

**Casey
Cardinia
Libraries**

'Inspiring spaces where everyone is free to discover possibilities'

AGENDA

**Board Meeting
Wednesday 22 November 2017
5.30pm**

City of Casey
Bunjil Place Library, Level 1, Meeting Room 1

Casey Cardinia Libraries

Board Meeting – Wednesday 22 November Agenda

1. Present
2. Apologies
Board Members:
Jenny Scicluna (Cardinia Shire)
3. Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Ordinary Board Meeting held on 25 October 2017.
4. Declaration of Conflicts of Interest
5. Confirmation of Casey Cardinia Libraries Council Board Membership
6. Election of Chairperson
7. Strategy

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STRATEGY

CC67/2017 DRAFT BUDGET FOR 2018-19

Report prepared by Pam Vickers, Marjorie Crompton and Chris Buckingham

Purpose

To present to the Board the CCL draft estimates for the operating budget for the 2018-2019 financial Year.

Discussion

A detailed draft budget for the 2018-19 financial year has been prepared following consideration and comments from the CCL management team and engagement with Andrew Davis and Jo Harris. The final version will be presented to the Board for adoption in April 2017.

The draft budget uses the following estimates as a basis for the budget calculations:

Population increase	+4.0%
Employees wages	+2.5%
Loans	+2.0%
Loans per staff member	28,762
State Government funding	+4.0%
Member Council funding	+2.0%

The following table compares State and Local Government funding:

Cost of Library Service per capita	<u>Total</u>	<u>State</u>	<u>Municipal</u>
State average 2016-17 (PLVN Annual Survey)	\$36.27	\$6.93	\$27.46
CCL 2016-17 (PLVN Annual Survey)	\$21.36	\$6.01	\$14.14
CCL Budget 2017-18	\$27.21	\$6.21	\$17.88
CCL Draft Budget 2018-19	\$26.78	\$6.11	\$18.67
Member Council core contributions per capita	<u>Total</u>	<u>Casey</u>	<u>Cardinia</u>
Council contributions budget 2017-18	\$18.29	\$17.72	\$20.09
Council contributions draft budget 2018-19	\$18.67	\$18.36	\$19.68

Summary:	Total	Casey	Cardinia
Core Funding (excl Bunjil Place Library)			
Core Funding 2018-19	7,275,145	5,406,755	1,868,390
Core Funding 2017-18	7,152,205	5,278,580	1,873,625
	1.7%	2.4%	-0.3%
Bunjil Library			
Bunjil Place Library 2018-19 (3 mths)	123,630	123,630	0
Bunjil Place Library 2018-19 (9 mths)	370,885	274,290	96,595
Total	494,515	397,920	96,595
Bunjil Place Library 2017-18			
Bunjil Place Library (9 months)	462,695	462,695	
Total			
Total Funding 2018-19	7,769,660	5,804,675	1,964,985
Total Funding 2017-18	7,614,900	5,741,275	1,873,625
	2.0%	1.1%	4.9%

The estimated core contribution (excluding Bunjil Place Library for the two Councils is **\$7,275,145** representing **1.7%** increase.

Overall increase sought from member Councils for the 2018-19 draft budget is **2%** (in line with the projected Rate Cap).

The draft budget 2018 – 19 proposes the following member Council contributions:

The City of Casey

- o Core contribution is \$5,406,755 which equates to \$18.36 per capita.
- o Bunjil Place Library 3 months \$123,630 (\$1.19 per capita)
- o Bunjil Place Library 9 months share contribution \$274,290 (\$1.26 per capita)
- o Total City of Casey Contribution 2018-19 \$5,804,675 (\$18.36 per capita) an increase on 2017-18 of **1.1%**

Cardinia Shire

- o Core contribution is \$1,868,390 which equates to \$18.72 per capita.
- o Bunjil Place Library 9 months share contribution \$96,595 (\$0.97 per capita)
- o Total Cardinia Shire Contribution 2018-19 \$1,964,985 (\$19.68 per capita) an increase on 2017-18 of **4.9%**

Staffing

2017-18 Revised Est:2017-18:

	FET
Core Staffing	79.9
New positions (Marketing Manager)	0.8
New positions in ICT created after termination of LAN Consulting contract	1.6
Additional staffing Bunjil Place Library (9 mths)	5.6
Traineeship positions (12 mths)	2.7
Trial opening Doveton (Wednesday Oct 17 – Mar 18)	0.5
Trial opening Pakenham (Friday evenings Oct 17 – Mar 18)	0.2
Total	91.3

Proposed staffing 2018-19:

	FET
Core Staffing	82.4
Additional staffing Bunjil Place Library (12 mths)	5.6
Doveton opening Wednesdays (12 mths)	0.5
Pakenham Friday evening opening (12mths)	0.2
Traineeship positions (12mths)	1.3
Total	90.0

Overdue fines:

CCL has reviewed its overdue fines and debt recovery process. In 2017-18 overdue fines were increased for adults from 10cents per day to 20cents per day to a maximum of \$5.00 per item up to \$45.00 per family. The revised income from overdue fines for 2017-18 is now \$113,000. In the 2018-19 draft budget overdue fines have been reduced to incorporate a trial period of 6 months without overdue fines. Debt Collection Agency costs of \$28,000 are retained as a contingency

The current debt recovery is a two-part process.

- Overdue fines accumulate against the patron's membership.
- Borrowing privileges are suspended until the items are returned and outstanding debts are paid. Following overdue reminders and billing notices over a 6-week period any debts greater than \$25.00 are referred to a debt collection agency. CCL pays \$12.80 per referral.

Please see attached business case for removal of overdue fines for a 12-month trial period

ICT – (including Capital Expenditure)

In 2017 the contract with LAN Consulting was terminated. The funds have been reallocated to fund the 2 new positions (1.6FTE) to support CCL's ICT rollout of new equipment and maintenance support.

The new kiosks and public catalogues installed at Bunjil Place Library will be progressively rolled out to all CCL branches.

Library Materials

The collections team and branch managers monitor and review the collections to meet the community's changing expectations. The materials budget was reduced over the past 2 financial years. In 2018-19 the budget has been increased by 2%.

