b>	<b>5,072,881</b>
<b>EQUITY</b>					
Members Contribution on Formation		2,051,239	2,051,239	2,051,239	2,051,240
Accumulated Surplus		3,747,397	3,454,257	3,230,357	3,021,641
<b>TOTAL EQUITY</b>		<b>5,798,636</b>	<b>5,505,496</b>	<b>5,281,596</b>	<b>5,072,881</b>

## Statement of Change in Equity

As at June 2017– 2021

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
<b>2017</b>			
Bal at the beginning of the financial year	6,073,519		2,051,239
Comprehensive result	-84,153	3,938,127	
<b>Balance at end of financial year</b>	<b>5,989,366</b>	<b>3,938,127</b>	<b>2,051,239</b>
<b>2018</b>			
Bal at the beginning of the financial year	5,989,366		2,051,239
Comprehensive result	-190,730	3,747,397	
<b>Balance at end of financial year</b>	<b>5,798,636</b>	<b>3,747,397</b>	<b>2,051,239</b>
<b>2019</b>			
Bal at the beginning of the financial year	5,798,636		2,051,239
Comprehensive result	-293,140	3,454,257	
<b>Balance at end of financial year</b>	<b>5,505,496</b>	<b>3,454,257</b>	<b>2,051,239</b>
<b>2020</b>			
Bal at the beginning of the financial year	5,505,496		2,051,239
Comprehensive result	-223,900	3,230,357	
<b>Balance at end of financial year</b>	<b>5,281,596</b>	<b>3,230,357</b>	<b>2,051,239</b>
<b>2021</b>			
Bal at the beginning of the financial year	5,281,596		2,051,239
Comprehensive result	-208,715	3,021,642	
<b>Balance at end of financial year</b>	<b>5,072,881</b>	<b>3,021,642</b>	<b>2,051,239</b>

Statement of Capital Works For the Years ending June 2017-2021					
	Note	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
<b>Capital Expenditure</b>					
Library Material	5	1,133,260	1,133,260	1,155,930	1,179,070
Motor Vehicles				75,000	
Furniture & Equipment		285,000	215,000	230,000	230,000
		1,418,260	1,348,260	1,460,930	1,409,070

Statement of Human Resources For the four years ending June 2021					
		Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
<b>Staff Expenditure</b>					
Employee costs - Operating		7,715,835	8,120,890	8,231,221	8,478,715
<b>Total Staff Expenditure</b>		<b>7,715,835</b>	<b>8,120,890</b>	<b>8,231,221</b>	<b>8,478,716</b>
<b>Staff Numbers</b>					
		EFT	EFT	EFT	EFT
Staff Numbers		86.59	84.50	84.50	84.50
Permanent full time		31	33	33	33
Permanent part time		117	115	115	115

Statement of Cash Flows					
Year ended June 30, 2017-2021					
	Note	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
		\$	\$	\$	\$
<b>Cash Flow from Operating Activities</b>					
<b>Income from:</b>					
Council Contributions		7,614,900	7,751,347	7,982,432	8,148,151
Government Grants		2,482,785	2,579,848	2,680,794	2,785,778
Interest Income		110,262	106,050	107,960	109,905
Overdue Fines		106,330	107,395	108,470	109,555
Other Income		324,270	367,715	270,380	276,796
		10,638,547	10,912,355	11,150,036	11,430,185
<b>Payments for:</b>					
Employee Costs		7,732,248	8,074,955	8,183,703	8,481,568
Library Materials		246,150	246,150	251,075	256,110
Computer Services		697,700	715,185	733,110	751,490
Other Costs		789,254	663,270	678,530	684,085
		9,465,352	9,699,560	9,846,418	10,173,253
Net Cash Inflow from Operating Activities		1,173,195	1,212,795	1,303,618	1,256,932
<b>Cash Flow from Investing Activities</b>					
<b>Payments for:</b>					
Proceeds for sale of Plant & Equipment				40,000	
Payment for Books, Furniture, Plant & Equipment		-1,418,260	-1,348,260	-1,460,930	-1,409,070
<b>Net Cash (Outflow) from Investing Activities</b>		-1,418,260	-1,348,260	-1,420,930	-1,409,070
Net Increase/Decrease in Cash		-245,065	-135,465	-117,312	-152,138
Cash at the beginning of the year		3,133,277	2,888,212	2,752,747	2,635,435
<b>Cash Held at End of Year</b>		2,888,212	2,752,747	2,635,435	2,483,297

## 3.0 Notes to the Strategic Resource Plan Financial report June 2017–2021

### 1 Council Contributions

Contributions are calculated based on the funding formula in the 2012 Regional Library Agreement. The latest available ABS Population figures are estimates as at June 2016. *(ABS figures released 30 March 2017).*

Contribution Allocation	Casey	Cardinia
Population	76.0%	24.0%
Usage	70.9%	29.1%
Average	73.5%	26.5%

	Budget 2017–18	Forecast Est 2018–19	Forecast Est 2019–20	Forecast Est 2020–21
Population :				
City of Casey	304,071	316,234	328,883	342,038
Cardinia Shire	95,992	99,832	103,825	107,978
	400,063	416,066	432,708	450,016

#### Council Contribution

	Budget 2017–18	Forecast Est 2018–19	Forecast Est 2019–20	Forecast Est 2020–21
Population	400,063	416,066	432,708	450,016
Councils Contribution	\$7,614,900	\$7,751,347	\$7,982,432	\$8,148,151
Avg Contribution per capita	\$19.03	\$18.63	\$18.45	\$18.11

### 2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires July 31, 2017. The state funding is primarily calculated on population. State Government funding has been budgeted with a 4% increase.

	Budget 2017–18	Forecast Est 2018–19	Forecast Est 2019–20	Forecast Est 2020–21
State Funding	2,482,785	2,579,848	2,680,794	2,785,778
Contribution per capita	\$6.21	\$6.20	\$6.20	\$6.19



### 3 Staff Resources

Employee costs includes salaries and wages, overtime, travel cost, staff training and development, and on-costs. Increases allow for banding adjustments and scheduled increases. The current Enterprise Agreement expires in November 2019.

Additional staffing has been budgeted for the opening of Bunjil Library in 2017. In 2018 the staffing EFT has been reduced taking into account planned improvements in equipment and work practices.

Human Resources	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Employee costs	\$7,715,835	\$8,120,890	\$8,231,221	\$8,478,715
Total Staffing EFT	86.59	84.50	84.50	84.50
% of total expenditure	71.2%	73.1%	72.5%	73.2%
Expenditure per capita	\$19.29	\$19.52	\$19.02	\$18.84

Loans	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Loans	2,500,000	2,550,000	2,550,000	2,550,000
Loans per capita	6.25	6.13	5.89	5.67
Cost of loans per capita	\$0.23	\$0.23	\$0.22	\$0.22

Visits	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Physical Visits (door)	1,350,000	1,390,000	1,730,000	1,800,064
Virtual Visits (on-line)	942,797	975,795	1,009,948	1,057,538
<b>Total Visits</b>	<b>2,292,797</b>	<b>2,365,795</b>	<b>2,739,948</b>	<b>2,857,602</b>
Total Visits per capita	5.73	5.69	6.33	6.35
Cost of visit per capita	\$0.21	\$0.21	\$0.24	\$0.25

## 4 Information & Communications Technology (ICT)

The Integrated Library Management System (ILMS) used by CCL is through its membership with the Swift Library Consortium is up for tender in early 2018.

The development of the ICT road map will inform investment in new the products and platforms used by CCL over the life of the Library Plan.

	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Telecommunications	32,700	33,555	34,430	35,330
Data communications	249,500	255,740	262,135	268,690
ILMS	218,000	223,450	229,040	234,770
Computer software and support	197,500	202,440	207,505	212,700
<b>Total ICT</b>	<b>697,700</b>	<b>715,185</b>	<b>733,110</b>	<b>751,490</b>
% of total expenditure	6.4%	6.4%	6.5%	6.5%
Expenditure per capita	1.74	1.72	1.69	1.67

## 5 Library Resources and Materials

CCL is re-aligning its collection as it balances ongoing demand for traditional library materials, increasing use of electronic resources, data bases and downloadable services in line with community expectations.

	Budget 2017-18	Forecast Est 2018-19	Forecast Est 2019-20	Forecast Est 2020-21
Library Resources - Capital	1,133,260	1,133,260	1,155,930	1,179,070
Library Resources -Non Capital	246,150	246,150	251,075	256,110
<b>Total Library Resources</b>	<b>1,379,410</b>	<b>1,379,410</b>	<b>1,407,005</b>	<b>1,435,180</b>
% of total expenditure	12.7%	12.4%	12.4%	12.4%
Expenditure per capita	3.45	3.32	3.25	3.19

## 4.0 Member Council Contributions 2017-19

Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia
<b>Income</b>	2017-18			2018-19		
Capital Replacement Reserves	250,630	177,700	72,930	235,000	172,650	62,350
Bunjil Library	462,695	462,695	0	70,000	70,000	0
Operations Income	283,930	208,550	75,380	326,375	239,750	86,625
Interest on Investments	105,000	77,125	27,875	106,050	77,895	28,155
CfC funding	146,670	73,500	73,170	148,735	74,785	73,950
Sub Total	1,248,925	999,570	249,355	886,160	635,080	251,080
<b>State Government Funding</b>						
Premiers Reading Challenge	56,200	41,280	14,920	56,200	41,280	14,920
State Subsidy	2,305,260	1,693,220	612,040	2,397,470	1,760,945	636,525
Local Priorities	121,325	89,115	32,210	126,178	92,680	33,498
Total State Funding	2,482,785	1,823,615	659,170	2,579,848	1,894,905	684,943
<b>Expenditure</b>						
Employee Costs	7,175,640	5,280,075	1,895,565	7,607,355	5,597,170	2,010,185
Bunjil Library New works	462,695	462,695	0	70,000	70,000	0
Bunjil Library (core service)				313,600	238,355	75,245
Employee Costs (in CfC staffing)	127,500	70,480	57,020	129,935	71,810	58,125
CfC Cranbourne Expenditure	3,020	3,020	0	2,800	2,800	0
CfC Pakenham Expenditure	16,150	0	16,150	16,000	0	16,000
IT & Communications	697,700	512,465	185,235	715,185	525,305	189,880
Library Materials	246,150	187,090	59,060	246,150	187,090	59,060
Promotions & Marketing	100,000	76,010	23,990	80,000	60,805	19,195
Berwick Mechanics Institute	1,800	1,800	0	2,000	2,000	0
Administration	635,000	466,410	168,590	571,970	420,115	151,855
	9,465,655	7,060,045	2,405,610	9,754,995	7,175,450	2,579,545
<b>Capital Expenditure</b>						
Library Material	1,133,260	832,385	300,875	1,133,260	832,385	300,875
Motor Vehicles	0	0	0	0	0	0
Furniture & Equipment	285,000	209,335	75,665	215,000	157,920	57,080
	1,418,260	1,041,720	376,540	1,348,260	990,305	357,955
Total Expenses Core Library Service	10,883,915	8,101,765	2,782,150	11,103,255	8,165,755	2,937,500
<b>Annual CCL Operating Budget</b>						
Core Council Contribution	7,152,205	5,278,580	1,873,625	7,637,247	5,635,770	2,001,477
Bunjil Library	462,695	462,695	0	70,000	70,000	0
	<b>7,614,900</b>	<b>5,741,275</b>	<b>1,873,625</b>	<b>7,707,247</b>	<b>5,705,770</b>	<b>2,001,477</b>
Core Council Cont 16-17 & 17-18	7,005,100	5,179,175	1,825,925	7,152,205	5,278,580	1,873,625
Core Council Cont 17-18 & 18-19	<b>7,152,205</b>	<b>5,278,580</b>	<b>1,873,625</b>	<b>7,637,247</b>	<b>5,635,770</b>	<b>2,001,477</b>
Council Contribution	2.10%	1.92%	2.61%	6.78%	6.77%	6.82%

Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia
<b>Income</b>	2019-20			2020-21		
Capital Replacement Reserves	250,000	183,650	66,350	250,000	178,600	71,400
Operations Income	378,850	278,300	100,550	386,351	284,850	101,501
Interest on Investments	107,960	79,300	28,660	109,905	80,730	29,175
Sub Total	736,810	541,250	195,560	746,256	544,180	202,076
<b>State Government Funding</b>						
Premiers Reading Challenge	56,200	41,280	14,920	56,200	41,280	14,920
State Subsidy	2,493,369	1,831,385	661,984	2,593,104	1,904,640	688,464
Local Priorities	131,225	96,385	34,840	136,474	100,245	36,229
Total State Funding	2,680,794	1,969,050	711,744	2,785,778	2,046,165	739,613
<b>Expenditure</b>						
Employee Costs	8,231,221	6,055,400	2,175,821	8,478,715	6,237,185	2,241,530
IT & Communications	733,110	538,475	194,635	751,490	551,975	199,515
Library Materials	251,075	190,835	60,240	256,110	194,660	61,450
Promotions & Marketing	81,200	61,720	19,480	82,420	62,645	19,775
Berwick Mechanics Institute	2,000	2,000	0	2,000	2,000	0
Administration	587,330	431,395	155,935	603,165	443,030	160,135
	9,885,936	7,279,825	2,606,111	10,173,900	7,491,495	2,682,405
<b>Capital Expenditure</b>						
Library Material	1,155,930	849,035	306,895	1,179,070	866,030	313,040
Motor Vehicles	75,000	55,090	19,910	0	0	0
Furniture & Equipment	230,000	168,940	61,060	230,000	168,940	61,060
	1,460,930	1,073,065	387,865	1,409,070	1,034,970	374,100
Total Expenses Core Library Service	11,346,866	8,352,890	2,993,976	11,582,970	8,526,465	3,056,505
<b>Annual CCL Operating Budget</b>						
Core Council Contribution	7,929,262	5,842,590	2,086,672	8,050,936	5,936,120	2,114,816
Bunjil Library						
	<b>7,929,262</b>	<b>5,842,590</b>	<b>2,086,672</b>	<b>8,050,936</b>	<b>5,936,120</b>	<b>2,114,816</b>
Core Council Cont 18-19 & 19-20	7,707,247	5,705,770	2,001,477	7,929,262	5,842,590	2,086,672
Core Council Cont 19-20 & 20-21	<b>7,929,262</b>	<b>5,842,590</b>	<b>2,086,672</b>	<b>8,050,936</b>	<b>5,936,120</b>	<b>2,114,816</b>
Council Contribution	2.88%	2.40%	4.26%	1.53%	1.60%	1.35%

## 5.0 Non-Financial Resources

Library buildings and the mobile library are owned and maintained by individual Councils.

There are five service points in the City of Casey:

- Cranbourne Library
- Doveton Library
- Endeavour Hills Library
- Hampton Park Library
- Narre Warren Library/Bunjil Library

There are three service points operating in Cardinia Shire:

- Pakenham Library
- Emerald Library
- Cardinia Mobile Library

### **Casey Cardinia Libraries**

Locked Bag 2400, Cranbourne, 3977  
Telephone: 5990 0100 Fax: 5996 2533  
[www.cclc.vic.gov.au](http://www.cclc.vic.gov.au)

**CC17/2017    ACTION PLAN 2017 – 18**

*Report prepared by Chris Buckingham*

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**Purpose**

To provide the Board with the Action Plan 2017 – 18 for endorsement.

*CCL Library Plan reference – 5.3*

**Discussion**

The Action Plan 2017– 18 summarises the key activities planned by CCL over the 2017– 18 Financial Year to meet the strategic objectives identified in the Library Plan 2017 – 21.

CCL will provide a summary of achievements made through the Action Plan 2017 – 18 in the 2017 – 18 Annual Report

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***RECOMMENDATIONS***

1. That the Board endorse the Action Plan 2017 – 18.





Casey  
Cardinia  
**Libraries**

**The Journey from Good to Great!**

**Action Plan**

**2017 - 2018**

## **Our Vision**

Inspiring spaces where everyone is free to discover possibilities.

## **Our Mission**

To encourage lifelong learning, increase literacy and build strong, resilient communities across the Casey Cardinia Region.

## **Our Values**

### **Teamwork**

We excel when we all contribute. We are loyal and dedicated to each other. We always do our fair share.

### **Love of Learning**

We love new things. We believe there is an opportunity to learn anywhere and everywhere.

### **Fairness**

We treat all people fairly. We do not let our personal feelings bias our decisions about others. We give everyone a chance.

### **Creativity**

Thinking of new ways to do things is crucial to our success. We are never content doing things the conventional way if we believe a better way is available.

### **Social Intelligence**

We are aware of the motives and feelings of other people. We know what to do to fit into different situations and we know what to do to put others at ease.

### **Humour**

We like to laugh, bringing smiles to other people. We try to see the light side of all situations.