Estimated Member Council Contributions 2018-19

Summary:	<u>Total</u>	<u>Casey</u>	<u>Cardinia</u>
Core Library Service			
Population (Est 4% inc)	416,064	316,233	99,831
		76.0%	24.0%
Usage: November 2016–October 2017	2,419,386	1,739,608	679,778
		71.9%	28.1%
Average %		74.0%	26.0%
<u>Income</u>			
Operations	775,200	521,205	253,995
Total State Funding	2,597,300	1,920,820	676,480
Council General Funding	7,646,030	5,681,045	1,964,985
Est Operating Income 2018-19	11,018,530	8,123,070	2,895,460
<u>Expenditure</u>			
Operating Expenditure	9,651,160	7,144,035	2,507,125
Capital Expenditure	1,491,000	1,102,665	388,335
	11,142,160	8,246,700	2,895,460
CCL Operating Budget 2018-19			
Population (ABS June 2016 +4% est)	416,064	316,233	99,831
Bunjil Library	123,630	123,630	0
Core Council Contribution	7,646,030	5,681,045	1,964,985
	7,769,660	5,804,675	1,964,985
Core Council Contribution 2017-18	7,614,900	5,741,275	1,873,625
Est Council Contribution 2018-19	7,646,030	5,681,045	1,964,985
Council Contribution	0.41%	-1.05%	4.88%

Conclusion

The draft budget 2018-19 as presented has been prepared within projected rate cap of 2%.

RECOMMENDATIONS

That the Board:

1. Endorse the draft budget 2018-19 for forwarding to the member Councils for consideration as part of their budget process.
2. That the Board endorse the removal of overdue fines for a 12-month trial period commencing January 1, 2018

Consolidated			
	Total Budget 2018-19	Revised Est 2017-18	Total Budget 2017-18
Income			
Overdue Fines	50,000	113,200	106,330
Lost/Damaged Mem. Cards	6,150	5,285	6,150
Photocopying/printing	91,350	97,710	89,850
Income - Meeting Room	8,350	7,291	9,100
Reimburse Lost Books	25,000	23,500	25,000
Interest on Investments	105,000	91,500	105,000
Proceeds sale of Plant		250	
Public Access PC's			
Reservations/ILL	2,350	3,159	2,500
Other Income	20,000	30,300	5,000
Library Program	5,000	200	5,000
Grants/Special Ser.	57,000	56,891	61,200
Donations		8,500	
Donation DGR	15,000		30,000
Public Lend. Rights Sub			
Proceeds sale of Furniture & Equipment			
Branch Income	385,200	437,786	445,130
Expense			
Salaries & Overheads	7,528,415	7,264,685	7,193,135
Salaries - Overtime	223,985	233,635	207,165
Programs-Events	50,000	50,000	50,000
Publicity & Marketing	50,000	50,000	50,000
Advertising	2,000	2,000	2,000
Training/Seminars	65,000	60,000	65,000
OH&S Compliance & Training	10,000	10,000	10,000
Consultancy Fees	15,000	75,000	10,000
Equipment	8,000	30,050	8,000
Fringe Benefits Tax	27,000	26,000	29,000
Insurance	32,000	31,000	32,000
Telephone	32,300	30,350	32,700
Photocopier Service	100,050	100,100	104,850
Notices & Postage	62,500	61,750	62,500
Printing/Stationery/General	36,000	35,000	35,000
Travel Allow Kilometres	25,000	25,000	20,000
Vehicle Opert. Exp	30,000	32,000	29,000
Bank Charges	5,300	5,200	5,300
Staff Development	12,000	12,000	15,000
Other Exp.	10,350	10,075	8,200
Memberships & Subscriptions	25,000	22,500	25,000
Catalogue Access	500	500	500
Admin Fee to Council	30,500	29,000	30,000
Security Cash Collection	3,000	3,500	3,000
Audit Fee	11,000	9,500	11,000
Overdue Loan Recovery	28,000	27,650	28,200
Freight & Cartage	126,800	123,800	124,800
Los Disp. Asset			
Depreciation Exp			
WDV Assets Sold			
Legal Fees	2,000		2,000
Industrial Advocacy	2,500		2,500
Branch Expense	8,554,200	8,360,296	8,195,850
Net Branch Cost	8,169,000	7,922,510	7,750,720

Consolidated			
	Total Budget 2018-19	Revised Est 2017-18	Total Budget 2017-18
Computer Services			
ILMS	220,000	215,000	218,000
Data Communications	240,000	249,500	249,500
Software support sys.	53,500	53,500	53,500
Technical Prof support	30,000	25,000	144,000
Computer Services Expense	543,500	543,000	665,000
Local History			
Salaries & Overheads	89,360	84,060	88,035
Salaries - Overtime	100	70	
Projects			
Equipment			
Printing/Stationery/General			
Memberships & Subscriptions		270	
Local History Expenses	89,460	84,400	88,035
CfC - Cranbourne Income			
Other Income			
Library Program			
Grants/Special Ser.	86,500	86,500	73,500
Branch Income	86,500	86,500	73,500
Expense			
Salaries & Overheads	72,600	71,825	69,980
Salaries - Overtime			
Marketing & Promotion	5,000	5,973	2,000
Advertising			
Computer Services		750	800
Conference/Seminars	2,000	2,000	
Equipment	2,500	850	
Telephone	220	150	220
Photocopier Service			
Postage			
Printing/Stationery/General			
Travel Allow Kilometres	700	600	500
Other Exp.	3,480	4,352	
Branch Expense	86,500	86,500	73,500
Net Branch Cost			

Consolidated			
	Total Budget 2018-19	Revised Est 2017-18	Total Budget 2017-18
CfC - Plus Income			
Other Income			
Library Program			
Grants/Special Ser.	75,500	75,500	73,170
Branch Income	75,500	75,500	73,170
Expense			
Salaries & Overheads	57,900	56,100	55,020
Salaries - Overtime		300	
Marketing & Promotion	6,500	9,010	13,300
Advertising			
Computer Services	800	820	800
Conference/Seminars	1,200	1,200	1,200
Equipment			
Telephone	600	500	600
Photocopier Service			
Postage			
Printing/Stationery/General		140	
Travel Allow Kilometres	2,000	1,600	2,000
Miscellaneous Exp.	6,500	5,830	250
Branch Expense	75,500	75,500	73,170
Net Branch Cost			
HQ Building Expense			
Cleaning		5,080	7,650
Security Service		185	300
Rent & Charges HQ Build	51,000	74,900	66,000
Headquarters Expenses	51,000	80,165	73,950
Contribution Casey	5,804,675	5,741,275	5,741,275
Govt Subsidies	1,784,730	1,704,380	1,693,220
Contribution Cardinia	1,964,985	1,873,625	1,873,625
Govt Subsidies	628,555	616,080	612,040
State Govt. Local Priorities	127,015	122,128	121,325
Total Cont/Subs	10,309,960	10,057,488	10,041,485
On-costs & Overheads			
Superannuation	630,990	615,000	615,000
Workcover-Premium	35,910	35,000	45,000
Workcover-Medical	2,150	2,100	
Workcover Rehabilitation	6,670	6,500	
LSL Payment to Res fund	128,250	125,000	125,000
Annual Leave Provision	46,170	45,000	45,000
Maternity Leave Accrual			25,000
Employment Support	5,130	5,000	5,000
On Costs	-855,270	-833,600	-860,000
Total On-Cost Exp			

Consolidated			
	Total Budget 2018-19	Revised Est 2017-18	Total Budget 2017-18
Capital Works			
Library Materials			
Periodical/Subscriptions	80,000	80,000	80,000
Books - Adult	340,000	360,500	360,500
E-Books	60,000	57,560	57,560
Data Bases	150,000	150,150	150,150
Books - Reference	4,000	4,000	4,000
Lote Lib Materials	40,000	40,000	40,000
Lote Periodicals & Subs	12,000	12,000	12,000
Lote Catalogue & Proc.	7,000	10,000	10,000
Books - Children	240,000	197,000	197,000
PRC - Child Books	57,000	56,200	56,200
Special Projects			
Out sourced processing	70,000	85,200	85,200
Processing Materials	62,500	56,800	56,800
PRC Processing			
AV Adult	206,500	202,000	202,000
AV Child	76,000	66,000	66,000
PRC - Child AV			
Refund Lost Books	2,000	2,000	2,000
Sub Total Exp	1,407,000	1,379,410	1,379,410
Total Non Capital	311,000	254,150	311,710
Total capital	1,096,000	1,125,260	1,067,700
Total Population	1,407,000	1,379,410	1,379,410
Plant & Equipment			
Capital Replacement Reserve			
Computer Services	285,000	285,000	235,000
Equipment	50,000	50,000	50,000
Motor Vehicle Purchase			
Capital Works Expenses	335,000	335,000	285,000



Overdue Fines Eradication Business Case

Proposal

- 1) To remove overdue fines for a 12-month trial period from 1 January 2018
- 2) Implement a 'support to comply' program that encourages responsible library use, while upholding CCL's core value of Fairness.

Relevant CCL Library Plan 2017 – 2021 Strategies

- 1.2 Our core services are free and accessible to everyone in our community
- 2.1 Build community appreciation of the work we do and value the services we provide
- 3.3 Recognised contribution to community well-being and social equity
- 4.3 Ensure collection is accessible and well used
- 5.1 Embrace CCL values in everything we do.

Context

CCL has always had a fine system in place for overdue and lost items. While it remains unpopular with customers and staff, it is not clear that the process currently in place actually encourages library users to comply with borrowing terms.

CCL has tried to ameliorate the impact of fines on our customers and library staff have been encouraged to exercise discretion, particularly when there is obvious hardship.

Over the years there have been a number of other protections put in place. These include allowing members with items that are up to 7 days overdue to keep borrowing, caps on the total amount of debt that can be accrued and the establishment of the Forgiving Tree Campaign.

Despite these initiatives, there are ongoing concerns within CCL about the impact library fines have on the community we serve.

In the August 2017 Community Survey, we asked our customers:

If there was one thing Casey Cardinia Libraries could do to improve its service to the community what would it be?

A Narre Warren local had this to say:

'Overhaul the fines system for overdue loans from the current punitive approach towards a more responsibility-encouraging, loan-friendly and transparent system.'

Library fines undermine one of the core principles of public libraries – the provision of free and universal access to information.

The people who can least afford to pay fines are often the ones who need the library service the most.

There is no evidence that overdue fines encourage meaningful compliance. Recent increases in the overdue fine structure at CCL has seen revenue go up, but there has been no material change in borrowing patterns (*Appendix 1 – Library Fines Schedule*).

The City of Port Phillip Library service have not charged overdue fines for nearly 8 years. There was no discernable increase in the number of items long overdue and lost when fines were removed. They report no ongoing issues with compliance. Reminder notices continue to be issued to borrowers, and non-compliance is managed through temporary reductions to loan entitlements, and in extreme cases members are prevented from borrowing entirely.

Library fines also create a disproportionate administrative burden on staff. CCL calculate that more than 1,200 hours of branch staff time per year is lost in collection of fines. This is time that could be spent delivering storytimes, helping people use computers and enhancing the quality of our service.

Many library users see overdue fines as a cost of doing business and shrug their shoulders when asked to pay – they see it as their ‘donation’ to the library.

For people enduring mortgage stress, or living below the poverty line there is a genuine fear of library fines and being sent to the debt collectors deters engagement with our library services. This is no way to build a positive relationship.

The overwhelmingly community response to the Forgiving Tree Campaign in 2016 provided a significant boost to CCL. No-one likes library fines and people loved the idea that they could wipe the slate clean and start again. More than 800 people made good with CCL and re-engaged with the service.

The removal of overdue fines will enable CCL to redefine its relationship with community based to more truly reflect our shared values.

CCL Vision, Mission and Values

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.

The Alternate Model

- 1) Implement 'support to comply' process that uses restrictions on membership as a lever rather than overdue fines
- 2) Maintain capacity to recover costs for lost items
- 3) Encourage people with overdue items to donate to CCL literacy programs (leveraging CCL's DGR status) or non-perishable goods via the library for local charities to make good
- 4) Remove letters from the cost recovery process where possible and use more cost effective and reliable electronic communications
- 5) Terminate relationship with debt collection agency
- 6) Use restrictions on membership as the lever for compliance rather than fines

(Note Appendix 2 Process for Recovery of Overdue and Lost Items – Current and Proposed).

Financial Implications

The obvious impact of removal of overdue fines is a revenue shortfall, however after consideration of the cost of collection of overdue fines, it is clear that CCL actually loses time and resources using the current regime (See Appendix 3).

We anticipate that we will wear a revenue shortfall of approximately \$110,000 for the trial period this represents 1% of CCL's total income.

We will save significant costs by reducing the number of letters we send customers, ceasing debt collection and saving staff time in administration and branch.

This proposal recommends running the trial for a 12-month period over two financial years to mitigate the impact on the budget.

The draft 2018 – 19 CCL Budget has factored in the lost of revenue for the first six months of the financial year, but not the reduction in debt collection costs. This is kept as a contingency in case debt collection service needs to be reactivated.