## Our Goals, Strategies and Desired Outcomes

### 1. The Knowledge Well

**Create safe and welcoming places where everyone can gather, learn, share and grow.**

Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
1.1 Create accessible physical and virtual spaces which inspire our community	1.1.1	Accelerated investment in our community spaces including comfortable contemporary furniture and equipment	Customer Experience Manager	December, 2017 – ongoing	<ul style="list-style-type: none"> <li>• <b>People visit our libraries and are happier for it</b></li> <li>• <b>Increased library visitation</b></li> <li>• Greater feeling of pride and ownership for all residents and visitors</li> <li>• Implementation of Branch Improvement Plans</li> </ul>
	1.1.2	Improve accessibility to digital resources through our new user focused website	Information Services and Technology Manager	July, 2017	<ul style="list-style-type: none"> <li>• <b>Increased utilisation of Digital Resources</b></li> <li>• Increased page impressions on centralised website page</li> </ul>
	1.1.3	Seek opportunities for co-location of complementary community services and activities in our libraries	Customer Experience Manager	June, 2018	<ul style="list-style-type: none"> <li>• <b>Increased library visitation</b></li> <li>• Greater feeling of pride and ownership for all residents and visitors</li> </ul>
1.2 Our core services are free and accessible to everyone in our community	1.2.1	Make sure our libraries are easy to navigate by people with disabilities and /or access issues	Customer Experience Manager Operations Manager	December, 2017	<ul style="list-style-type: none"> <li>• <b>Our libraries are spaces where the community can gather, learn and grow</b></li> <li>• Library spaces, website, signage and events/programs are Disability Discrimination Act compliant and encourage participation</li> </ul>

Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and Indicators
	1.2.2	Expand the Seasonal Events Guide to become a Seasonal Visitor Guide that is produced in hard copy and online	Customer Experience Manager	September, 2017	<ul style="list-style-type: none"> <li>Increased attendance at Program and events</li> </ul>
	1.2.3	Deliver program and events that align with local calendars e.g. Casey Winter Arts Festival	Customer Experience Manager	Each season - ongoing	<ul style="list-style-type: none"> <li>Seasonal Visitor Guide reflects alignment with local calendars</li> </ul>
	1.2.4	Review Fees and Charges to ensure equitable access to collections, services, programs and events	Customer Experience Manager	July, 2017	<ul style="list-style-type: none"> <li>Review completed and implemented for 2017/18 Financial Year Budget</li> </ul>
	1.2.5	Provide multilingual support for our CALD communities through the CCL website	Information Services and Technology Manager	July, 2017	<ul style="list-style-type: none"> <li>Increase utilisation of digital assets</li> <li>Meet World Wide Web Consortium (W3C) standards</li> </ul>
1.3 Invest in ICT that enhances library user experience and enables greater staff productivity	1.3.1	Create a user focused website to engage the community and deliver digital services more effectively	Information Services and Technology Manager	July, 2017 – with ongoing maintenance to keep current	<ul style="list-style-type: none"> <li>Increased website traffic</li> <li>Increased utilisation of Digital Resources</li> </ul>
	1.3.2	Finalise ICT Road Map	Information Services and Technology Manager	July, 2017	<ul style="list-style-type: none"> <li>ICT Roadmap finalised</li> <li>2017/18 Financial Year priorities implemented</li> </ul>
	1.3.3	Provide fast free Wi-Fi 24/7 to library users	Information Services and Technology Manager	September, 2017	<ul style="list-style-type: none"> <li>Wi-Fi utilisation</li> <li>Average Wi-Fi Speeds</li> </ul>
	1.3.4	Increase staff productivity by providing collaborative IT tools to enhance communication and engagement	Information Services and Technology Manager	December, 2017	<ul style="list-style-type: none"> <li>Office365 Utilisation</li> <li>Intranet use and staff engagement</li> <li>Roll out of mobile devices</li> </ul>
	1.3.5	Co-locate CCL HQ with Member Council	Chief Executive Officer	January, 2018	<ul style="list-style-type: none"> <li>CCL HQ relocated</li> </ul>

Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
	1.3.6	Invest in the automation of routine and non-cognitive tasks for library staff	Information Services and Technology Manager	February, 2018	<ul style="list-style-type: none"> <li>Our staff have more time to support library users and add value to the community</li> </ul>
1.4 Operate as the vanguard of publicly available information technology and encourage people to use it effectively	1.4.1	Support community in development of digital literacy skills required for daily life (e.g. Centrelink, ATO, Census, and eGov sites)	Customer Experience Manager	Annual - ongoing	<ul style="list-style-type: none"> <li><b>Training and support provided to staff and community to address learning needs (eg. Tech time, eGov support classes)</b></li> <li><b>Relationships developed with Government bodies to anticipate and plan for changes</b></li> </ul>
	1.4.2	Deliver relevant and up to date information through our user focused website	Customer Experience Manager	February, 2018	<ul style="list-style-type: none"> <li>CCL website is acknowledged by library users and community as a useful and relevant source of information</li> </ul>
	1.4.3	Skill staff to provide wayfinding support to our customers	Operations Manager	Annual - ongoing	<ul style="list-style-type: none"> <li><b>Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology</b></li> <li><b>Our staff can provide expertise when and where our community needs it</b></li> </ul>

## 2. Leadership & Innovation

**Lead positive change through partnerships and teamwork.**

Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
2.1 Build community appreciation of the work we do and value the services we provide	2.1.1	Communicate positive stories about CCL activities through local media and social media	Customer Experience Manager	Fortnightly development and distribution of positive stories	<ul style="list-style-type: none"> <li>Positive coverage in local media</li> <li>Positive community feedback via social media, letters and website</li> </ul>
	2.1.2	Consult and engage with community when looking for ways to improve our services	Customer Experience Manager	Ongoing	<ul style="list-style-type: none"> <li>Increased Net Promoter Score (Twice annually Community Survey)</li> <li>Improved Customer Satisfaction (Biannual Nexus Survey)</li> <li>Positive community feedback via social media, letters and website</li> </ul>
	2.1.3	Measure engagement with community	Customer Experience Manager	Twice Annually Community Survey Nexus Survey (biannual)	<ul style="list-style-type: none"> <li>Increased Net Promoter Score (Twice Annually Community Survey)</li> <li>Improved Customer Satisfaction (Biannual Nexus Survey)</li> </ul>
2.2 Form robust partnerships with organisations that support literacy and lifelong learning	2.2.1	Seek out and connect with organisations that have an interest in improving literacy and encouraging lifelong learning	Customer Experience Manager	June, 2018	<ul style="list-style-type: none"> <li>Working relationships established with Charities, Maternal Child Health services, childcare centres and kindergartens, local schools, tertiary education and training providers and other public libraries (including SLV)</li> <li>Connect with new members and community groups through targeted outreach</li> <li>8 partnerships/ working relationships established and or renewed with external providers in 2017-2018</li> </ul>



Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and Indicators
2.3 Positively advocate for public libraries as an active member of PLVN and SWIFT	2.3.1	Actively participate in Swift and Public Libraries Victoria Network (PLVN) forums	Chief Executive Officer Customer Experience Manager Information Services and Technology Manager	90% attendance Quarterly meetings	<ul style="list-style-type: none"> <li>Support growth and development of PLVN and Swift including State-wide Library Management System</li> </ul>
	2.3.2	Speak at conferences and public engagements articulating CCL's role as a public library	Chief Executive Officer	Ongoing	<ul style="list-style-type: none"> <li>Increased awareness and appreciation of the leadership role Casey Cardinia Libraries plays in a regional and State-wide context</li> <li>4 presentations per annum</li> </ul>
	2.3.3	Incorporate key messages advocating the value of public libraries in media releases and social media	Customer Experience Manager	Ongoing	<ul style="list-style-type: none"> <li>The role of public libraries is embraced and understood by local community</li> <li>Media release - every 2 - 4 weeks</li> </ul>

### 3. Resilience

#### Strengthen capacity in our growing community.

Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
3.1 Strong connections with our community	3.1.1	Active participation in community life across Casey Cardinia region	Customer Experience Manager	Ongoing	<ul style="list-style-type: none"> <li>• Demonstrated connection with community leaders, Council stakeholders and relevant interest groups</li> <li>• Established volunteer programs that support literacy in our community</li> <li>• Positive community feedback via social media</li> <li>• Increased membership</li> </ul>
	3.1.2	Deliver a marketing campaign promoting membership and engagement with CCL	Customer Experience Manager	September, 2017	<ul style="list-style-type: none"> <li>• Increased library visitation and usage</li> </ul>
	3.1.3	Engage and connect with community through the library website and social media	Customer Experience Manager	Annual - ongoing	<ul style="list-style-type: none"> <li>• CCL website visitation by library users increases</li> <li>• Increased engagement through key social media channels</li> </ul>
	3.1.4	Forgiving Tree Campaign	Customer Experience Manager	November - December, 2017	<ul style="list-style-type: none"> <li>• \$20,000 worth of food and presents donated to the community</li> <li>• \$15,000 of fines and fees forgiven</li> </ul>
3.2 Increased investment in new infrastructure and services that support our community	3.2.1	Engage with member Councils and seek opportunities for shared delivery and co-location of services	Chief Executive Officer	Ongoing	<ul style="list-style-type: none"> <li>• Successful advocacy for new and refurbished libraries in target communities</li> <li>• Cost of library service per capita</li> </ul>
	3.2.2	Application for State Government funding through Living Libraries for Cardinia Mobile Service	Chief Executive Officer (note Cardinia Shire Council is the applicant)	July, 2017	<ul style="list-style-type: none"> <li>• Funding committed by State Government</li> </ul>

Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
	3.2.3	Increase fundraising through philanthropic funds, sponsorships and donations	Chief Executive Officer	July, 2017  June, 2018	<ul style="list-style-type: none"> <li>• Deductible Gift Recipient endorsement by ATO</li> <li>• \$20,000 raised through non-traditional sources eg. bequests, donations and or sponsorships</li> <li>• Establishment of Friends of Casey Cardinia Libraries</li> </ul>
3.3 Recognised contribution to community well-being and social equity	3.3.1	Support emergency response and recovery in our community	Operations Manager	October, 2017	<ul style="list-style-type: none"> <li>• The capacity of our libraries to support emergency response and recovery activities in high risk communities</li> </ul>
	3.3.2	CCL staff understand and support social inclusion	Operations Manager	February, 2018	<ul style="list-style-type: none"> <li>• <b>Development and delivery of comprehensive Social Inclusion Strategy that supports diversity across Casey Cardinia region</b></li> <li>• Safe spaces provided for all</li> <li>• Strategies developed for staff to support and report family violence matters</li> </ul>
	3.3.3	Tangible connection with development and delivery of Council Municipal Public Health and Wellbeing Strategies	Operations Manager	Annual – ongoing	<ul style="list-style-type: none"> <li>• <b>Representation on committees and working parties with our member councils and other community agencies</b></li> </ul>

#### 4. Literacies

##### Encourage reading and lifelong learning.

Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
4.1 Deliver programs and activities that support literacy and lifelong learning	4.1.1	Plan and deliver library programs and activities that target all ages and target community groups including CALD, ATSI and newly arrived communities	Customer Experience Manager	Commencing July, 2017 – ongoing	<ul style="list-style-type: none"> <li>• <b>Increased program attendance and number of programs</b></li> <li>• Programs delivered for key target community groups</li> <li>• <b>Cultivate and nurture lifelong learning</b></li> <li>• <b>Support readers and promote reader development</b></li> </ul>
	4.1.2	Development of Ideas Lab focused on young adults/teenagers to develop relevant and useful programs for fun, learning and career support	Customer Experience Manager	Planning complete July, 2017	<ul style="list-style-type: none"> <li>• Ideas from the Lab are implemented</li> <li>• Increased youth participation in library programs</li> </ul>
	4.1.3	Develop Outreach Service programs beyond existing Home Library Service delivery model to extend library services across the Casey Cardinia region	Customer Experience Manager	February, 2018	<ul style="list-style-type: none"> <li>• Develop and implement Outreach Services Plan</li> <li>• Engage volunteers to deliver home library services</li> <li>• Create Pop-up library kit to enable library presence at community events, public spaces</li> </ul>
4.2 Ensure collection is accessible and well used	4.2.1	Use Collections HQ (Collection Management tool) to assess, manage and improve collection performance	Customer Experience Manager	July, 2017	<ul style="list-style-type: none"> <li>• Branch Managers manage collection on day to day basis</li> <li>• Collection loans are increased</li> <li>• <b>Average age of collection is decreased</b></li> <li>• <b>CCL items are free and accessible to our members</b></li> <li>• <b>Swift items are free and accessible to our members</b></li> </ul>

Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
	4.2.2	Enhance the presentation of lending materials in branch	Customer Experience Manager	March, 2018	<ul style="list-style-type: none"> <li>• <b>Average age of our collection is decreased</b></li> <li>• Create more visible retail displays</li> <li>• <b>Increase loans</b></li> </ul>
	4.2.3	Reduce the size of the collection in the branches to make more space for our community	Customer Experience Manager	March, 2018	<ul style="list-style-type: none"> <li>• Use Collection HQ data to identify relevant and popular collections</li> <li>• Greater balance between collection/technology/furniture and free spaces in library branches</li> <li>• Increased utilization of Swift collection</li> </ul>
	4.2.4	Expand Top Titles initiative across the CCL Network	Customer Experience Manager	December, 2017	<ul style="list-style-type: none"> <li>• Top Titles implemented in all CCL branches</li> </ul>
4.3 Host events and performances that inspire creativity	4.3.1	Utilise library spaces and surrounding environments to deliver a creative calendar	Customer Experience Manager	October, 2017	<ul style="list-style-type: none"> <li>• <b>The number of people who attend creative events and performances</b></li> <li>• Meeting rooms are used for creative activities eg workshops</li> <li>• Facilitate cultural performances at the new Bunjil Library</li> </ul>
4.4 Facilitate programs and activities that promote STEAM learning	4.4.1	Develop Code Clubs across the region	Customer Experience Manager	December, 2017	<ul style="list-style-type: none"> <li>• <b>Establishment of STEAM related programs and activities</b></li> </ul>
	4.4.2	Engage facilitators for holiday programs and after-school programs	Customer Experience Manager	July, 2017 - ongoing	<ul style="list-style-type: none"> <li>• Holiday programs delivered at all branches throughout the year with STEAM elements</li> </ul>
	4.4.3	Work with local schools to complement school STEAM curriculum with programs in the libraries	Customer Experience Manager	July, 2017 ongoing	<ul style="list-style-type: none"> <li>• Programs developed that align with school curriculum</li> </ul>

## 5. Organisational Performance

### Build an outstanding and innovative organization.

Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
5.1 Embrace CCL values in everything we do	5.1.1	Deliver the CCL Living Leadership Program	Customer Experience Manager Operations Manager	December, 2017	<ul style="list-style-type: none"> <li>CCL staff share belief in the value of the services we provide and the communities we support</li> <li>CCL Staff take calculated risks and embrace opportunities for growth</li> <li>Establishment and delivery of CCL Leadership Development Program</li> </ul>
	5.1.2	Attract funding for continuation of CfC Programs in Casey and Cardinia	Customer Experience Manager	July, 2017	<ul style="list-style-type: none"> <li>Anglicare/Windermere</li> </ul>
	5.1.3	Develop a Workforce Plan to empower staff and harness skills and expertise	Operations Manager	July, 2017	<ul style="list-style-type: none"> <li>Annual staff engagement survey</li> <li>Staff Skills audit</li> </ul>
5.2 Create a people focused organisation that is quick to embrace new ways of doing things	5.2.1	Support continuous improvement opportunities	Corporate Management Team	Ongoing	<ul style="list-style-type: none"> <li>Adoption of new services and strategies</li> <li>Successful establishment of Bunjil Library</li> </ul>
	5.2.2	Investigate external funding partnerships and new relationships	Corporate Management Team	Ongoing	<ul style="list-style-type: none"> <li>New revenue streams established through partnerships with external agencies and corporates</li> </ul>
	5.2.3	Empower conversations within the organisation to encourage creativity	Information Services and Technology Manager	Ongoing	<ul style="list-style-type: none"> <li>Office365 Utilisation</li> <li>Technology training</li> </ul>



Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
5.3 Compliance with statutory and funding requirements	5.3.1	Annual Budget	Finance Manager	<p>April, 2018 Budget endorsement by CCL Board</p> <p>June, 2018 Budget Approval by CCL Board Forwarded to Minister by August 31.</p> <p>Quarterly Budget report to Board – April, July, October and January</p>	<ul style="list-style-type: none"> <li>• All our activities are governed by sound financial and business management principles.</li> <li>• Annual Budget comes within +/- 5% projections</li> </ul>
	5.3.2	Compliance with legislative requirements	Corporate Management Team	Ongoing	<ul style="list-style-type: none"> <li>• Renewal of business systems including EMS</li> <li>• Development and Delivery of OH&amp;S Management System</li> <li>• Compliance with Local Government Act</li> <li>• Compliance with Industrial Relations and Human Resource practices.</li> <li>• Meeting financial legislative and reporting requirements</li> </ul>
	5.3.3	Library Plan	Chief Executive Officer	April, 2018	<ul style="list-style-type: none"> <li>• Lodged on time and in accordance with Local Government Act</li> <li>• Complete Action Plan for 2018-19</li> </ul>
	5.3.4	Strategic Resource Plan	Finance Manager	April, 2018	<ul style="list-style-type: none"> <li>• Lodged on time and in accordance with Local Government Act</li> </ul>

Strategy		Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
	5.3.5	LGPRF (quarterly)	Customer Experience Manager	Reports to members Councils July, October, January and April	<ul style="list-style-type: none"> <li>Lodged on time and in accordance with required guidelines</li> </ul>
	5.3.6	Complete DELWP Report for State Government Funding	Finance Manager	Budget Template completed July 2017 and progress report January 2018	<ul style="list-style-type: none"> <li>Allocation of budgeted programs and services that meet State Government reporting requirements</li> </ul>

CC18/2017 LIBRARY BUDGET 2017-18

*Report prepared by Chris Buckingham and Pam Vickers*

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**Purpose**

To provide the Board with the Library Budget 2017 – 18 for endorsement.