CCL will continue to charge people on a cost recovery basis for lost, or long overdue items if a reasonable explanation is not provided eg family break up, fire or theft.

CCL will encourage people with overdue items to make a voluntary donation to the library

Risk Management

CCL will suspend borrowing rights of members if one item is overdue for more than one day.

The risk of reduced access to popular items by 'responsible' library users will be addressed by ensuring the Top Titles collection is actively maintained.

Library staff will actively inform, engage and educate library users about the shared responsibility for the collection and that the responsible return of items is expected.

CMT will review revenue impacts and the number of lost and overdue items on a monthly basis

Progress reports will be tabled at Board Meetings throughout the year.

Communications

Announce the 12-month holiday from overdue fines in mid-December as an extension of the Forgiving Tree Campaign

Use local media, social media and CCL e-Newsletter as key channels

Link the positive community response to the Forgiving Tree campaign as the driver behind the decision to waive overdue fines for a year – CCL was inspired by the generosity of its members and agreed it was time to encourage the spirit of sharing on a year-round basis.

While overdue fines will not be charged, people who are late returning goods will be able to make a donation to the library that will go towards the delivery of literacy programs or non-perishable items if they wish to make good.

Measures of Success

The following KPIs are drawn from the 2017 – 21 Library Plan and can be used to measure success:

- Number of loans (physical and virtual)

- Number of visits (physical and virtual)
- Customer feedback (Net Promoter Score)
- Sustainable financial performance

Other measures for this project will include:

- Turnover rate of stock
- Active membership
- Number of lost items

Conclusion

There is direct social and economic benefit from the removal of overdue fines

CCL will save time and resources by removing overdue fines

CCL will redefine its relationship with the broader community and operate in closer alignment with its core values and the recently adopted 2017 – 21 Library Plan

Recommendation(s)

That the Board support the removal of overdue fines for a 12-month trial period

That the Board receive a written report detailing performance of the trial against agreed measures of success at the November 2018 Board Meeting.

Appendices

Appendix 1 Current Fine Schedules

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.

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

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

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. Replacements sourced by the user will not be accepted.

5. **Photocopying and printing:**

Black & White Photocopying (per page)		Colour Photocopying (per page)	Scanning
A4	20c	A4	\$1.00
A3	30c	A3	\$1.50
			Free

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

7. **Inter Library Loans:**

Interstate/Academic Libraries: **\$16.50**

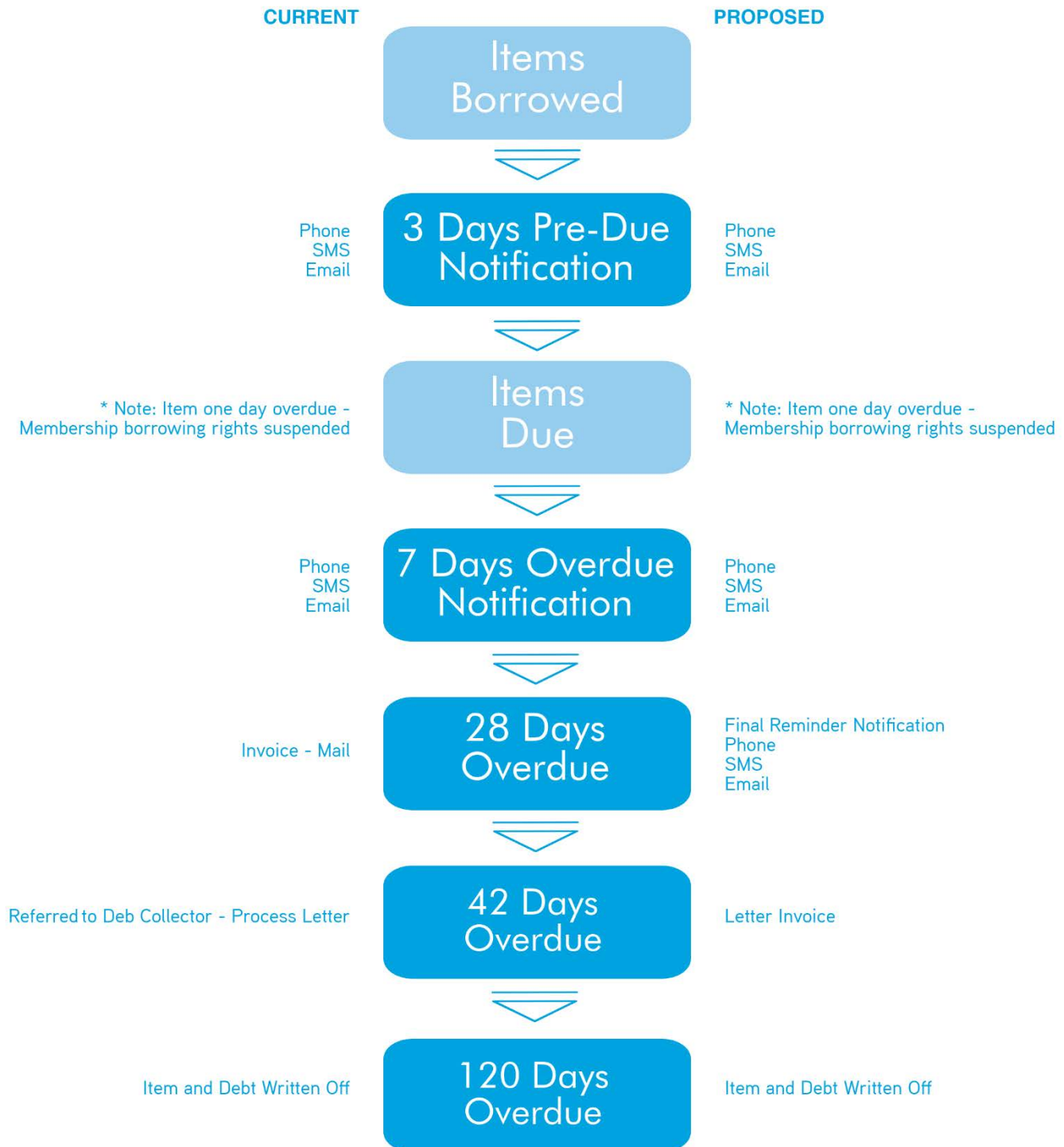
Victorian Public Libraries: **\$5.00**

Swift Member Library Items are **free**

8. **Other Charges:**

Library Bags	\$ 2.00
Ear Buds	\$ 2.00
USB Sticks	\$ 10.00
Book Club Registration (per annum)	\$100.00

Appendix 2 Process for Recovery of Overdue and Lost Items



Appendix 3 Direct Costs of current process for Recovery of Overdue and Lost Items

Recovery Costs – current and proposed

Notification Process Steps	Current	Proposed
	\$	
3 Days Pre-Due Notification	\$ 26,400.00	\$ 26,400.00
7 Days Overdue Notification	\$ 43,829.00	\$ 9,600.00
28 Days Overdue	\$ 23,419.00	\$ 600.00
42 Days Overdue	\$ 21,757.60	\$ 2,010.00
TOTAL	\$ 115,405.60	\$ 38,610.00

Fines

Income	\$
Income from Fines per year	\$ 110,000.00
Estimated Number of transactions (based on monthly November 2016 [3,027])	36,000
Income per transaction	\$ 3.06
Cost of Administration	\$
Band 4D (per hour) including on-costs	\$ 41.72
Cost per minute	\$ 0.70
Estimated time to process transaction (minutes)	2.00
Estimated cost per transaction	\$ 1.39
Hours per year (35 hrs per week x 52 wks)	1,820
Number of hours processing fines	1,200
FET Processing Fines	0.66
Number of weeks per year processing fines (based on 2 minutes per fine)	30.33
Band 4D (annual salary)	\$ 75,930.40
Cost of Fines (annual salary)	\$ 50,064.00
Cost of notifications (phone, print and SMS)	\$ 56,100.00
Cost of Debt Recovery	\$ 9,241.60
Total Direct Cost for Recovery of Overdue Fines and Lost Items	\$ 115,405.60
Gross income on overdue fines	-\$ 5,405.60

CC68/2017

CCL CHILDREN AND YOUTH STRATEGY 2017 – 2020

Report prepared by Cenza Fulco

Purpose

To present to Board the Children and Youth Strategy 2017 – 2020 and Children and Youth Action Plan 2018.

CCL Library Plan reference – 4.1

Discussion

The 2016 census statistics indicate that our libraries operate in a rapidly growing community with greater numbers of children in the 3 key services areas of Babies and Preschoolers, Primary school children, and Secondary school students in comparison to the rest of Greater Melbourne.

CCL plays an important role in the lives of children, young people, parents and carers across the region. From babies through to young adults our libraries offer a gateway to language and literacy, information and lifelong learning. We offer safe spaces to learn, read, study or just to be. Our staff are critical to the success of the services we offer – their ideas, enthusiasm, professionalism and dedication mean that CCL offers innovative programming that makes a positive difference in our communities.

We celebrate the role that parents and carers play as a child's first teacher and our programs aim to support them through modelling behaviour, teaching rhymes, showcasing reading and talking to pre-schoolers to support their early literacy development.

Best Practice in the Library and Educational sectors keep our programming and collections relevant with focus on S.T.E.A.M. programs, play based learning, books that support early literacy. Comprehensive training of staff helps ensure the delivery of quality reader and literacy development programs to the community.

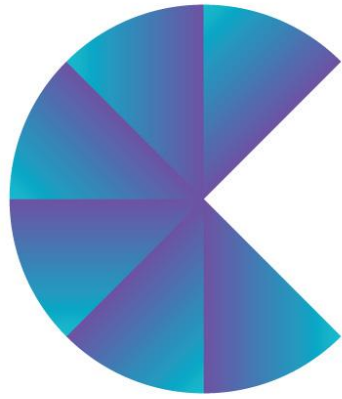
The strategy development process was led by the CCL Children and Youth team and included consultation with key stakeholders, member Council officers and CCL staff. Member Council Best Start and Children and Youth Service documents were also referenced.

This strategy considers how CCL can support children and young people within the community through:

- Our Libraries – Spaces for Children and Youth
- Partnerships – Working with our Communities
- Literacy Development – Programs and collections that promote reading and lifelong learning
- Outstanding and innovative staff.

RECOMMENDATIONS

1. That the Children and Youth Strategy 2017 – 2020 and Children and Youth Action Plan 2018 be adopted by the Board.



Casey
Cardinia
Libraries

The Journey from Good to Great!

Children and Youth Strategy 2017 – 2020

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 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

- 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 Strategic Goals

1. The Knowledge Well

Safe and welcoming places where everyone can gather, learn, create, share and grow

Desired Outcomes

- People visit our libraries and are happier for it
- Our libraries provide accessible real and virtual spaces which inspire our community
- We provide our core services for free
- We operate at the vanguard of publicly available information technology and encourage people to use it well

2. Leadership & Innovation

Positive change through partnerships and teamwork

Desired Outcomes

- That our Community appreciates the work we do and value the services we provide
- We form robust partnerships formed with organisations that support learning, NFPs and business
- We are a positive advocate for public libraries and an active member of PLVN and SWIFT

3. Resilience

Building capacity in our growing community

Desired Outcomes

- We are connected with our community
- Investment in new infrastructure and services that support our community
- Recognised contribution to community well-being and social equity
- Ability to support emergency response and recovery in our community

4. Literacy

We encourage reading and lifelong learning

Desired Outcomes

- A community that loves to read
- Programs that encourage people of all ages to read and learn
- Provision of books and services which are free and accessible to everyone
- We help people gain information literacy through our services

5. Organisation Performance

An outstanding and innovative organization

Desired Outcomes

- Our people share belief in the value of the services we provide and the communities we support
- Our organisation is people focused and quick to embrace new ways of doing things
- Our people take calculated risks and embrace opportunities for growth
- All our activities are governed by sound financial and business management principles.