*CCL Library Plan reference – 5.3*

**Discussion**

The Library Budget 2017 – 18 details the resources required to meet the strategic objectives identified in the Action Plan 2017 – 18.

**Finance – Key Expenditures aligned with the Library Plan**

CCL will provide quarterly reports to the Board comparing actuals to the 2017-18 budgets.

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***RECOMMENDATIONS***

1. That the Board endorse CCL Budget 2017 – 18.
2. That CCL Budget 2017 – 18 be forwarded to member Councils for approval prior to final adoption by the Board in June 2017.

# CASEY CARDINIA LIBRARIES Budget 2017 – 2018

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26, April 2017

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**Our Vision:**

Inspiring spaces where everyone is free to discover possibilities

**Our Values****Teamwork**

We excel when we all contribute. We are loyal and dedicated to each other. We always do our fair share.

**Love of Learning**

We love new things. We believe there is an opportunity to learn anywhere and everywhere.

**Fairness**

We treat all people fairly. We do not let our personal feelings bias our decisions about others. We give everyone a chance.

**Creativity**

Thinking of new ways to do things is crucial to our success. We are never content doing things the conventional way if we believe a better way is available.

**Social Intelligence**

We are aware of the motives and feelings of other people. We know what to do to fit into different situations and we know what to do to put others at ease.

**Humour**

We like to laugh, bringing smiles to other people. We try to see the light side of all situations.

## 1.0 Executive Summary

The 2017-18 budget has been developed in consultation with key staff, Board members and Council Officers. A draft version of the budget was presented at the November Board meeting.

The financial statements have been prepared in accordance with the Local Government Act, maintaining a reporting framework that is consistent with the principles of sound financial management.

CCL is funded City of Casey and Cardinia Shire Council, and the State Government. It is funded according to the funding formula specified in the 2012 Casey-Cardinia Library Corporation Agreement. Member Council funding is calculated on population and usage across the region. The State Government funding is primarily based on population.

In 2017-18 there is increased expenditure due to the opening of the Bunjil Library. Staffing has been increased from 79.9 EFT to 86.6 EFT to cover broader opening hours at Bunjil Library.

The development of the ICT road map will inform investment in a range of new products and platforms.

Operating hours at Doveton and Pakenham will be expanded during day light savings on a trial basis. Doveton will open on Wednesdays from 1.30pm until 8.00pm and Pakenham will extend opening hours on Fridays to 8.00pm.

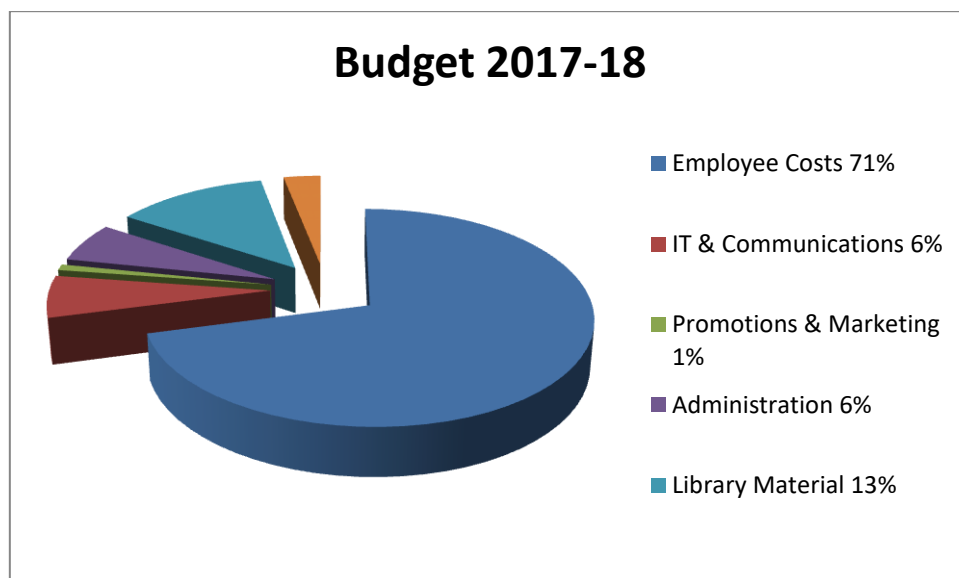
Savings have been made through careful reduction of general expenditure and trimming the on Collections budget.



## Income

	Total Budget 2016-17	Revised Est 2016-17	Budget 2017-18
City of Casey	5,179,175	5,179,175	5,741,275
	52.61%	51.82%	53.99%
Cardinia Shire	1,825,925	1,825,925	1,873,625
	18.55%	18.27%	17.62%
State Government	2,295,071	2,416,203	2,487,785
	23.31%	24.18%	23.40%
CCL - Operations	544,385	572,967	530,600
	5.53%	5.73%	4.99%
<b>Total Income</b>	<b>9,844,556</b>	<b>9,994,270</b>	<b>10,633,285</b>

## Expenditure



## 2.0 Budgeted Financial Statements 2017–18

Comprehensive Income Statement For the Year ending June 2017–2018				
	Note	Total Budget 2016–17	Revised Est 2016– 17	Budget 2017–18
<b>Revenue</b>				
Council Contributions	1	7,005,100	7,005,100	7,614,900
State Government Grants	2	2,295,071	2,416,203	2,482,785
CFC Grant Funding		142,335	157,937	146,670
Interest on Investments		105,000	105,000	105,000
Other income		257,550	278,330	283,930
Total Income		9,805,056	9,962,570	10,633,285
<b>Expenditure</b>				
Employee Costs	3	6,820,526	6,860,283	7,715,835
CFC Expenditure		22,770	33,257	19,170
IT & Communications	4	683,000	656,850	697,700
Library Materials	5	272,150	272,150	246,150
Promotions & Marketing		57,000	63,000	100,000
Administration		648,150	693,498	636,800
Depreciation		1,415,115	1,462,134	1,408,360
Total Expenditure		9,918,711	10,041,173	10,824,015
Net Gain (loss) disposal of Plant & Equipment		-9,905	-5,550	
Total comprehensive result		-123,560	-84,153	-190,730

## Balance Sheet

As at June 2017-2021

	Note	Total Budget 2016-17	Revised Est 2016- 17	Budget 2017-18
<b>ASSETS</b>		\$	\$	\$
<b>Current Assets</b>				
Cash Asset		75,000	85,630	76,800
Financial Assets		3,066,124	3,047,647	2,811,412
Receivables		12,500	5,262	
		3,153,624	3,138,539	2,888,212
<b>Non-Current Assets</b>				
Fixed Assets		4,407,067	4,696,024	4,705,924
<b>TOTAL ASSETS</b>		<b>7,560,691</b>	<b>7,834,563</b>	<b>7,594,136</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables		295,000	478,784	450,500
Employee Entitlements		1,653,940	1,342,407	1,319,500
		1,948,940	1,821,191	1,770,000
<b>Non-Current Liabilities</b>				
Employee Entitlements		65,000	24,006	25,500
<b>TOTAL LIABILITIES</b>		<b>2,013,940</b>	<b>1,845,197</b>	<b>1,795,500</b>
<b>NET ASSETS</b>		<b>5,546,751</b>	<b>5,989,366</b>	<b>5,798,636</b>
<b>EQUITY</b>				
Members Contribution on Formation		2,051,239	2,051,239	2,051,239
Accumulated Surplus		3,495,512	3,938,127	3,747,397
<b>TOTAL EQUITY</b>		<b>5,546,751</b>	<b>5,989,366</b>	<b>5,798,636</b>

## Statement of Change in Equity

As at June 2017– 2018

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
<b>2017</b>			
Bal at the beginning of the financial year	6,073,519		2,051,239
Comprehensive result	-84,153	3,938,127	
<b>Balance at end of financial year</b>	<b>5,989,366</b>	<b>3,938,127</b>	<b>2,051,239</b>
<b>2018</b>			
Bal at the beginning of the financial year	5,989,366		2,051,239
Comprehensive result	-190,730	3,747,397	
<b>Balance at end of financial year</b>	<b>5,798,636</b>	<b>3,747,397</b>	<b>2,051,239</b>

## Statement of Capital Works

For the Years ending June 2017–2018

	Note	Total Budget 2016–17	Revised Est 2016– 17	Budget 2017–18
<b>Capital Expenditure</b>				
Library Material	5	1,164,460	1,143,733	1,133,260
Motor Vehicles		70,000	67,570	
Furniture & Equipment		205,000	393,000	285,000
		<b>1,439,460</b>	<b>1,604,303</b>	<b>1,418,260</b>

Statement of Cash Flows				
Year ended June 30, 2017-2021				
	Note	Total Budget 2016-17 \$	Revised Est 2016- 17 \$	Budget 2017-18 \$
<b>Cash Flow from Operating Activities</b>				
<b>Income from:</b>				
Council Contributions		7,005,100	7,005,100	7,614,900
Government Grants		2,295,071	2,416,203	2,482,785
Interest Income		102,500	114,889	110,262
Overdue Fines		112,000	104,710	106,330
Other Income		287,885	331,298	324,270
		9,802,556	9,972,200	10,638,547
<b>Payments for:</b>				
Employee Costs		6,676,383	6,848,283	7,732,248
Library Materials		272,150	272,150	246,150
Computer Services		683,000	656,850	697,700
Other Costs		717,920	765,704	789,254
		8,349,453	8,542,987	9,465,352
Net Cash Inflow from Operating Activities		1,453,103	1,429,213	1,173,195
<b>Cash Flow from Investing Activities</b>				
<b>Payments for:</b>				
Proceeds for sale of Plant & Equipment		38,000	31,700	
Payment for Books, Furniture, Plant & Equipment		-1,439,460	-1,604,303	-1,418,260
<b>Net Cash (Outflow) from Investing Activities</b>		<b>-1,401,460</b>	<b>-1,572,603</b>	<b>-1,418,260</b>
Net Increase/Decrease in Cash		51,643	-143,390	-245,065
Cash at the beginning of the year		3,089,481	3,276,667	3,133,277
<b>Cash Held at End of Year</b>		<b>3,141,124</b>	<b>3,133,277</b>	<b>2,888,212</b>

# Statement of Human Resources

For the four years ending June 2021

	Total Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Staff Expenditure			
Employee costs - Operating	6,820,526	6,860,283	7,715,835
<b>Total Staff Expenditure</b>	<b>6,820,526</b>	<b>6,860,283</b>	<b>7,715,835</b>
	EFT	EFT	EFT
Staff Numbers	77.89	79.86	86.59
Permanent full time	31.00	30	31
Permanent part time	114.00	112	117

## 3.0 Notes to Budgeted Financial Statements year ending June 2017-2018

### 1 Council Contributions

Contributions are calculated based on the funding formula in the 2012 Regional Library Agreement. The Population figures are based on the ABS estimates as at June 2016. *(ABS figures released 30 March 2017)*

	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Population	383,095	383,095	400,063
Councils Contribution	\$7,005,100	\$7,005,100	\$7,614,900
Avg Contribution per capita	\$18.29	\$18.29	\$19.03

### 2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/municipality. The current funding agreement commenced July 1, 2016 and expires July 31, 2017. The state funding is primarily calculated on population. State Government funding has been budgeted with a 4% increase.

	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
State Funding	2,295,071	2,416,203	2,482,785
Contribution per capita	5.99	6.31	6.21

### 3 Staff Resources

Employee costs includes salaries and wages, overtime, travel cost, staff training and development, and on-costs. Increases allow for banding adjustments and scheduled Enterprise Agreement increases.

Human Resources	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Employee costs	\$6,820,526	\$6,860,283	\$7,715,835
Total Staffing EFT	77.89	79.86	86.59
% of total expenditure	68.5%	67.4%	71.2%
Expenditure per capita	\$17.80	\$17.91	\$19.29

Loans	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Loans	2,595,425	2,595,425	2,500,000
Loans per capita	6.77	6.77	6.25
Cost of loans per capita	\$0.26	\$0.25	\$0.23

Visits	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Physical Visits (door)	1,225,729	1,283,368	1,350,000
Virtual Visits (on-line)	909,620	919,428	942,797
<b>Total Visits</b>	<b>2,135,349</b>	<b>2,202,796</b>	<b>2,292,797</b>
Total Visits per capita	5.57	5.75	5.73
Cost of visit per capita	\$0.21	\$0.22	\$0.21



#### 4 Information & Communications Technology (ICT)

CCL is a member of the Swift Library Consortium which allows access to an Integrated Library Management System (ILMS) at a reduced cost while sharing the development and implementation costs of new technology. The ILMS is up for tender early 2018.

The ICT road map currently in development will inform the range of products and platforms used by CCL.

	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Telecommunications	33,000	29,950	32,700
Data communications	266,000	265,000	249,500
ILMS	199,000	176,900	218,000
Computer software and support	185,000	185,000	197,500
<b>Total ICT</b>	<b>683,000</b>	<b>656,850</b>	<b>697,700</b>
% of total expenditure	6.9%	6.5%	6.4%
Expenditure per capita	\$1.78	\$1.71	\$1.74

#### 5 Library Resources and Materials

CCL is re-aligning its collection as it balances ongoing demand for traditional library materials, increasing use of electronic resources, data bases and downloadable services.