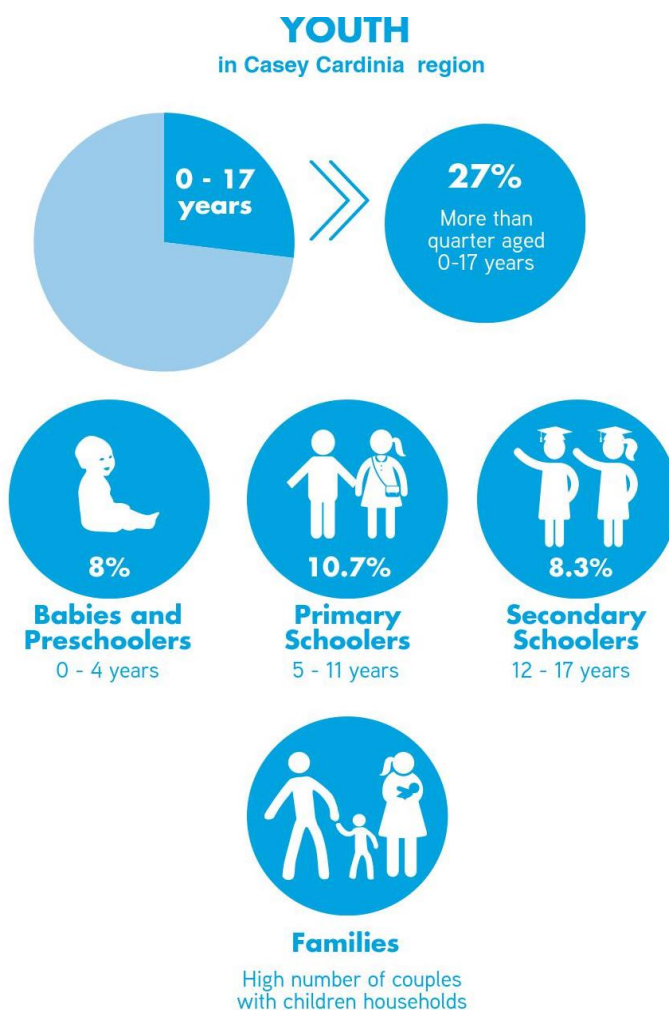


Introduction

Casey Cardinia Libraries (CCL) plays an important role in the lives of children, young people, parents and carers across the region. From babies through to young adults our libraries offer a gateway to language and literacy, information and lifelong learning. We offer safe spaces to learn, read, study or just to be. Our staff are critical to the success of the services we offer – their ideas, enthusiasm, professionalism and dedication mean that CCL offers innovative programming that makes a positive difference in our communities.

We celebrate the role that parents and carers play as a child's first teacher and our programs aim to support them through modelling behaviour, teaching rhymes, showcasing reading and talking to pre-schoolers to support their early literacy development.

Best Practice in the Library and Educational sectors keep our programming and collections relevant with focus on S.T.E.A.M. programs, play based learning, and engaging books that support early literacy. Comprehensive training of staff helps ensure the delivery of quality reader and literacy development programs to the community.



The 2016 census statistics indicate that our libraries operate in a rapidly growing community with greater numbers of children in the 3 key services areas of Babies and Preschoolers, Primary school children, and Secondary school students in comparison to the rest of Greater Melbourne.

This strategy will consider how CCL can support these key services areas and the families within the community through:

- Our Libraries: Spaces for Children and Youth
- Partnerships: Working with our Communities
- Literacy Development: Programs and collections that promote reading and lifelong learning
- Outstanding and innovative staff.



Our Libraries: Spaces for Children and Youth

CCL aim to create safe and welcoming places where everyone can gather, learn, share and grow.

Areas for children and teenagers should be clearly identified and an integral part of the whole branch. These areas should be attractive, accessible, comfortable, secure and functional. Furniture, shelving and equipment in the children's area should be appropriately sized.

Each branch library should provide a space for group activities and programs.

Libraries should provide technology spaces for use by children and teenagers such as touch screens, computers, and game consoles where space allows. Study space for students, as well as access to Wi-Fi, charging stations and laptop/tablet use areas should be provided.

Emphasis on

- Fun colourful and functional furniture in variety of sizes suitable for different ages eg bean bags, children's tables and chairs
- Study spaces
- Gaming and technology areas
- Attractive and engaging books, magazines and audiovisual materials for loan



Literacy Development – programs and collections that promote reading and lifelong learning

CCL's Children's and Youth team deliver a wide range of programs to promote early literacy, a love of books and reading, and the Library as a fun place to hang out and make new friends. The introduction of STEAM (Science Technology Engineering Arts and Mathematics) related programs and activities has seen innovative programming to spark a child's imagination, creativity and exploration. Programming needs to meet the individual needs of each community branch Library, so we encourage flexibility and creativity rather than a 'one size fits all' approach.

Early Literacy Programs

Weekly programs such as Baby Time, Tinies Time, and Preschool Storytime promote early year's literacy and the role of the parent or carer as a child's first teacher. Our specially trained staff educate and entertain the young children and parents and carers, while introducing them to a range of rhymes, books and songs to develop language and literacy, and assist in school readiness.

Links to Casey and Cardinia Children's Plans emphasize the importance of learning through a variety of methods including play-based and nature play activities, fostering positive relationships between families – parents, carers and children and young adults which includes opportunities to engage grandparents in storytimes, promoting health and well-being, and the importance of the co-design of programs and services by meeting with children and young adults to hear their voices.

The Reading and Literacy for All: A Strategic Framework for Victorian Public Libraries 2015 – 2018 reports that early learning participation in Australia is among the lowest in the developed world. Only 18 per cent of three-year-old Australians participate in early childhood education, compared with an OECD average of 70 per cent. (Australia ranks 34th of 36 OECD countries.) Data from the Australian Early Development Census indicates that 16 per cent of Victorian children of pre-school age are developmentally 'vulnerable' or 'at risk' in the domains of language and cognitive skills.

We aim to promote early literacy through:

- Offering FREE preschool programs that are welcoming, innovative and educational for all children in all our Libraries
- Promoting and supporting the parent and carer as a child's first teacher and that literacy in the home environment is essential to language development and school readiness.
- Participation through the 1000 Books Before School program to encourage parents and carers to read with their child at home.
- Library Collections that foster a love of books and reading
- Staff who are trained in Early Literacy and program delivery so that they have a sound educational underpinning to the programs they develop and ensure these programs are of a high quality.

[Baby Rhyme Time](#) teaching parents and carers the importance of talking, singing and reading to your baby. Includes information on childhood development and the crucial time for brain development in the early years. For babies aged 0-12 months. Weekly during term time at these libraries Cranbourne, Endeavour Hills Bunjil Place, and Pakenham Libraries

[Tinies Time](#) A special Rhyme Time suitable for babies and toddlers up to age three. Weekly during term time at Cranbourne, Pakenham, Hampton Park, Endeavour Hills, Bunjil Place, Doveton and Emerald Library

[Preschool Storytimes.](#) Storytime introduces children to a wide range of children's books, stimulates new ideas and interests, helps develop language skills through a variety of learning techniques and play based activities, and provides a chance to socialise. Weekly for ages 3-6.

[1000 Books Before School](#) '1000 Books Before School', a program which encourages parents and carers to read 1000 books with their children before they begin school. This initiative is through State Library Victoria and Public Libraries Victoria Network. Children and their parents or carers mark, colour or place a sticker on a Reading Record each time they read together. Each time a milestone is reached in the Reading Record they bring it in to their local library for a special reward. Every book that a child completes, or actively listens to, counts – this includes stories read at Storytime sessions, daycare, playgroup, kindergarten, as well as the same book over and over again. The program finishes once your child reaches 1000 books, or starts school.



Learning through S.T.E.A.M. programs

“It is vitally important that people engage with the technical subjects, gain confidence and build a solid understanding so that they can take advantage of new technologies. At the same time, people need to develop the right side of their brain – the side that deals with creativity and imagination – so that they can not only use new technologies, but also be the innovators who create the next wave of inventions. Public libraries are uniquely placed as centres of informal learning for all ages, at the heart of their communities.”

– How public libraries contribute to the STEM Agenda 2017, Australian Library and Information Association, Australian Public Library Alliance

S.T.E.A.M. is an educational approach incorporating Science, Technology, Engineering, Arts and Mathematics which aims to equip children with the skills needed to thrive in the 21st century. The STEAM movement has influenced everything from school curriculums to government frameworks, and our Library programs. Victorian Government schools are placing an emphasis on S.T.E.M. across the curriculum and the Early Years Learning and Development Framework Vic STEM Science Technology Engineering and Mathematics STEM in the Education State states. “This supports all early childhood professionals to work with families to advance children’s learning through problem solving, hypothesising, experimenting, and investigating.”

CCL are embracing STEAM with a broad range of free activities and clubs for kids. Early literacy programs such as Tinies’ Time and Pre-school Storytime now include sensory play and play-based activities which are the perfect opportunity for your little one to get their hands dirty and practise those fine motor skills!

Older children can dive into independent learning through games, craft, experiments and collaborative play at after-school sessions such as Lego Club, Explorers’ Club, Adventurers’ Club and the recently launched Code Club – where participants learn the language that computers use through exploration, creativity and fun.

Our Libraries have the ability to introduce children to emerging technologies at a young age and reach families and schools in low socio economic and isolated areas.

CCL’s qualified, experienced and passionate staff who work with Children and Youth are inspired to share these emerging technologies and programs within their Libraries and in the community. The barrier to this is the cost of technology for coding, robotics, programming and engineering resources.

Programs for School aged children

Programs aimed at school age children are a great way to promote our Libraries as fun and creative spaces, and provide learning opportunities to further extend school curriculum.

[Explorers' Club](#) is a hands on, creative program for children in prep to grade 2. Children can dive into independent learning through games, craft, collaborative play and activities that reward a love of reading and exploration. In 2018 at Emerald Library, Bunjil Place Library, Pakenham Library and Hampton Park Library.

[Adventurers' Club](#) is a fun and innovative program designed for young people 8 and up. Participants can connect with other children and enjoy inspiring activities, crafts and games, and technology using a wide range of resources. In 2018 at Hampton Park and Narre Warren Library.

[Lego Club](#) is a popular monthly program at Cranbourne, Emerald, Endeavour Hills, Hampton Park, Bunjil Place, and Pakenham libraries, with the aim to engage children and families and at the same time enhance learning skill and highlight the important relationship between literacy and play. Evidence suggests that Lego is a great way of engaging children within the autism spectrum and children with other learning difficulties. Lego Club is for Children in Prep to Grade 6

[Lego Club PLUS](#) is a weekly Lego program at Doveton Library

[Code Club](#) is a weekly coding Club aimed at teaching 8-12 year olds the language of computers. Children will be introduced to basic coding skills using the 'Scratch' language, or advanced coding of Scratch advanced. In 2018 held at Endeavour Hills, Emerald, Hampton Park, Bunjil Place and Pakenham Libraries.

[5+ STEAM Weekly Club](#) at Cranbourne Library. Children aged 5+ will Explore STEAM activities including Lego, Art, Drama, Technology, Science and more at a weekly club for all primary school aged children.

[Junior Code Club](#) (screen-free) at Endeavour Hills Library for children 5-7 held weekly. Includes screen-free games, crafts, stories and challenges that help children develop their creativity, reasoning and logistical thinking skills.

Programs that foster a love of books and reading, creativity and the library as a fun welcoming place to be.

[Book Group](#) for Teens where book loving teens meet monthly to discuss a Book of the Month held at Bunjil Place Library.

[Manga club](#) is held at Narre Warren Library monthly and lovers of Manga and Anime meet to draw, discuss and share all things Manga.

[Fandom Club](#). Introduced in 2018 to capture the interest of young people ages 12+ who follow a fandom – an “online subcultures that orbit around cult TV shows, movies, celebrities, books, comics and more.” The fandom Club aims to promote the Library as a meeting space to share interests, make connections, and have fun.

[Harry Potter Book Club](#) Harry Potter Fan Club. Introduced in 2018 monthly at Pakenham Library to engage the dedicated Harry Potter fans of the books and films. club and only

[Harry Potter Book Night](#) is celebrated in February annually, hosted by Bloomsbury Publishing. Fans of Harry Potter around the world got together to pass on the magic to young readers who are new to the books. Children and teenagers aged 8plus are invited to a magical night of trivia, games and activities.

[Summer Reading Club](#). This is an annual event at CCL Libraries. The aim of the Summer Reading Club is to encourage children aged 5-15 to read over the Summer school holiday break by offering reading incentives. This program culminates in an invitation only entry to the Summer Reading Club Finale where children experience a guest speaker or performer and rewarded for their holiday reading.

[National Simultaneous Storytime](#) National Simultaneous Storytime is an annual ALIA campaign that aims to encourage young children to read and enjoy books. It aims to promote the value of reading and literacy, "using an Australian children's book that explores age-appropriate themes, and addresses key learning areas of the National Curriculum for Foundation to Year 6." Every year a picture book, written and illustrated by an Australian author and illustrator is read simultaneously in libraries, schools, pre-schools, childcare centres, family homes, bookshops and many other places around the country. It is an opportunity for CCL to invite guest readers from their local community to read, promote our Libraries in Library and Information Week, and use this opportunity to reach out into the community with special story readings at pop up libraries in shopping centres.

[School Holiday programs](#). CCL School Holiday programs are an opportunity to provide a fun range of activities to promote the Library to the community with performers, activities that foster creativity, STEAM programs, literacy and play based programs.



Collections

CCL offer free access to an attractively presented, organised, high quality range of library materials to encourage a love of reading and lifelong learning. It aims to have a well-balanced collection of fiction and non-fiction material covering areas of interest to children and teenagers, in a variety of formats, suitable for differing age levels and abilities. There needs to be a balance between traditional and e resources to match local community needs. CCL aim to use approximately one-third of the Corporation's materials acquisition budget for material suitable for children and teenagers, as stated in its Collection Development Policy, which also includes the criteria used for selection of materials suitable for children and young adults.