	Budget 2016-17	Revised Est 2016-17	Budget 2017-18
Library Resources - Capital	1,164,460	1,143,733	1,133,260
Library Resources -Non Capital	272,150	272,150	246,150
<b>Total Library Resources</b>	<b>1,436,610</b>	<b>1,415,883</b>	<b>1,379,410</b>
% of total expenditure	14.4%	13.9%	12.7%
Expenditure per capita	\$3.75	\$3.70	\$3.45

## 4.0 Member Council Contributions 2017-18

Summary:	Total	Casey	Cardinia
Core Library Service	-	-	-
Population (ABS June 2016)	400,063	304,071	95,992
		76.0%	24.0%
Usage: April 2016-March 2017	2,246,235	1,592,456	653,779
		70.9%	29.1%
Avg %		73.5%	26.5%
<b>Income</b>			
Operations	1,248,925	999,570	249,355
Total State Funding	2,482,785	1,823,615	659,170
Council General Funding	7,152,205	5,278,580	1,873,625
Bunjil Library	462,695	462,695	0
Operating Income 2016-17	10,883,915	8,101,765	2,782,150
<b>Expenditure</b>			
Operating Expenditure	9,465,655	7,060,045	2,405,610
Capital Expenditure	1,418,260	1,041,720	376,540
	10,883,915	8,101,765	2,782,150
<b>CCL Operating Budget 2017-18</b>			
Population (ABS June 2016)	400,063	304,071	95,992
Bunjil Library	462,695	462,695	0
Core Council Contribution	7,152,205	5,278,580	1,873,625
	<b>7,614,900</b>	<b>5,741,275</b>	1,873,625
Core Council Cont 2016-17	7,005,100	5,179,175	1,825,925
<b>Est Council Cont 2017-18</b>	<b>7,152,205</b>	<b>5,278,580</b>	<b>1,873,625</b>
Council Contribution	2.10%	1.92%	2.61%

Summary:	Total	Casey	Cardinia
Total cost per capita	\$27.21	\$26.64	\$28.98
State Contribution per capita	\$6.21	\$6.00	\$6.87
<b>Draft Budget 2017-18 Council contribution</b>	<b>\$17.88</b>	<b>\$17.36</b>	<b>\$19.52</b>
Budget 2016-17 Council contribution	\$18.29	\$17.72	\$20.09
	<b>-2.25%</b>	<b>-2.03%</b>	<b>-2.84%</b>
<b>Cost of Library Service per Capita</b>			
State average 2015-16	\$43.17		
Casey Cardinia Libraries 2015-16	\$24.86		
Casey Cardinia Libraries 2016-17	\$25.95		
Casey Cardinia Libraries 2017-18	\$27.21		

Contribution Allocation 2017-2018	Total	Casey	Cardinia
Population (ABS June 2016)	400,063	304,071	95,992
		76.0%	24.0%
Usage: April 2016-March 2017	2,246,235	1,592,456	653,779
		70.9%	29.1%
		73.5%	26.5%
<b>Income</b>			
Capital Replacement Reserves	250,630	177,700	72,930
Bunjil Library	462,695	462,695	0
Operations Income	283,930	208,550	75,380
Interest on Investments	105,000	77,125	27,875
CfC funding	146,670	73,500	73,170
Sub Total	1,248,925	999,570	249,355
<b>State Government Funding Est</b>			
Premiers Reading Challenge	56,200	41,280	14,920
State Subsidy	2,305,260	1,693,220	612,040
Local Priorities	121,325	89,115	32,210
Total State Funding	2,482,785	1,823,615	659,170
<b>Expenditure</b>			
Employee Costs	7,175,640	5,280,075	1,895,565
Employee Costs (inc CfC staffing)	127,500	70,480	57,020
CfC Cranbourne Expenditure	3,020	3,020	0
CfC Pakenham Expenditure	16,150	0	16,150
IT & Communications	697,700	512,465	185,235
Library Materials	246,150	187,090	59,060
Promotions & Marketing	100,000	76,010	23,990
Berwick Mechanics Institute	1,800	1,800	0
Administration	635,000	466,410	168,590
	9,465,655	7,060,045	2,405,610
<b>Capital Expenditure</b>			
Library Materials	1,133,260	832,385	300,875
Motor Vehicles	0	0	0
Furniture & Equipment	285,000	209,335	75,665
	1,418,260	1,041,720	376,540
Total Expenses Core Library Service	10,883,915	8,101,765	2,782,150
<b>Annual CCL Operating Budget</b>			
Core Council Contribution	7,152,205	5,278,580	1,873,625
Bunjil Library	462,695	462,695	0
	<b>7,614,900</b>	<b>5,741,275</b>	<b>1,873,625</b>
Core Council Cont 2016-17	7,005,100	5,179,175	1,825,925
<b>Core Council Cont 2017-18</b>	<b>7,152,205</b>	<b>5,278,580</b>	<b>1,873,625</b>
Council Contribution	2.10%	1.92%	2.61%

## 5.0 Schedule of Fees and Charges: 2017-18

1. **Overdue Fines:**

Adults **20 cents** per day, which accrues to a maximum of **\$5.00** per item.

Junior **10 cents** per day, which accrues to a maximum of **\$3.00** per item.

The maximum amount charged is **\$45.00** if paid in one transaction.

There is a 3 day grace period however if an item is not returned within 3 days, the full amount of the overdue fine will be payable.

2. **Replacement membership cards:** **\$3.30** to replace a lost card.

3. **Replacement single disks (from sets):** A standard **\$17.00** per CD is made for the replacement of each individual damaged or lost CD from any talking book set.

4. **Lost or damaged items:** A charge is made to replace the item, based on the retail price. (*GST inclusive*). Applications for refund for items valued at more than \$10.00 must be accompanied by the receipt.

5. **Computers and Electronic Resources:** Access to information via library computers, ie. the Internet, databases or CD-Roms is free.

6. **Photocopying and printing:**

Black & White Photocopying		Colour Photocopying		Scanning
A4	20¢	A4	\$1.00	All sizes and colours Free per page
A3	30¢	A3	\$1.50	

7. **Overdue Recovery Charge:** **\$15.00** is placed on the patron's account if items are not returned and the matter is referred to a debt collector.

8. **Inter Library Loans:**

Interstate/Academic Libraries \$16.50

Victorian Public Libraries \$5.00

Swift Items are free

9. **Other Charges:**

Library Bags New member Free, Replacement Bags	\$ 2.00
Ear Buds	\$ 2.00
USB sticks	\$ 10.00
Book clubs (per annum)	\$100.00

10. **Library Meeting Room Hire:**

General Rate: **\$30.00 per hour**

Community Rate: **\$15.00 per hour**

*(Conditions apply – refer to the Bookings Policy)*

Creative Rate: **\$15.00 per hour**

Definition – a special rate for artists who are running workshops for members of the community eg theatre groups, painting classes etc

11. **Local History Reproduction Fees:**

Contact: Local History Officer

At Cranbourne Library (03) 5990 0150

**Local History Schedule of Reproduction Fees**

As the custodian of the Casey–Cardinia Local History Archive, CCL charges a fee for the reproduction of material held in the Local History Archive. **This fee is not a copyright fee.** CCL does not hold the copyright for all material in the collection. It is the responsibility of the user to obtain permission from the copyright owner. The fees stated below are for the publication of ONE item for ONE specified purpose. If another use is required, a new application must be made. A consent form outlining the exact purpose of the copied material and acknowledgment of the source must be completed.

All prices are per copy:

Black & White Photocopying		Colour Photocopying		Digital Image	
A4	20¢	A4	\$1.00	Hi Resolution	\$11.00
A3	30¢	A3	\$1.50	Low Resolution	\$5.50

**Casey Cardinia Libraries**

Locked Bag 2400, Cranbourne, 3977  
Telephone: 5990 0100 Fax: 5996 2533  
[www.cclc.vic.gov.au](http://www.cclc.vic.gov.au)

## OFFICERS' REPORTS

### CC19/2017 FINANCE

*Report prepared by Pam Vickers and Chris Buckingham*

#### Purpose

To inform the Board of CCL's financial position for the month ended March 31, 2017.

*CCL Library Plan reference - 5.3*

#### Discussion

**Income:** - Overall income from operations is up 12.6%. Photocopying/printing \$11,178, meeting room hire \$9,650, interest on investment \$671 and proceeds from sale of plant \$13,228. Additional income derived from book clubs and donations from library friends groups' totals \$24,090. CCL received income for the Premier's Reading Challenge and the PLVN Tech Savvy project. Income areas under budget include overdue fines, damaged/lost cards and lost books \$8657.

#### **Expenditure:** -

Overall operating expenditure is within 3% of Budget, Salaries and oncost are slightly under as are expenditures in minor equipment, telephone, photocopying services printing and stationery.

As previously report areas over expenditures include Consulting fees, staff development. Other line over expenditure are due to timing of accounts include Programs and events, Memberships & subscriptions.

**Capital Expenditure:** - The Library Materials budget has been reduced by \$20,727 in this financial year. Spending will meet the new target.

ICT equipment budget has been reviewed and increased as purchasing for the replacement of equipment for Bunjil Library has been brought forward.

#### **Credit Card Expenditure:** -

Credit Card Purchases			
Card Holder	Transaction Date	Detail	\$
Finance Manager			
Month January 2017	3/01/2017	News LYD (sub Herald Sun)	\$624.00
Month February 2017	22/02/2017	Working with Child. Check (staff)	\$119.00
	28/02/2017	News Digital subs	\$99.00
Month March 2017	2/03/2017	Skat Katz Art Dealers & Galleries	\$369.00
<b>Total</b>			<b>\$1,211.00</b>

Credit Card Purchases			
Card Holder	Transaction Date	Detail	\$
CEO			
Month December 2016	31/12/2017	Face Book Ad	\$54.15
Month January 2017	12/01/2017	CEO Working with Child. Check	\$119.00
	12/01/2017	Jetstar	\$189.99
	12/01/2017	Webjet Travel Agencies	\$34.90
	22/01/2017	Saviges Service Station	\$77.99
	31/01/2017	Campaignmonitor	\$423.39
Month February 2017	13/02/2017	Melb Airport	\$105.00
	13/02/2017	Kenreyen Pty Ltd	\$12.30
	13/02/2017	Mascot Airport	\$30.00
	13/02/2017	Siesta Inn Sydney	\$351.00
	14/02/2017	Kenreyen Pty Ltd	\$11.30
	15/02/2017	TaxiCabs	\$29.72
	22/02/2017	Care Park Pty Ltd	\$40.00
	23/02/2017	Golden Square Parking	\$36.05
	28/02/2017	Care Park Pty Ltd	\$40.00
	6/03/2017	Twisted Sista	\$13.60
	9/03/2017	Fed Square Parking	\$48.00
	14/03/2017	Pakenham Ford	\$280.00
	21/03/2017	Koorie	\$59.51
	23/03/2017	Twisted Sista	\$11.40
<b>Total</b>			<b>\$1,967.30</b>

**Financial Position:-**

Balances Bought Froward from June 30, 2016

<b>Balance June 30, 2016</b>	
Cash (inc term Deposits)	3,276,668
Less	
Liabilities - Creditors	-493,757
Employee provisions	-1,331,935
	1,450,976
<b>Budget 2016-17</b>	
CCL capital reserves	
Replacement equipment	150,000
Operations	70,000
Bal Capital Reserves	1,230,976



Budget 2016-17	Budget	Revised Est	Variance
Income			
Council	7,005,100	7,005,100	0
State	2,295,071	2,333,258	38,187
Federal	142,335	142,335	0
Operations	402,050	497,975	95,925
	9,844,556	9,978,668	134,112
Expense			
Staffing	6,820,526	6,857,893	37,367
Computer Service	683,000	656,850	-26,150
Other Operating expense	727,920	776,064	48,144
Library Materials	272,150	272,150	0
Sub to Operations	8,503,596	8,562,957	59,361
Library Materials	1,164,460	1,143,733	-20,727
Cap Equipment	225,000	380,380	155,380
Vehicles	70,000	67,570	-2,430
	1,459,460	1,591,683	132,223
Total Expenditure	9,963,056	10,154,640	191,584

### **Financial Process Review**

CCL has commenced a review of its financial processes and has engaged Brad Tomholt from Crowe Horwath from Warragul.

Brad has meet with Council Officers and is meeting with key CCL staff.

Brad anticipates completing his report by the end of April. This will allow the management team to review the findings and implement changes.

### **Audit Strategy**

CCL has received the audit schedule for the financial year ending June 2017. The Library has auditors appointed by the Victorian Auditor Generals' Department: this year the auditors are RSM Bird Cameron.

Preliminary work has already been undertaken by the auditors at Library Headquarters on April 3<sup>rd</sup> and 5<sup>th</sup>.

It is expected that the audit schedule as provided will be met.

### **Conclusion**

CCL financial position is on track to meet the budget estimates as at June 2017.

**Financial Position March 31, 2017**

Income Statement Month Ended March 31, 2017	Total Budget 2016-17	Budget March 2017	Act YTD March 2017	Variance	% Actual Vs Budget
<b>Income</b>					
Reserves	220,000				
Council Contributions	7,005,100	5,253,825	5,253,826	1	0.0%
State Government Grants	2,295,071	2,295,071	2,333,258	38,187	1.7%
CFC Cranbourne Grant	69,165	51,885	66,028	14,143	27.3%
CFC Pakenham Grant	73,170	36,585	73,170	36,585	100.0%
Overdue Fines	113,500	85,260	80,385	-4,875	(5.7%)
Interest on Investments	105,000	78,780	79,451	671	0.9%
Other income	183,550	127,049	252,860	125,811	99.0%
	9,844,556	7,928,455	8,138,977	210,522	2.7%
<b>Expenditure</b>					
Employee Costs (inc cfc staffing)	6,820,526	4,937,069	4,813,408	123,661	2.5%
CfC Cranbourne Expenditure	6,015	1,863	3,343	-1,481	(79.5%)
CfC Pakenham Expenditure	16,755	5,600	4,670	930	16.6%
IT & Communications	683,000	466,860	491,396	-24,536	(5.3%)
Library Materials	272,150	259,660	242,634	17,026	6.6%
Programs Promotions	57,000	41,945	52,259	-10,314	(24.6%)
Administration	648,150	482,679	524,733	-42,055	(8.7%)
Deprecation					
Total Expenditure	8,503,596	6,195,675	6,132,443	63,231	1.0%
Net Gain(loss) disposal of plant & equipment					
Net result for the reporting period	\$1,340,960	\$1,732,780	\$2,006,534	\$147,291	8.5%

	Total Budget 2016-17	Budget March 2017	Act YTD March 2017	Variance	% Actual Vs Budget
<b>Capital Expenditure</b>					
Library Material	1,164,460	1,036,630	889,951	146,679	14.1%
Motor Vehicles	70,000	35,000	66,755	-31,755	(90.7%)
Furniture & Equipment	225,000	70,000	124,374	-54,374	(77.7%)
	1,459,460	1,141,630	1,081,080	60,550	5.3%

**RECOMMENDATIONS**

1. That the Finance Report be noted.

Consolidated					
	Total Budget 2016-17	Budget March 2017	Act YTD March 2017	Variance	% Actual Vs Budget
<b>Income</b>					
Overdue Fines	113,500	85,260	80,385	-4,875	(5.7%)
Lost/Damaged Mem. Cards	7,600	5,850	4,232	-1,618	(27.7%)
Photocopying/printing	90,700	66,605	77,783	11,178	16.8%
Income - Meeting Room	15,250	11,549	21,199	9,650	83.6%
Reimburse Lost Books	27,000	20,280	18,116	-2,164	(10.7%)
Interest on Investments	105,000	78,780	79,451	671	0.9%
Proceeds sale of Plant	38,000	19,000	32,228	13,228	69.6%
Public Access PC's Reservations/ILL					
Other Income	5,000	3,765	12,944	9,179	243.8%
Library Program			5,370	5,370	
Grants/Special Ser.			71,446	71,446	
Donations			9,541	9,541	
Public Lend. Rights Sub					
Proceeds sale of Furniture & Equipment					
<b>Branch Income</b>	<b>402,050</b>	<b>291,089</b>	<b>412,696</b>	<b>121,607</b>	<b>41.8%</b>
<b>Expense</b>					
Salaries & Overheads	6,348,801	4,639,700	4,429,937	209,763	4.5%
Salaries - Overtime	204,875	149,860	128,244	21,616	14.4%
Programs-Events	40,000	29,180	38,056	-8,876	(30.4%)
Publicity & Marketing	17,000	12,765	14,203	-1,438	(11.3%)
Advertising	3,500	2,640	1,420	1,220	46.2%
Conference/Seminars	35,000	26,280	31,435	-5,155	(19.6%)
OH&S Compliance & Training					
Consultancy Fees	28,000	20,000	96,568	-76,568	(382.8%)
Equipment	7,500	16,050	11,439	4,611	28.7%
Fringe Benefits Tax	19,800	9,750	9,855	-105	(1.1%)
Insurance	28,500	28,500	27,797	703	2.5%
Telephone	33,000	24,915	20,555	4,360	17.5%
Photocopier Service	107,500	80,775	72,538	8,237	10.2%
Notices & Postage	70,790	53,309	48,498	4,812	9.0%
Printing/Stationery/General	40,000	29,180	17,297	11,883	40.7%
Travel Allow Kilometres	20,000	14,630	13,087	1,543	10.5%
Vehicle Opert. Exp	22,000	17,320	12,770	4,550	26.3%
Bank Charges	550	435	1,094	-659	(151.6%)
Staff Development	6,500	2,200	14,883	-12,683	(576.5%)
Other Exp.	8,260	6,146	5,434	712	11.6%
Memberships & Subscriptions	25,000	17,500	23,688	-6,188	(35.4%)
Catalogue Access	450	100	1,270	-1,170	(1170.5%)
Admin Fee to Council	29,000	21,250	21,564	-314	(1.5%)
Security Cash Collection	6,500	4,875	4,741	134	2.7%
Audit Fee	11,000		30	-30	
Overdue Loan Recovery	28,750	21,716	20,256	1,460	6.7%
Freight & Cartage	127,800	95,880	96,491	-611	(0.6%)
Los Disp. Asset					
Depreciation Exp					
WDV Assets Sold					
Legal Fees	2,000				
Industrial Advocacy	5,000				
<b>Branch Expense</b>	<b>7,277,076</b>	<b>5,324,956</b>	<b>5,163,151</b>	<b>161,805</b>	<b>3.0%</b>
<b>Net Branch Cost</b>	<b>6,875,026</b>	<b>5,033,867</b>	<b>4,750,455</b>	<b>283,412</b>	<b>5.6%</b>

Consolidated					
	Total Budget 2016-17	Budget March 2017	Act YTD March 2017	Variance	% Actual Vs Budget
<b>Computer Services</b>					
ILMS	199,000	118,350	137,567	-19,217	(16.2%)
Data Communications	266,000	199,500	202,028	-2,528	(1.3%)
Software support sys.	45,000	24,420	36,144	-11,724	(48.0%)
Technical Prof support	140,000	99,675	95,103	4,572	4.6%
Computer Services Expense	650,000	441,945	470,841	-28,896	(6.5%)
<b>Local History</b>					
Salaries & Overheads	85,785	62,700	61,610	1,090	1.7%
Salaries - Overtime			32	-32	
Projects					
Equipment					
Printing/Stationery/General		50		50	100.0%
Memberships & Subscriptions					
Local History Expenses	85,785	62,750	61,641	1,109	1.8%
<b>CfC - Cranbourne Income</b>					
Other Income					
Library Program					
Grants/Special Ser.	69,165	51,885	66,028	14,143	27.3%
Branch Income	69,165	51,885	66,028	14,143	27.3%
<b>Expense</b>					
Salaries & Overheads	62,550	45,740	43,554	2,186	4.8%
Salaries - Overtime		300		300	100.0%
Marketing & Promotion	3,500	500	2,196	-1,696	(339.2%)
Advertising					
Computer Services	1,200	675	544	131	19.4%
Conference/Seminars	715	500	500		
Equipment	350				
Telephone	250	188	84	104	55.3%
Photocopier Service					
Postage					
Printing/Stationery/General			14	-14	
Travel Allow Kilometres	600	450	395	55	12.2%
Other Exp.			6	-6	
Branch Expense	69,165	48,353	47,292	1,061	2.2%
Net Branch Cost		-3,533	-18,736	15,203	

Consolidated					
	Total Budget 2016-17	Budget March 2017	Act YTD March 2017	Variance	% Actual Vs Budget
<b>CfC - Plus Income</b>					
Other Income					
Library Program					
Grants/Special Ser.	73,170	36,585	73,170	36,585	100.0%
Branch Income	73,170	36,585	73,170	36,585	100.0%
<b>Expense</b>					
Salaries & Overheads	53,615	39,190	43,683	-4,493	(11.5%)
Salaries - Overtime	800	750	499	251	33.4%
Marketing & Promotion	5,000	3,500	3,547	-47	(1.3%)
Advertising					
Computer Services	800	600	544	56	9.3%
Conference/Seminars	1,200	750	97	653	87.0%
Equipment			120	-120	
Telephone	600	450	220	230	51.1%
Photocopier Service					
Postage					
Printing/Stationery/General			94	-94	
Travel Allow Kilometres	2,000	1,500	1,055	445	29.7%
Miscellaneous Exp.	9,155	300	48	252	84.0%
Branch Expense	73,170	47,040	49,908	(2,868)	(6.1%)
Net Branch Cost		10,455	-23,262	33,717	322.5%
<b>HQ Building Expense</b>					
Cleaning	8,300	6,225	5,018	1,207	19.4%
Security Service	350	263	180	83	31.5%
Rent & Charges HQ Build	67,600	50,715	46,785	3,930	7.8%
Headquarters Expenses	76,250	57,203	51,983	5,220	9.1%
Contribution Casey	5,179,175	3,884,381	3,884,382	0	0.0%
Govt Subsidies	1,608,470	1,608,470	1,632,056	23,586	1.5%
Contribution Cardinia	1,825,925	1,369,444	1,369,444	0	0.0%
Govt Subsidies	571,846	571,846	584,540	12,694	2.2%
State Govt. Local Priorities	114,755	114,755	116,662	1,907	1.7%
Total Cont/Subs	9,300,171	7,548,896	7,587,084	38,188	0.5%
<b>On-costs &amp; Overheads</b>					
Superannuation	546,135	399,140	395,668	3,472	0.9%
Workcover-Premium	53,000	53,000	29,653	23,347	44.1%
Workcover-Medical			1,432	-1,432	
Workcover Excess					
Workcover Rehabilitation			5,933	-5,933	
LSL Payment to Res fund	120,000	87,730	86,854	876	1.0%
Annual Leave Provision	35,000				
Maternity Leave Accrual	25,000				
Term Payment to staff					
Employment Support	5,000	3,750	5,016	-1,266	(33.8%)
OH&S	5,000	2,000		2,000	100.0%
On Costs	-789,135	-591,851	-479,562	-112,289	
Total On-Cost Exp		(46,231)	44,994	(91,225)	197.3%

Consolidated					
	Total Budget 2016-17	Budget March 2017	Act YTD March 2017	Variance	% Actual Vs Budget
<b>Capital Works</b>					
<b>Library Materials</b>					
Periodical/Subscriptions	90,000	80,100	71,038	9,062	11.3%
Books - Adult	365,000	324,850	276,694	48,156	14.8%
E-Books	57,560	56,900	47,060	9,840	17.3%
Data Bases	161,150	161,150	160,174	976	0.6%
Books - Reference	7,000	7,000	5,059	1,941	27.7%
Lote Lib Materials	29,000	24,000	29,484	-5,484	(22.8%)
Lote Periodicals & Subs	12,000	10,680	9,177	1,503	14.1%
Lote Catalogue & Proc.	7,000	6,230	1,167	5,063	81.3%
Books - Children	267,000	237,630	197,730	39,900	16.8%
PRC - Child Books			15,610	-15,610	
Special Projects					
Out sourced processing	62,500	55,625	41,763	13,862	24.9%
Processing Materials	62,500	55,625	37,643	17,982	32.3%
PRC Processing			2,159	-2,159	
AV Adult	222,000	205,000	192,525	12,475	6.1%
AV Child	91,900	70,000	44,223	25,777	36.8%
PRC - Child AV					
Refund Lost Books	2,000	1,500	1,077	423	28.2%
<b>Sub Total Exp</b>	<b>1,436,610</b>	<b>1,296,290</b>	<b>1,132,585</b>	<b>163,705</b>	<b>12.6%</b>
<b>Total Non Capital</b>	<b>272,150</b>	<b>259,660</b>	<b>242,634</b>	<b>16,050</b>	<b>6.2%</b>
<b>Total capital</b>	<b>1,164,460</b>	<b>1,036,630</b>	<b>889,951</b>	<b>147,655</b>	<b>14.2%</b>
<b>Total Population</b>	<b>1,436,610</b>	<b>1,296,290</b>	<b>1,132,585</b>	<b>163,705</b>	<b>12.6%</b>
<b>Plant &amp; Equipment</b>					
Capital Replacement Reserve	150,000				
Computer Services	50,000	50,000	89,180	-39,180	(78.4%)
Library Resources					
Equipment	25,000	20,000	35,194	-15,194	(76.0%)
Motor Vehicle Purchase	70,000	35,000	66,755	-31,755	(90.7%)
<b>Capital Works Expenses</b>	<b>295,000</b>	<b>105,000</b>	<b>191,129</b>	<b>(86,129)</b>	<b>(82.0%)</b>

CC20/2017

DEDUCTABLE GIFT RECIPIENT STATUS

*Report prepared by Chris Buckingham and Pam Vickers*

**Purpose**

As part of the organisation's strategy to seek alternative income streams CCL submitted an application to the Australian Taxation Office for endorsement as a Deductible Gift Recipient (DGR).

A DGR endorsement from the ATO allows the CCL to receive tax deductible gifts and tax-deductible contributions. CCL would be able to provide a receipt to the giver, who can then claim their donation as a personal tax deduction.

*CCL Library Plan reference – 3.2*

**Discussion**

At the February Board Meeting CCL passed a series of resolutions to meet ATO endorsement. The ATO then advised CCL that they required further information.

CCL decided to withdraw its current application and resubmit after presenting a revised set of resolutions to the Board for adoption.

Being a Public Library CCL meets the key criteria set by the ATO to qualify for DGR as an Institution.

CCL must demonstrate compliance with Taxation Ruling TR95/27 and TR2000/10 before the ATO approves the application.

This requires amendments to our 2012 Regional Library Agreement (2012 RLA) and additional resolutions.

**RECOMMENDATIONS**

That the Board resolves:

1. To include the following reference to the disbursement of funds and assets in the event that CCL is wound up in accordance with the Board's resolution under Clause 13 Dissolution of Regional Library in the 2012 RLA as follows:
  - a) If CCL is wound up or its endorsement as a deductible gift recipient is revoked (whichever occurs first), any surplus of the following assets shall be transferred to another organisation with similar objects, which is charitable at law, to which income tax deductible gifts can be made:
  - b) Gifts of money or property for the principal purpose of the organisation
  - c) Contributions made in relation to an eligible fundraising event held for the principal purpose of the organisation
  - d) Money received by the organisation because of such gifts and contributions.

CC21/2017 BUILDINGS AND FACILITIES

*Report prepared by Chris Buckingham and Pam Vickers*

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### Purpose

To provide an update on the status of CCL buildings and facilities.

*CCL Library Plan reference - 1.3*

### Discussion

#### Relocation of Casey Cardinia Libraries Headquarters

Casey Cardinia Libraries (CCL) has had preliminary discussions with the Member Councils about the potential relocation of Casey Cardinia Libraries Headquarters (CCL HQ) within the next 12 months. Following is an updated brief on progress:

#### Background

CCL HQ has been located at 65 Berwick – Cranbourne Road for the last 20 years. Approximately 20 people work at CCL HQ. This includes the Corporate Management Team, departmental managers, key administrative functions and Technical Services.

The building is owned by the City of Casey and a new five year commercial lease was signed in November 2016. The annual cost of the lease is \$57,000 plus expenses. Future annual increases are linked to CPI. There is an exit clause that allows CCL to give 6 months' notice of intention to depart.

CCL HQ is cluttered and lacks amenity. There are ongoing issues with plumbing and air conditioning. Working conditions are unlikely to improve as the building is past its use by date.

Public transport linkages to 65 Berwick – Cranbourne Road are weak and connecting road infrastructure is increasingly congested.

CCL HQ is located in the same building as the Cranbourne Library; however Cranbourne is at the southern end of the CCL service area. This means physical connectivity between CCL HQ and the branches is stretched. The Cranbourne Library can operate successfully without CCL HQ.

CCL HQ has traditionally had a 'command and control' culture where decision making was centralized. The focus is now on empowerment of staff to make decisions and take responsibility for their actions.

There are strategic benefits for CCL HQ to be co-located with either a member Local Government, or a library service.



CCL branches do not have the physical capacity to accommodate essential administrative functions and the leadership team.

## Current reviews and Considerations

### Technical Services

A review of the role and function of the Technical Services Team will be completed before the end of the Financial Year. It is highly unlikely that the Technical Services Team would relocate with the leadership team, given the space they require to operate in their current form.

### Departmental managers and specialist staff

A review of role and function of these areas (adult collections, children's youth, information services, communications, outreach) will be conducted as some of the roles are directly connected with Technical Services and its functions. The option to be more flexible and work from other branches is possible. The relocation of the Local History Officer to Cranbourne will need to be considered.

### CMT and HR/Admin

The leadership team and previously centralized support functions will be more mobile.

CCL is planning to migrate all of its ICT functions to the cloud within the next 12 months.

Relocation of CCL HQ prior to the Bunjil Library opening and/ or migration of ICT functions to the cloud would be problematic.

## Summary of Costs

### CCL HQ @ Cranbourne

Outgoings	Annual Amount
Lease	\$57,000
Electricity	\$4524
Water	\$2,271
Security	\$269
Cleaning	\$7,513
<b>Total</b>	<b>\$71,578</b>

## Current Options

### *City of Casey*

City of Casey will make 5 work stations available at Bunjil Place and may also have dedicated space available at VIBE after Council moves to Bunjil Place.

### *Cardinia Shire Council*

Cardinia Shire Council is developing cost estimates for 8 work stations located at Officer HQ.

The number of work stations required is based on an estimated 75% occupancy rate and the understanding that Technical Services will not be located at Officer.

ICT integration will not present a significant barrier (or cost). The single largest additional expense will be cost of leasing Government Wideband Internet Protocol (GWIP) at approximately \$1500 per month.

#### **Next Steps**

- Establish cost of decommissioning current CCL HQ inc large printer
- Consider potential redesign of the current HQ storeroom, HQ meeting room and kitchen area for better use of the space and provision of work spaces for some of the current roles/functions at CCL HQ
- Explore the possibility that the space created by relocation of CCL HQ will enable a low cost expansion of Cranbourne Library

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#### ***RECOMMENDATIONS***

1. That the Buildings and Facilities report be noted.

CC22/2017      INFORMATION TECHNOLOGY

*Report prepared by Daniel Lewis*

**Purpose**

To advise the Board on development and delivery of CCL Information and Technology strategies.

*CCL Library Plan reference - 1.1 1.3, 1.4, 2.3 & 5.4*

**Discussion**

**Managed Services Review**

LAN have been our managed service provider for over twenty years. The services they provide warrant review.

We are seeking quotations from other managed service providers to ensure CCL gets value for money and the service we need.

A decision about the future direction will be made by end of May 2017.

**ICT Roadmap** *(Library Plan reference 1.3)*

We are building a complete network map of CCL's current systems, which will inform the development of CCL's ICT Roadmap.

After seeking quotations from consultants, CCL decided that better value for money could be achieved by bringing the Roadmap process in house.

The ICT Roadmap will be completed by end of June 2017, with project implementations taking place during its creation period.

**Cash Registers and Eftpos Facilities** *(Library Plan reference 1.1, 1.3 and 5.2)*

We are extending our financial facilities by adding eftpos terminals to accept card payments, whilst upgrading our cash registers. During March and April we configured the new layout and operating systems in conjunction with staff to provide a seamless user interface and built training modules to assist the organisation with the roll out (and ongoing training) with the new devices.

The Cash registers have been delivered to all branches and the infrastructure has been configured to support these new devices. Branches will train staff on the new system during late April and machines will replace the existing infrastructure early May.

**Office 365 Upgrade** *(Library Plan reference 1.3 and 5.2)*

CCL have upgraded our Office 365 licensing to the make use of additional features/packages that this service make available. This will provide better access to communication tools for all staff and encourage greater collaboration. We have successfully applied for educational status with Microsoft through the Office 365 suite – which provides us with these enhanced services at no cost.

Full details are provided within the attached Project Brief – Office 365 Upgrade – showcasing the theory, ROI and implementation plan.

**Yammer Rollout** *(Library Plan reference 1.3 and 5.2)*

Making use of the new offerings provided through Office 365, we released Yammer to the organisation to bring staff together in a safe and collaborative environment. The corporate social networking platform provides our staff with a digital face and help bridge some of the physical barriers created by operating out of multiple sites.

This implementation has already provided staff with a greater capacity to communicate and collaborate with each other. The number of over complicated internal email strings/conversations has declined.

**Website Development** *(Library Plan reference 1.1, 1.3, 1.4, 2.1, 3.1, and 5.1)*

The need for a new website has been identified in the Library Plan. An effective website requires ongoing evolution, testing, and improvement to ensure we provide an ongoing memorable user experience.

We have engaged Digital Developments – a local web development agency – to lead the design, development and implementation of our website to apply a user experience that matches our quality service and new image.

Full details are provided within the attached Project Brief – Website Development and Release – showcasing the theory, ROI and implementation plan.

**Mobilising Our Management** *(Library Plan reference 1.3 and 5.2)*

To bring our management team into the modern age, we are rolling out mobile devices (HP Elitebook x360 laptops) with workstations that will encourage our leadership team to work from any branch and potentially connect with both Casey and Cardinia infrastructure.

These devices are being rolled out to an initial testing group of 15 staff during the month of April, with the view to release to the wider organisation in the coming financial year.

Full details are provided within the attached Project Brief –Management Mobility – showcasing the theory, ROI and implementation plan.

**Communal Technology** (*Library Plan reference 1.1 and 1.3*)

To improve the user experience we have been investigating several options around PC Reservation and Print Management. We intend to enable single sign in by library users and provide enhanced mobility, including scheduling and printing from their own devices over Wi-Fi or at home.

Still in its early stages, our aim is to have the system of offerings designed by end of May for implementation/rollout in June and July of 2017.

**Staff Mobility** (*Library Plan reference 1.1, 1.3, and 5.2*)

Enhancing our user experience by focussing our staff on tasks that directly assist our community is a key priority. One of the first steps towards this is encouraging use of new technology in the library space.

Over the coming months we will be testing out new software and devices – like the staff app which will give mobile access to our systems and enable staff to undertake key tasks using a handheld device similar to a mobile phone.

Although still in its infancy, this directional shift in standard library operations will showcase our services as a contemporary library – offering enhanced customer experiences.

**Conclusion**

We are excited by the possibilities that new ICT initiatives will provide both our staff and community at large. We look forward to providing more fluent experiences that empower the user and spark their creativity to discover new things.

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**RECOMMENDATIONS**

1. That the Information Technology Report be noted.

## Office 365 – Upgrade

*Prepared by Daniel Lewis – IST Manager  
on Monday February 20<sup>th</sup>, 2017*

### Overview

Our current Office 365 plans with Telstra provide us with Exchange email accounts for staff and operational groups to access their emails, calendars and task lists from the cloud with relative ease.

This service is divided into two key groupings, staff that require connection to Outlook/mobile devices and staff that can only access their email via the Office 365 web client.

### Proposition

Presently we have 22 operational emails (group and generic email addresses) and 118 base level staff members, giving a total of 140 accounts, on the lowest plan available – Exchange Online Kiosk – to give them an active email address only accessible through the Office 365 web client. We also have 28 user accounts on the Exchange Online (Plan 1) which in addition to giving them access to an active email address also provides them with the mobility to use desktop Outlook applications and mobile devices to connect to their emails.

To meet additional service needs it is proposed that we increase all staff member accounts ( $118 + 28 = 148$  user accounts) to the Business Essentials service offering that would expose all to additional functionality – including their extended Exchange feature, SharePoint, Skype for Business, OneDrive for Business, and Yammer.

As a principle action, this upgraded service will expose all staff to SharePoint Online where – amongst meeting several requirements of the present ICT Roadmap – would provide Casey Cardinia Libraries (CCL) with an intranet to better communicate and engage with our staff in a centralised location.



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## Library Plan Strategies

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focussed organisation that is quick to embrace new ways of doing things.

## ICT Roadmap Items

- **Electronic Document Management**  
SharePoint provides a safe and secure environment, restricting access to sites, libraries/apps, and even documents at the user level. This provides us with the ability to collate sensitive documentation securely within one digital platform whilst providing accessibility where pertinent.
- **File Management**  
The extended functionalities of SharePoint will remove the requirement for in-house servers and the reliance on server drives only accessible through the network or remote desktop protocols.
- **Smart Mobile Devices**  
In order to make our workforce more mobile we need to make the systems we have in place become mobile friendly. By exposing staff to this wider array of products included in the Business Essentials service offering we are able to meet several critical aspects towards creating a truly mobile workforce.
- **Intranet**  
SharePoint at its core is site based service providing relatively easy groundwork to creating an engaging intranet service to our staff and stakeholders. This is the core business case behind the proposed upgrade as it will enable all levels – and branches – of CCL to engage with each other.
- **Website Redevelopment**  
To provide more accurate reporting on our website traffic and usage we first need to remove artificial data that is created by staff accessing the site – for various reasons, including gaining access to staff specific documentation.

- Communication

Along with providing more engaged communication through a SharePoint hosted intranet, CCL will expose more meaningful communication with staff through Skype for Business and Yammer which will bring staff together on multiple levels, including social interactions and knowledge sharing.

## Costings

### Current costings

140 – Exchange Online Kiosk @ \$2.80 per user/month

28 – Exchange Online (Plan 1) @ \$5.60 per user/month

Total – \$548.80 /month

### Proposed Costings

22 – Exchange Online Kiosk @ \$2.80 per user/month

148 – Business Essentials @ \$7.00 per user/month

Total – \$1,097.60 /month

## Return on Investment

The increase of current costing (\$548.80) to proposed costings of \$1,097.60 would double the current expenditure for this service to an estimated \$13,171.20 per annum. This additional \$548.80 would be accrued on a monthly ongoing service fee and would be offset from implementation date with the increased service provided to staff – including, but not limited to;

- Improved communication
- Reduced email clutter
- Streamlined processes
- Increased staff efficiency



*APRIL, 2017, AMENDMENT: Through investigations we were able to identify potential education pricing options that were available through Microsoft – on an application basis. As of April, 2017, we were able to secure this education status with Microsoft which has resulted in the annual estimated service expenditure for this project being reduced to \$0 after the migration – due to occur in May, 2017. We will incur standard costs until this migration has occurred.*

## **Contract Period**

This proposition has no additional contractual obligations on top of the already existing plans and will not be restricted by any additional contractual agreements not already in place.

## **Implementation and Timeline**

### **Service Upgrade – Late February 2017**

Amending the service provisioning options in the Telstra Store, we would make the Business Essential's product available for selection. This incurs no cost to CCL until a user is assigned, just makes the option selectable.

### **Initial Development – March 2017**

Upgrading only key development accounts to the Business Essential's product, limiting the expenses whilst in development, the CCL ICT would begin development of the intranet as the primary access point for staff communication and engagement.

### **Beta User Deployment – April 2017**

Select six (6) to ten (10) responsive staff, their accounts would be upgraded to the Business Essential's product and released within the intranet to test the new service offerings and provide feedback to CCL ICT to make improvements to the offering and assist in the development of training material for wider release.

**Regional Deployment – May 2017**

Choosing a branch/region to release the offering and training to, we will upgrade selected staff accounts in bulk to increase functionality provided and test the process on a larger scale.

**Organisational Deployment – June 2017**

Making use of the learning acquired through both the beta and regional deployments, we will upgrade remaining staff accounts in bulk and provide a structured release to the remaining staff members.



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## Website – Development and Release

*Prepared by Daniel Lewis – IST Manager  
on Thursday February 27<sup>th</sup>, 2017*

### Overview

The Casey Cardinia Libraries (CCL) website has seen several iterations of website development, most recently in 2012 – followed by ongoing tweaks to match updated branding.

The current website is lacking responsive views to make viewing on mobile devices easier and with its current menu navigation has become overly convoluted for the end user.

### Proposition

Redesign and develop a new website, on current or new CMS (to be decided with chosen partner), to provide a greater impact in the community and bring more digital presence to what a modern library should look like.

The new website needs to hit several key points to ensure it is suitable to grow into the future;

- Visually Appealing to the end-user
- Responsive design
- Attractive opt-in's for new and existing members alike
- Meet W3 standards
- Encrypt user traffic through https security standards
- Provide languages other than English

It is viewed that with the current state of the website that we take a two-fold approach to this project, firstly upgrading the site with new branding/look and feel then reviewing and migrating the historical (current) site content across.

## Library Plan Strategies

1.1 – Create accessible physical and virtual spaces which inspire our community

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

1.4 – Operate as the vanguard of publicly available information technology and encourage people to use it effectively.

2.1 – Build community appreciation of the work we do and value the services we provide.

3.1 – Strong connections with our community.

5.1 – Embrace CCL values in everything we do.

## ICT Roadmap Items

- Website

An item unto itself, the website has been in need of upgrade for quite some time and with the release of the new CCL logo and branding it is a matter of urgency to update immediately.

- Digital Signage

With a new website, we can design special instance which can be utilised on any digital signage – automating the update of any digital signs in use and making the process more efficient moving forward.

## Service Providers

### Potential Development Companies

First offers for quotation were sent out on Monday February 20<sup>th</sup>, 2017 to the following organisations, as local web development agencies in the Casey-Cardinia region.

These were chosen based on their own website implementation and digital footprint to ensure their own design was easy to use and responsive. Any additional notes have been added in relation to each of the prospective agencies;

- Digital Development – **Successful Candidate**  
Using a WordPress CMS as the base, they believe the initial stage of development would cost \$12,000 + GST – which would then incur further charges for ongoing work and maintenance.
- PaSME – **Removed due to potential perspective Conflict of Interest**  
Using our designated CMS, there 6 month \$15,000 + GST package guides through the digital strategy, design, development and implementation to maximise membership engagement.
- Viscore – **Quotation Removed**  
Ned stated that he does not have the capacity to undertake this project due to size of the project and his availability.
- Zain Digital – **Quotation Provided after requested timeframe**  
Using a WordPress CMS as the base, they believe the initial stage of development would cost approximately \$14,500 + GST – which would then incur further charges for ongoing work and maintenance.
- Zeemo – **Quotation Provided**  
Using a WordPress CMS as the base, they believe the initial stage of development would cost approximately \$12,000 + GST – which would then incur further charges for ongoing work and maintenance.

## **Return on Investment**

Making use of an external provider for our website development, deployment and ongoing maintenance will reduce the reliance and congestion placed on internal staff. This staff saving will provide direct cost savings to the organisation and provide higher returns than making use of internal experience.

Returns for the website redevelopment project as a whole will be observed and measured through increased traffic through the site and membership engagements – both from new membership sign-ups and from user activity.

APRIL, 2017, AMENDMENT: Digital Developments were engaged in March, 2017, and have commenced work on the design and user flow in conjunction with the Information & Technology and the Customer Experience teams at CCL.

## **Contract Period**

Any contracts and ongoing assistance will vary based on the service provider selected – and this can range from one-off development/deployment through to fixed 6, 12 or 24 month contracts.

With the nature of this project it is advised that we look at both up-front/one-off fees accrued from the initial implementation, as well as the potential ongoing fees that would be available to CCL moving forward.

These ongoing agreements will be decided through the CMT due to their ongoing nature and the ability each service will provide CCL with building our digital footprint, now and into the future.

## **Implementation and Timeline**

### **Initial Design and Development – April 2017**

The primary focus of the website deployment will bring minimalistic visual components and provide the end user with an easy to use and aesthetically appealing website experience that they can navigate with ease.

### **Initial Release – May 2017**

Bringing the core requirements of the site to the public, this initial release will form the ongoing home page for our website and provide end users with a new outlook on what the modern library should look like. This initial release will start to generate analytics on user engagement and conversion, helping us in making decisions moving forward.

### **Historic Website Content Review and Further Development – May through June 2017**

To expedite the creation and deployment of the new site we are leaving the migration on non-critical content until after the initial release. This approach means that from a digital presence we will be putting our best foot forward whilst ensuring only the best content is moved across.

### **Continual Improvement Initiative – Ongoing**

Keeping the website content fresh and up to date is critical in both avoiding large redevelopment project like this in future whilst also providing an engaging experience for our community. This will require keeping existing information and user experiences up to date whilst maintaining a regular content creation schedule that will attract community members to keep coming back.



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## Mobilising our Management

*Prepared by Daniel Lewis – IST Manager  
on Monday March 27th, 2017*

### Overview

Advancements in technology mean that Casey Cardinia Libraries (CCL) is able to mobilise operations and become more agile in the way we deliver services to our community.

We are able to improve systems and processes by adopting mainstream technology and learnings from the transformations occurring at our member Councils.

CCL operates 7 branches and a mobile service and their pent up demand for ICT that helps staff work in multiple locations.

There are many examples of how organisations benefit when their staff members become more mobile.

### Proposition

This project leverages the overdue management devices replacement schedule to kick-start the mobility of staff within CCL.

Significant productivity gains can be achieved by changing over our back of house machines (i.e. not accessible to the public) to laptop devices.

Acquisition of these assets would be divided into two (2) main components due to the ongoing replacement schedule that would take place after initial purchase being separate – laptop devices would remain on the three (3) year replacement schedule in line with other computer devices, where the workstation and peripherals would sit on a five (5) year replacement schedule.

This project is being staged so that we can trial an initial release, bed down the new technology and ensure we are providing the best user experience across CCL.



## Library Plan Strategies

1.3 – Invest in ICT that enhances the user experience and enables greater staff productivity.

5.2 – Create a people focused organisation that is quick to embrace new ways of doing things.

## ICT Roadmap Items

- Smart Mobile Devices

This project was identified within the 2016-18 ICT Roadmap to bring CCL in line with modern workforces including our two councils.

- Electronic Document and File Management

Providing staff better access to the corporate network is crucial to achieving staff mobility. If they cannot access the systems remotely then they cannot work remotely.

## Costings

### Current costings

Staff desktop machines: \$1,600 – \$2,000 per three (3) years

### Proposed Costings

Staff Laptop Machines: \$1,500 – \$2,000 per three (3) years

Workstations: \$500 – \$700 per five (5) years

### Software and Systems

There are peripheral projects that are within our roadmap that will make use of this change to further enhance staff mobility and accessibility – including, but not limited to, Electronic Document Management, Telephony Systems, Staff Intranet, etc.

## Return on Investment

Increased mobility – giving staff the ability to work productively from anywhere

Increased collaboration – with the ability to work anywhere, meetings and effective collaboration can be held at almost any location at any time

Increased productivity – with dual screens staff can expect a productivity increase of up to 60% due to the ability for the screens to show more information

Increased staff morale – giving staff the ability, and encouragement, to work from anywhere means they can make better use of their time and feel more effective

### **Contract Period**

All devices are subject to a replacement cycle; by keeping this replacement cycle to three (3) years – for the computer devices – we are able to obtain the maximum return on re-sale. All items will be purchased up front and depreciated over this period, so no contracts are required through this process.

## **Implementation and Timeline**

### **Determine Devices – March 30<sup>th</sup>, 2017**

Determine the devices with a priority on providing a consistent high quality user experience and extract best value from suppliers. All devices will need to work with each other and be forward compatible to meet the ever growing needs of technology. Compatibility with member Council ICT frameworks also important.

### **Request for Quotation – April 7<sup>th</sup>, 2017**

Gather quotes, with numbers based on the identification of key staff to act as “lab rats” in the first use cases at CCL.

### **Negotiation and Invoicing – April 14<sup>th</sup>, 2017**

Return to each quotation, with strategic thought, to obtain the best pricing available across the range of devices.

### **Device Configuration – Early May 2017**

With estimated delivery of devices in late April, each laptop will require device software setup and workstations will need to be installed.

### **Rollout and Training – Mid May 2017**

Assigning the devices to the identified “lab rats” to use the new setup and provide feedback around the ease of use, extended features and deployment training.

### **Project Review – Late June 2017**

Taking into account feedback from “lab rats” and the overall successes/failures of the initial launch, develop a plan for organisation wide rollout of devices.

### **Organisation Wide Rollout – August 2017**

Implement rollout through the wider organisation as required.

## **Addendum – April 14th, 2017**

### **Chosen Devices**

[HP EliteBook x360 1030 G2 , 13.3" T, i5-7200U, 8GB RAM, 128GB SSD, Pen, WIN10H64, 3-3-3 NBD](#)

[HP Display and Notebook II Stand \(E8G00AA\)](#)

[HP Elite USB-C Docking Station \(X7W54AA\)](#)

24-inch Monitor

### **Potential Suppliers**

JB Hi-Fi

LAN

OfficeMax

Oreta

## Quotations

Device	Supplier	Quotation (excl. GST)
EliteBook x360	JB Hi-Fi	\$1,681.81
EliteBook x360	LAN	\$1,589.00
EliteBook x360	OfficeMax	\$1,676.26
EliteBook x360	Oreta	\$1,770.00
Stand	JB Hi-Fi	\$303.64
Stand	LAN	\$262.00
Stand	OfficeMax	\$221.08
Stand	Oreta	\$262.90
Dock	JB Hi-Fi	\$234.55
Dock	LAN	\$220.00
Dock	OfficeMax	\$198.95
Dock	Oreta	\$207.90
Monitor	JB Hi-Fi	\$306.36
Monitor	LAN	\$186.00 - \$201.00
Monitor	OfficeMax	\$290.13
Monitor	Oreta	\$198.00

## Lab Rats

Daniel Lewis

Michelle McLean

Chris Buckingham

Pam Vickers

Marika Szendroe

Beth Luppino

Narelle Stute

Cenza Fulco

Melissa Martin

Marcela Russnak

Nilupa Mahanama

Celia Rice

CC23/2017 PEOPLE AND CULTURE

*Report prepared by Marika Szendroe*

### Purpose

To provide an update on team development and staffing opportunities.

*CCL Library Plan reference - 1.4, 2.2, 3.3, 4.1, 5.1, 5.2, 5.3*

### Discussion

#### CCL Living Leadership Program (*Library Plan reference 5.1*)

This program has been established to equip CCL employees with the tools they need to thrive in a rapidly changing work environment.

This will be a ground breaking personal development opportunity that is available to every CCL employee over the next eight months. Participation in The CCL Living Leadership Program will be voluntary, but we want everyone to participate.

The CCL Living Leadership Program will be guided by Beth Luppino, Celia Rice, Jessica Nichols, Melissa Martin, Narelle Stute and Sue Flett with guidance from Mel Neil. Together they will take responsibility for design, delivery and oversight of the program. This group of staff are all graduates of the Shared leadership program (SLV) and Aurora leadership program (SLV).

By participating in the CCL Living Leadership Program, employees will get the opportunity to:

- Embark on a journey of development and discovery
- Learn how to set personal and professional goals that allow them to have both success and wellbeing
- Develop a personal toolkit for mental toughness and health, happiness and success and a higher sense of meaning and purpose
- Realise their strengths and learn how they can bring their strengths into everything they do in all areas of their life; and
- Contribute to a healthy, happy and dynamic team.

#### Pilot Traineeship Program (*Library Plan reference 2.2*)

CCL has employed three library studies graduates for 12 months to provide them with regular library work and to build on their experience and skills.

The graduates answered EOI posted on electronic employment noticeboards at Box Hill Institute, Chisholm and Monash University. They are located at Doveton, Hampton Park and Pakenham.

#### Indigenous Traineeship Program

CCL has entered into a partnership with MEGT and Chisholm to provide ongoing work and training for two indigenous people.

Chisholm (Casey) will develop an in house training package to allow study towards a Certificate IV in Library Studies. Pakenham and Cranbourne are the host libraries. CCL is eligible for partial funding for the 12 month placements.

**Tech Savvy Seniors Program** (*Library Plan reference 1.4., 4.1, 2.2*)

CCL has continued the rollout of this program to support seniors in the community gain IT skills. The current programs are Chinese at Endeavour Hills Library and Italian at Cranbourne Library.

**Child Safe Standards Training** (*Library Plan reference 3.3, 5.3*)

CCL has conducted three Child Safe Standards Training sessions through Childsage. We continue to receive positive feedback from Childsafe and staff on our policies and procedures and proactive approach.

Other Victorian public libraries are following CCL's lead and seeking advice on roll out of the Child Safe Standards.

**Upcoming Training** (*Library Plan reference 5.2*)

Community Engagement Training – PLVN/SLV (2 staff).

Event Management and Delivery fundamentals – PLVN/SLV (7 staff).

Aggressive Behaviour Training (unit 2) – follow on session from Critical Negotiation Skills training (80 staff).

**General staff updates**

CCL now has 150 staff with the employment of 5 trainees

Flu injections will be offered in-house this year.

Lost days due to injury – 25 (RSI), 2 (foot injury), 4 (broken arm)

Annual performance review process has been updated and will be rolled out in May.

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**RECOMMENDATIONS**

1. That the People and Culture Report be noted.



CC24/2017

OPERATIONS

*Report prepared by Chris Buckingham*

**Purpose**

To describe CCL's monthly performance from February to March 2017.

*CCL Library Plan reference - 1.1, 1.2, 3.1 & 5.3*

**Visits and Loans**

CCL experienced an increase in loans and visits in March after a slow start to the year. Loans are down when compared with the same period last year, however visits are up.

Participation in programs is up on previous months and the same period as last year.

Cardinia Mobile Library new Thursday timetable was implemented on 23 March, the mobile now stops at Nar Nar Goon. This has generated increased library membership and visits.

The Cardinia Mobile Library service is the busiest in Victoria and extremely popular in the communities it serves.



**Digital Services**

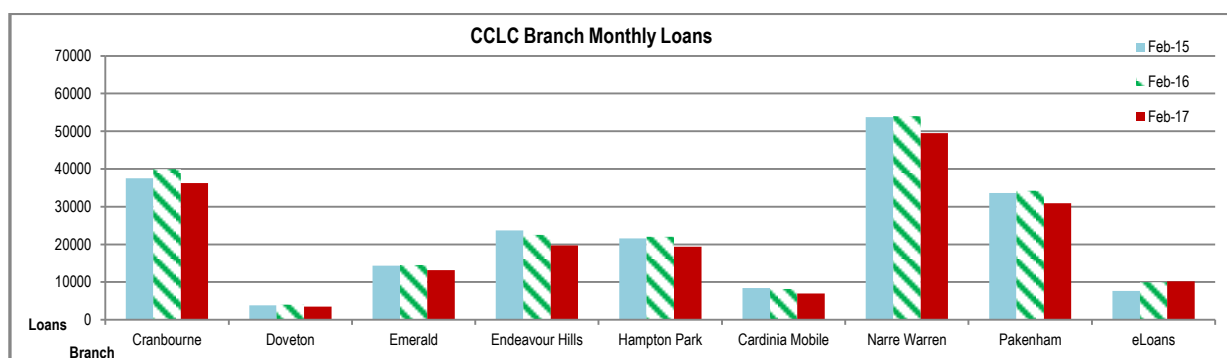
Usage of e-resources and internet/Wi-Fi services across the library network increased in March. This can be attributed in part to the commencement of university and Tafe studies.

## Visits and Loans

### Visits and Loans – February 2017

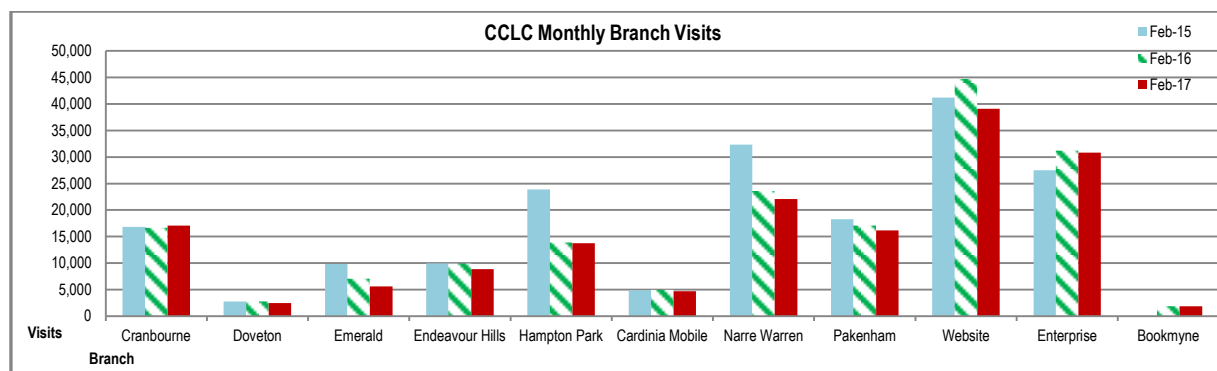
#### Loans

Branch	Feb-15	Feb-16	Feb-17	% Variation 2015/ 16
Headquarters	739	1,023	1,081	5.7%
Cranbourne	37,580	39,955	36,239	-9.3%
Doveton	3,867	3,990	3,471	-13.0%
Emerald	14,357	14,556	13,152	-9.6%
Endeavour Hills	23,662	22,509	19,708	-12.4%
Hampton Park	21,611	22,015	19,357	-12.1%
Cardinia Mobile	8,440	8,195	6,988	-14.7%
Narre Warren	53,755	54,018	49,499	-8.4%
Pakenham	33,676	34,232	30,884	-9.8%
<b>Region</b>	<b>197,687</b>	<b>200,493</b>	<b>180,379</b>	<b>-10.0%</b>
eLoans	7,676	9,955	10,216	2.6%
<b>Total Loans</b>	<b>205,363</b>	<b>210,448</b>	<b>190,595</b>	<b>-9.4%</b>



#### Visits

Branch	Feb-15	Feb-16	Feb-17	% Variation 2015/ 16
Cranbourne	16,797	16,661	17,056	2.4%
Doveton	2,740	2,732	2,451	-10.3%
Emerald	9,802	7,014	5,616	-19.9%
Endeavour Hills	9,955	9,890	8,879	-10.2%
Hampton Park	23,884	13,895	13,738	-1.1%
Cardinia Mobile	4,883	4,933	4,675	-5.2%
Narre Warren	32,364	23,571	22,096	-6.3%
Pakenham	18,289	17,038	16,140	-5.3%
<b>Region</b>	<b>118,714</b>	<b>95,734</b>	<b>90,651</b>	<b>-5.3%</b>
Website	41,202	44,730	39,090	-12.6%
Enterprise	27,490	31,180	30,837	-1.1%
Bookmyne		1,847	1,841	-0.3%
<b>Total Virtual</b>	<b>68,692</b>	<b>77,757</b>	<b>71,768</b>	<b>-7.7%</b>
<b>Total Visits</b>	<b>187,406</b>	<b>173,491</b>	<b>162,419</b>	<b>-6.4%</b>



## Digital Services

### Digital Services – February 2017

#### Internet Bookings

Branch	No. of PCs	Feb-16	Feb-17	% Variation 2015/ 16	Total Avail
Cranbourne	12	1,512	1,935	28.0%	2,592
Doveton	9	466	439	-5.8%	918
Emerald	7	692	646	-6.6%	1,218
Endeavour Hills	10	1,344	1,099	-18.2%	2,160
Hampton Park	16	1,729	1,787	3.4%	3,200
Cardinia Mobile	1	15	9	-40.0%	149
Narre Warren	19	3,096	3,107	0.4%	4,636
Pakenham	18	2,740	2,222	-18.9%	4,104
<b>Total</b>	<b>92</b>	<b>11,594</b>	<b>11,244</b>	<b>-3.0%</b>	<b>18,977</b>
Total year to date		88,721	103,431	16.6%	

#### Wireless Network Bookings

Branch	Feb-16	Feb-17	% Variation 2015/ 16
Cranbourne	3,132	3,500	11.7%
Doveton	460	392	-14.8%
Emerald	870	812	-6.7%
Endeavour Hills	1363	1,232	-9.6%
Hampton Park	3,248	3,416	5.2%
Cardinia Mobile	0	0	0.0%
Narre Warren	5,771	4,368	-24.3%
Pakenham	3,306	3,388	2.5%
<b>Total</b>	<b>18,150</b>	<b>17,108</b>	<b>-5.7%</b>



#### Electronic Resources

	Feb-16	Feb-17	% Variation
Axis 360 e-Books	127	144	13.4%
Bolinda eAudiobooks	1,860	2,614	40.5%
Bolinda eBooks	2,075	2,370	14.2%
Britannica Online	105	47	-55.2%
Choice	0	117	-
Comics Plus	0	46	-
Freegal Music	1,975	1,629	-17.5%
Press Display	958	934	-2.5%
Story Box Library	36	10	-72.2%
Tumblebooks	1,361	951	-30.1%
Zinio	1,358	1,354	-0.3%
<b>TOTAL</b>	<b>9,855</b>	<b>10,216</b>	<b>3.66%</b>

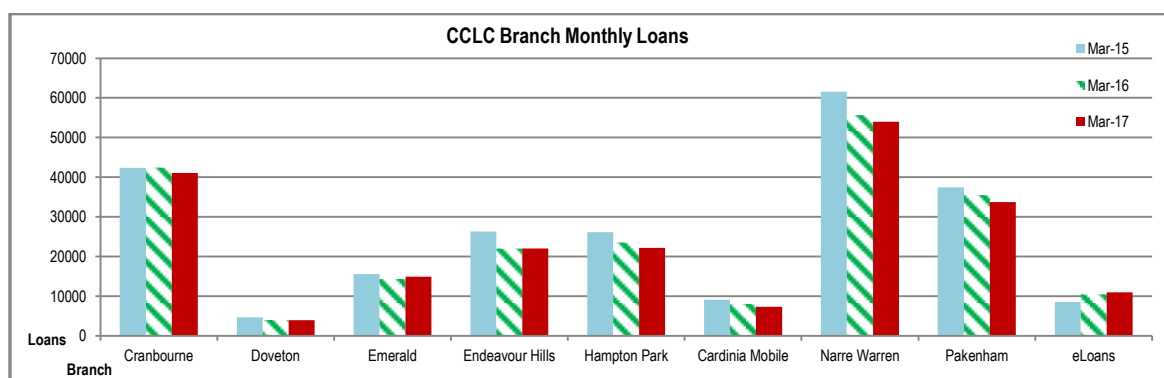
#### E-Learning

	Feb-16	Feb-17	% Variation
Busy Things	7152	6,461	-9.7%
Road to IELTS	21	56	166.7%
Transparent Language	214	44	-79.4%
Your Tutor	292	180	-38.4%
<b>TOTAL</b>	<b>7,679</b>	<b>6,741</b>	<b>-12.22%</b>

*Visits and Loans – March 2017*

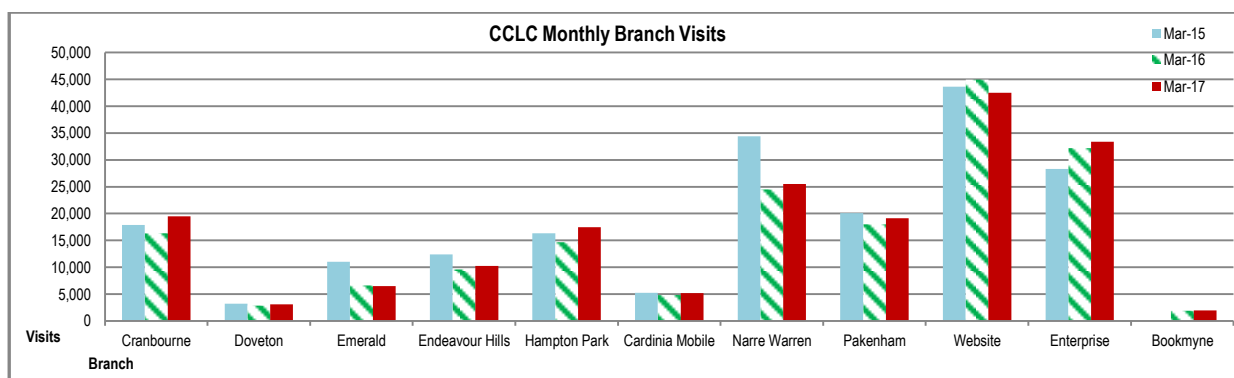
**Loans**

Branch	Mar-15	Mar-16	Mar-17	% Variation 2015/ 16
Headquarters	700	1,056	1,146	8.5%
Cranbourne	42,366	42,454	41,103	-3.2%
Doveton	4,693	4,036	3,906	-3.2%
Emerald	15,581	14,379	14,925	3.8%
Endeavour Hills	26,289	21,996	22,045	0.2%
Hampton Park	26,178	23,517	22,199	-5.6%
Cardinia Mobile	9,120	8,073	7,372	-8.7%
Narre Warren	61,593	55,676	53,953	-3.1%
Pakenham	37,434	35,528	33,698	-5.2%
<b>Region</b>	<b>223,954</b>	<b>206,715</b>	<b>200,347</b>	<b>-3.1%</b>
eLoans	8,518	10,518	11,001	4.6%
<b>Total Loans</b>	<b>232,472</b>	<b>217,233</b>	<b>211,348</b>	<b>-2.7%</b>



**Visits**

Branch	Mar-15	Mar-16	Mar-17	% Variation 2015/ 16
Cranbourne	17,879	16,353	19,507	19.3%
Doveton	3,203	2,891	3,088	6.8%
Emerald	11,036	6,608	6,478	-2.0%
Endeavour Hills	12,416	9,618	10,241	6.5%
Hampton Park	16,336	14,672	17,444	18.9%
Cardinia Mobile	5,218	4,852	5,174	6.6%
Narre Warren	34,396	24,521	25,535	4.1%
Pakenham	20,088	18,012	19,145	6.3%
<b>Region</b>	<b>120,572</b>	<b>97,527</b>	<b>106,612</b>	<b>9.3%</b>
Website	43,622	44,955	42,519	-5.4%
Enterprise	28,304	32,193	33,383	3.7%
Bookmyne		1,924	1,967	2.2%
<b>Total Virtual</b>	<b>71,926</b>	<b>79,072</b>	<b>77,869</b>	<b>-1.5%</b>
<b>Total Visits</b>	<b>192,498</b>	<b>176,599</b>	<b>184,481</b>	<b>4.5%</b>



## Digital Services – March 2017

### Internet Bookings

Branch	No. of PCs	Mar-16	Mar-17	% Variation 2015/ 16	Total Avail
Cranbourne	12	1,317	2,050	55.7%	2,592
Doveton	9	440	393	-10.7%	918
Emerald	7	684	696	1.8%	1,218
Endeavour Hills	10	1,295	1,168	-9.8%	2,160
Hampton Park	16	1,590	1,978	24.4%	3,200
Cardinia Mobile	1	14	10	-28.6%	149
Narre Warren	19	3,035	3,367	10.9%	4,636
Pakenham	18	2,567	2,565	-0.1%	4,104
<b>Total</b>	<b>92</b>	<b>10,942</b>	<b>12,227</b>	<b>11.7%</b>	<b>18,977</b>
Total year to date		99,663	115,658	16.0%	

### Wireless Network Bookings

Branch	Mar-16	Mar-17	% Variation 2015/ 16
Cranbourne	3,689	3,906	5.9%
Doveton	403	434	7.7%
Emerald	806	1,054	30.8%
Endeavour Hills	1426	1,674	17.4%
Hampton Park	2,945	4,340	47.4%
Cardinia Mobile	0	0	0.0%
Narre Warren	5,983	5,983	0.0%
Pakenham	3,286	3,906	18.9%
<b>Total</b>	<b>18,538</b>	<b>21,297</b>	<b>14.9%</b>



### Electronic Resources

	Mar-16	Mar-17	% Variation
Axis 360 e-Books	129	147	14.0%
Bolinda eAudiobooks	2,188	3,156	44.2%
Bolinda eBooks	2,326	2,649	13.9%
Britannica Online	122	248	103.3%
Choice	-	44	-
Comics Plus	-	14	-
Freegal Music	2,002	1,817	-9.2%
Press Display	994	1,007	1.3%
Story Box Library	30	9	-70.0%
Tumblebooks	1,197	435	-63.7%
Zinio	1,461	1,475	1.0%
<b>TOTAL</b>	<b>10,449</b>	<b>11,001</b>	<b>5.28%</b>

### E-Learning

	Mar-16	Mar-17	% Variation
Busy Things	5923	7,621	28.7%
Road to IELTS	56	24	-57.1%
Transparent Language	149	141	-5.4%
Your Tutor	160	355	121.9%
<b>TOTAL</b>	<b>6,288</b>	<b>8,141</b>	<b>29.47%</b>

## RECOMMENDATIONS

1. That the Operations Report be noted.

CC25/2017

CUSTOMER EXPERIENCE

*Report prepared by Beth Luppino*

**Purpose**

An update on community engagement, collections and services and including programs, events and partnerships.

*CCL Library Plan reference - 1.1, 1.2, 1.3, 2.2, 3.1, 3.3, 4.1, 4.2, 4.3, 4.4, 5.4*

Programs and events at CCL provide opportunities to promote the library as a community space where people of all ages gather for a range of activities including early literacy programs for young children; literacy and creative programs for school aged children and teens, school holiday programs; lifelong learning, digital literacy, and reader development programs for adults.

**Community Engagement** *(Library Plan reference 1.1, 1.2, 2.2, 2.3, 4.1)*

A centralised approach to marketing and promotion, complete with new branding, is gaining momentum throughout the service. This is part of a wider campaign to update library spaces and our online presence *(1.1)*. The need for free, comfortable, safe community spaces continues to grow in importance.

Libraries across Victoria have a trusted 'brand', where people value our services and feel we provide a 'safe place', however there are significant segments of our community who do not see that we have services relevant to them.

CCL needs to challenge the existing perceptions and develop a presence beyond the physical spaces we provide, reaching out to a broader, untapped audience. Actions to address this are incorporated into the Social Media Strategy, Marketing Strategy and Library Plan 2017-21 *(2.1, 2.3)*. For example, CCL will develop a 'pop-up' library, with mobile technology and promotional tools (eg. pull-up banners, branded merchandise and lively, knowledgeable events staff) to enable us to promote our services anywhere, anytime. Good examples of this are at community events, railway stations, festivals and shopping centres.

The Winter Events and Programs booklet *(1.2)* will be released in May, and will also incorporate a membership application and customer feedback form. This booklet is a tool for promoting and engaging both existing and potential new customers.

Branch Improvement Plans were developed in late 2016. Short, medium and long term improvement opportunities were identified to improve the physical spaces in all CCL branches *(1.1)*. Short term, readily achieved improvements are being made across the region. Plans and budgets are being developed for longer term strategies.

Current improvements include revamped internal signage, roll out of new CCL branding, and collection displays. Branches are also working to remove old and under-utilised stock to create

more spaces for people to use and enjoy. The layout of the new Bunjil place library will be an opportunity for CCL to test new thinking and then apply learnings in other CCL branches.

KPMG has led discussions with key staff from City of Casey and CCL to identify the value proposition for Bunjil Place. All stakeholders are committed to providing a space that lives up to customer expectations, and results in repeated visitation.

Community engagement has extended to broad outreach activities (4.1) in February and March. In addition to current home library services, library staff have participated in the Pakenham show and the Casey Kids Carnival. These events enable the library to engage with people who do not currently use our service, and promote what is available (350 community members took our current events and programs guide at the Casey Kids Carnival on 25 March).



#### **Partnerships** (*Library Plan reference 2.2, 4.1*)

CCL is part of a wider movement by public libraries, led by the State Library Victoria (SLV), to address Victoria's low levels of literacy (4.1). *Almost half of Australians over 15 lack the literacy skills they need to meet the demands of everyday life and work.* A lifelong-approach to improving skills is required. Foundation skills are developed in the preschool years, and continue through formal education and adulthood. This year CCL is actively participating in the state-wide literacy program for preschool children, '1000 Books before school'. This program is a practical reinforcement of the message that parents are a child's first teacher. Literacy development in children who are read-to everyday is significantly better than those who are not. Public libraries are perfectly positioned to support parents in this, and the provision of literacy programs for Early Years is our core business.



A partnership with Barton Primary School has been established (2.2).

Staff from Cranbourne Library and students from the Library Studies course at Chisholm have supported Barton Primary school in setting up their new library. The team catalogued, covered and input approx. 1000 items for the students to use at school and take home.

Next steps include a mass sign up of Barton Primary School parents and students at the Cranbourne Library.

This is a great collaborative project and will deliver positive outcomes for CCL and the community.

#### **Margaret C Ramsay Scholarship – awarded to Sarah Bingle** (*Library Plan reference 2.2*)

CCL has been engaged in partnership arrangements with Anglicare and Windermere for many years, delivering literacy programs to vulnerable children and families in homes, library branches, and other community settings. These activities have attracted significant Federal funding via our community partners that supports two Project Officers on a part-time basis to work in both Casey and Cardinia shires delivering the activities to families individually and in groups.



Sarah Bingle (Project Officer for the programs in the City of Casey) is the recipient of the prestigious 2017 Margaret C Ramsay Scholarship from the State Library Victoria. Sarah will travel to the Northern Territory to study how local libraries are developing literacy and supporting vulnerable families to be 'child's first teacher' in Aboriginal communities. She will use this knowledge to further the work in our programs for a broad range of children at risk of low literacy, and through this create a benchmark for other library services to follow (2.2).

#### **Collection Performance** (*Library Plan reference 4.2, 5.2*)

Collection Performance is primarily measured by loans/usage and the age of the collection. The aim is to invest in collections which are up to date (not older than 5 years) and relevant – i.e the collection contains items customers actually want to borrow.

CCL is applying innovative thinking to increase collection usage, and has launched a new 'Top Titles' collection at two branches. This collection consists of a range of highly popular titles available for a shorter loan period, which will turn over quickly, and often. When the titles were displayed for the first time at Cranbourne branch, 90% of the stock was on loan within 24 hours. Pending results 'Top Titles' will be rolled out to all branches throughout 2017 (4.2).

Currently, 32.63% of our collection is more than 5 years old. 'Age of collection' is a key local government performance measure, and leadership staff will focus on ensuring that CCL has up to date collections (4.2). The recently purchased Collection HQ management system will enable staff to more easily identify items that are out of date, or have not been borrowed often/at all. Improving the overall age of the collection, and removing items which are not of interest to customers will improve asset performance.

A review is currently being conducted on the Technical Services department responsible for acquiring, cataloguing and processing library collection items (5.2). It is anticipated that 'back of house' tasks can be more streamlined, and outsourced where appropriate, to direct staffing resources towards in-branch customer service.

#### **Program Attendances for CCL – February – March 2017** (*Library Plan reference 3.1*)

##### **February 2017 Program Attendances**

###### **Attendances at Youth Activities**

Branch	Feb-16	Feb-17
Cranbourne	797	739
Doveton	61	120
Emerald	298	255
Endeavour Hills	392	319
Hampton Park	826	641
Cardinia Mobile	56	119
Narre Warren	1,120	1,147
Pakenham	734	866
<b>Total</b>	<b>4,284</b>	<b>4,206</b>

###### **Attendances at Adult Activities**

Branch	Feb-16	Feb-17
Cranbourne	81	11
Doveton	25	26
Emerald	57	24
Endeavour Hills	29	14
Hampton Park	55	57
Cardinia Mobile	0	0
Narre Warren	277	76
Pakenham	62	56
<b>Total</b>	<b>586</b>	<b>264</b>





## March 2017 Program Attendances

Attendances at Youth Activities

Branch	Mar-16	Mar-17
Cranbourne	828	1,261
Doveton	254	144
Emerald	326	344
Endeavour Hills	542	670
Hampton Park	1,110	1,841
Cardinia Mobile	54	251
Narre Warren	1,064	1,453
Pakenham	885	1,078
<b>Total</b>	<b>5,063</b>	<b>7,042</b>

Attendances at Adult Activities

Branch	Mar-16	Mar-17
Cranbourne	29	0
Doveton	56	63
Emerald	29	35
Endeavour Hills	55	83
Hampton Park	117	175
Cardinia Mobile	0	0
Narre Warren	67	65
Pakenham	78	68
<b>Total</b>	<b>431</b>	<b>489</b>



## Conclusion

CCL continue to plan and engage our community through a variety programs for people of all ages.

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## RECOMMENDATIONS

1. That the Customer Experience Report be noted.

## GENERAL BUSINESS

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### CC26/2017 CODE OF CONDUCT FOR BOARD MEMBERS

*Report prepared by Chris Buckingham*

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#### Purpose

To consider the revised proposed Code of Conduct for Board Members.

*CCL Library Plan reference – 3.1, 5.1, 5.3*

#### Discussion

A draft Code of Conduct for Board Members was tabled at the February 2017 Board Meeting, It was resolved that all Board members review the Code of Conduct and forward feedback to the CEO prior to the April Meeting.

The attached revised Code of Conduct for CCL Board Members takes into account feedback received.

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#### RECOMMENDATIONS

1. That the Code of Conduct for CCL Board Members be adopted by the Board.
2. That CCL Board Members sign the Code of Conduct before the next Board Meeting in June and provide a copy to the CEO.

## CCL Board Members Code of Conduct – 2017

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### Introduction

Casey-Cardinia Library Corporation (CCL) is required by the Local Government Act 1989 ('The Act') to have a Code of Conduct.

This CCL Board Member Code of Conduct draws on a number of sources including Council Codes of Conduct, the Code of Conduct for Members of the Australian Institute of Company Directors and Codes of Conduct established by other library services.

It acknowledges the vision and values of the organisation, community expectations and the principles of good governance.

Membership of the Board includes and is limited to councillor delegates and senior officers from Casey and Cardinia Councils.

### Councillor Conduct Principles

Section 196 of the Local Government Act 1989 in part states that the sections of the Act relating to the establishment of Councillor Codes of Conduct "apply to a regional library as if it were a Council and as if the members of its governing body were Councillors". Board Members are required to conduct themselves in accordance with the provisions of the Local Government Act 1989, in particular Sections 76, 77, 78 and 79.

The Local Government Act 1989 defines "Councillor Conduct Principles" which are standards of conduct that the community has a right to expect of all Councillors. These include a "Primary Principle" and seven "General Principles". The Councillor Principles apply equally to all members of the CCL Board.

### Primary Principles

Section 76B of the Act sets out the Primary Principle of Councillor Conduct being that, in performing the role of a Councillor, a Councillor must:

- Act with integrity,
- Impartially exercise his or her responsibilities in the interests of the local community, and
- Not improperly seek to confer an advantage or disadvantage on any person.

## General Principles

Section 76BA of the Act requires that, in performing the role of a Councillor, a Councillor must also:

- Avoid conflicts between his or her public duties as a Councillor and his or her personal interests and obligations.
- Act honestly and avoid statements (whether oral or in writing) or actions that will or are likely to mislead or deceive a person.
- Treat all persons with respect and have due regard for the opinions, beliefs, rights and responsibilities of other Councillors, Council Officers and other persons.
- Exercise reasonable care and diligence and submit himself or herself to the lawful scrutiny that is appropriate to his or her office.
- Endeavour to ensure that public resources are used prudently and solely in the public interest.
- Act lawfully and in accordance with the trust placed in his or her as an elected representative.
- Support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the office of Councillor.

## CCL Vision, Mission and Values

### Vision

Inspiring spaces where everyone is free to discover possibilities

### Mission

To encourage life-long learning, increase literacy and build strong resilient communities across the Casey Cardinia Region

### Values

#### Teamwork

We excel when we all contribute. We are loyal and dedicated to each other. We always do our fair share.

## **Love of Learning**

We love new things. We believe there is an opportunity to learn anywhere and everywhere.

## **Fairness**

We treat all people fairly. We do not let our personal feelings bias our decisions about others. We give everyone a chance.

## **Creativity**

Thinking new ways to do things is crucial to our success. We are never content doing things the conventional way if we believe a better way is available.

## **Social Intelligence**

We are aware of the motives and feelings of other people. We know what to do to fit into different situations and we know what to do to put others at ease.

## **Humour**

We like to laugh, bringing smiles to other people. We try to see the light side of all situations.

## **Review Process**

This Code of Conduct should be reviewed on an annual basis, with any necessary changes approved by the Board at the first meeting of the calendar year.

The annual review should be led by the Chairperson with input and advice from Board Members.

## CCL Code of Conduct for Board Members

### *As a Board Member I:*

1. Will adhere to the Primary and General Councillor Conduct Principles articulated in the Local Government Act 1989
2. Will support the organisation's vision and values.
3. Will act honestly, in good faith and in the best interests of the CCL as a whole.
4. Will use due care and diligence in fulfilling the functions of my office.
5. Recognise that my primary responsibility is to CCL as a whole but will, where appropriate, have regard to the interests of all stakeholders in CCL.
6. Will not take advantage of being in the position of a CCL Board Member.
7. Will not allow personal interests, or the interest of any associated person, to conflict with the interest of CCL.
8. Will be independent in judgment and actions and to take all reasonable steps to be satisfied as to the soundness of all decisions taken by the CCL Board.
9. Will not make improper use of information acquired as a CCL Board Member.
10. Acknowledge that confidential information received as a Board Member in the course of exercising those duties remains the property of the organisation from which it was obtained and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorised by that organisation, or the person from whom the information is provided, or is required by law.
11. Will not engage in conduct likely to bring discredit to CCL.
12. Will comply at all times with the spirit, as well as the letter, of the law.
13. Will be accountable to fellow Board Members, arrive well-prepared to meetings and be engaged in Board matters.

14. Will engage with CCL staff in a professional and courteous manner and avoid any involvement in the day to day operations of CCL
15. Understand that Board Members will not involve themselves in any personnel matter relating to staff, except for the CEO and will advise the CEO of any concerns that staff have acted in conflict with a formal policy or decision of CCL.
16. Will communicate well by making statements and requests in a clear and direct manner, and listening generously to others.
17. Foster an environment where constructive dissent is welcomed, where people are encouraged to share their unique perspectives on issues and topics, and where “group think” is challenged respectfully and creatively.
18. Respect and acknowledge fellow Board Members, and appreciate individual contributions and the voluntary nature of their commitment.

## Dispute Resolution

In the event that a dispute occurs, affected board members should:

1. Make genuine attempts to resolve disputes amongst themselves, drawing on the leadership of the Chairperson where appropriate
2. The Chairperson may request the CEO to engage an external mediator to assist parties resolve a dispute, where all parties are willing.
3. Adhere to the internal resolution procedure provided by an independent arbiter

The arbiter is to give a copy of their findings and the statement of reasons to the Board, the applicant and the respondent. Where the arbiter has been found a Board Member to have contravened the Code, they will also recommend appropriate sanction/s to be considered by the Board.

## Acknowledgement and Acceptance of the Code of Conduct

I ..... acknowledge that I have received and read the CCL Board Members Code of Conduct – 2017.

I undertake to perform my duties in accordance with the Code of Conduct.

Signature.....

Name (printed).....

Date.....

This signed Code of Conduct is available for inspection by members of the public.



CC27/2017 REGIONAL LIBRARY AGREEMENT REVIEW

*Report prepared by Chris Buckingham*

### Purpose

To inform the Board of progress made with the review of the 2012 Regional Library Agreement (2012 RLA).

*CCL Library Plan reference – 5.1, 5.3*

### Discussion

At the CCL November Board Meeting it was noted that the 2012 RLA was due for review.

It was resolved that a Working Group be established to develop a discussion paper to inform the review of the 2012 RLA for the February Board meeting along with a timetable for consultation.

The Working Group have agreed that there is an opportunity for a deep dive review of the 2012 RLA that better reflects the values and supporting behaviours of the organisation.

### Key Reflections

- CCL Vision and Values should be at the front of the agreement
- The best interests of CCL are the first priority in reviewing the agreement
- Make the document less reactive and more proactive, while ensuring that relevant legal provisions and protections are preserved
- That the agreement needs to provide surety and support for both partners
- Each member of the board has a fiduciary responsibility to the organisation
- The agreement needs to reflect that CCL are going to increasingly operate beyond the four walls – Need to articulate Outreach and Program services
- Clear operating rules – making sure that Councils are not exposed to unreasonable decision making.
- Guide CCL endeavours to link in with other Council services to enhance offering to community – eg Performing Arts Programs or MCHS

### Proposed Timeframes

- Draft agreement tabled for consideration at the June Board Meeting
- Once adopted by the Board the agreement will then be forwarded to Councils for ratification/ adoption
- Process to be completed by November 2017.

### RECOMMENDATIONS

1. That the Regional Library Agreement Report be noted.

**NEXT MEETING**

Wednesday 23 August at the Cardinia Shire offices.