CCL holds the following range of collections for children and teenagers:

- [Board book collection](#) – suitable for babies and preschoolers
- [Picturebooks](#) (suitable for all ages, but with an emphasis on pre-school children)
- [Begin-To-Read](#) collection recommended for five to seven-year olds. The Begin-To-Read collection aims to assist children in their reading in the early school years. The collection is made up of readers and simple books in 4 graded levels. This collection does not replace the school reading programs, but rather complements a child's take home readers
- [Junior fiction](#) for eight to twelve-year olds
- [Humour](#) collection of cartoon books, jokes and riddles
- [Folk Tales](#) collection comprising highly illustrated anthologies of classic fairytales, myths and legends from around the world
- [Rhymes](#) collection comprising highly illustrated anthologies of nursery rhymes and children's poetry
- [Young Adult fiction](#) collection for 13-18 year olds
- [Junior graphic novel](#) collection containing material for ages 5-12 years
- [Graphic novel](#) collection, a collection containing material for ages 13+. This collection includes Manga, a specific style of Japanese comic book, Superhero stories, and popular fiction reproduced in graphic format
- [Junior non-fiction](#). It includes resources which support the curriculum of primary schools as well as self-education or learning for fun.
- A '[Premiers Reading Challenge](#)' collection made up of books on the Victorian Premiers Reading Challenge lists. These books include picture books, junior fiction, young adult fiction, audio books, and non-fiction material categorized in year levels.

- A [Storytime](#) Collection for use by Youth Services staff. This collection is housed around the region. Items are catalogued but cannot be borrowed by the public. Items include pop up books, big books (large format books), classic stories, picture books and rhyme books.
- [Children's kits comprising books and CD's](#) for children who enjoy 'read-a-longs' to assist reader development and literacy
- Junior and Young Adult [audio books](#) in CD or MP3 format
- Junior and Young Adult [e-audio books](#) to download
- Junior [DVD](#) collection. Collections for children contain feature films, television series and some information DVD's
- Junior [music](#) collection, comprising children's CD's of junior music and rhymes
- Junior [LOTE](#) (Languages other than English)
- [Bilingual Picture books](#). The Casey and Cardinia demographic profile based on ABS census data for language spoken at home, shows an increasingly diverse community. The development of a bilingual picture book collection reflects this diversity with the purchase of bilingual books in a number of languages, including Sinhalese, Persian/Dari, Arabic, Spanish, Hindi and Mandarin. This Bilingual Picture Book Collection allows children and their carers to read the story in English and the corresponding language.
- [E books](#) including junior fiction and young adult fiction titles
- [E resources](#) for Children's Literacy and Tuition currently include:
 - BusyThings (educational games for ages three to seven)
 - Tumblebooks (an online collection of animated talking picture books, reading comprehension quizzes and educational games.
 - Computer tutorials such as Treehouse (1000+ video tutorials, quizzes, and code.
 - Studiosity provides students in Years 3 to 12 (and some TAFE) with one-on-one chat help with an online tutor, from 3pm to 10pm Sunday to Friday during school terms. Covers english, writing, maths, science, economics, business studies, legal studies, geography, research, study and searching skills.
 - Aussie Driver. Free learners practice tests & this year's official Victoria Driver's manual!
- [Console Games Collection](#) – Includes platforms Playstation 4, Wii and X Box One games. This is a Not for Loan collection, for use in the library only. These games are rated G, PG and M. Games rated MA or higher will not be purchased as they cannot be viewed in a public area.



Partnerships –working with our Communities

CCL seek out and connect with organisations that have an interest in improving literacy and encouraging lifelong learning to children and young adults within the Community.

Partnerships

Ongoing partnerships include:

Communities for Children – Cardinia

Cardinia Library has Legs was established in 2010 with Communities for Children PLUS federal funding. It is currently federally funded to June 2019. Cardinia Library has Legs involves working one on one with vulnerable or at-risk families, with a focus on parents and children under 5 years of age, to promote early literacy. It utilises a flexible outreach model focusing on three factors that have been identified, through the research, to support emergent literacy skills: people, environment & activities. Each session is tailored to meet the needs of that individual family. Another key component of Cardinia Library has Legs is developing and maintaining relationships with local organisations who work with the most vulnerable in our community.

Library has legs – Communities for Children Cranbourne

The Library has Legs – Cultural Literacies Programme is funded by Windermere's Communities for Children Cranbourne Project and has evolved over the last decade in response to the identified needs of the local community and to align with the priorities of the Communities for Children Cranbourne Strategic Plan 2015–2019. Specifically, the current programme is focussed on addressing the needs of the growing CALD community in the Cranbourne region and in working with the local Indigenous communities to support literacy development.

To address these priority areas, two specific service types are currently provided through the Early Years Cultural Literacies Outreach programme, which focuses on engaging Culturally and Linguistically Diverse (CALD) and Aboriginal and Torres Strait Islander (ATSI) families, and the About Me programme, which provides one-on-one literacy support to children who have suffered grief, loss or trauma. The program includes supported playgroup storytime

and multi-literacy activities in addition to a range of community activities aimed to strengthen connections and build the capacity of the service system, such as community events and professional development for Early Years staff.

City of Casey Best Start Partnership

Best Start Family and Children's Services Partnership The role of partnership members is to develop, monitor and deliver a plan for the children in our community. For 2014-2017 the plan focused on building relationships, working in partnership and delivering activities that result in: » Increasing the proportion of children on track for speech and language » Increasing the proportion of children on track socially and emotionally » Increasing the participation of children accessing universal services such as Maternal and Child Health and Kindergarten Although the indicators may not be within the scope of core business for services and organisations, it is acknowledged that a whole of community approach; working together will assist in promoting optimal wellbeing for children across the municipality.

City of Casey and Cardinia Shire Youth Network

Continuing attendance at Youth partnership meetings in Casey and Cardinia is valuable as we share common goals in working with youth across our municipality. The City of Casey Youth Services team is responsible for providing a broad range of services and programs to young people aged 10-25 years and their families. Monthly City of Casey Youth Network meetings bring together Youth Services providers to discuss issues relating to Youth in the City of Casey.

Cardinia Council aims to work in partnership with other levels of government and community organisations. Cardinia Shire Council will provide leadership and work in partnership with young people, families, the community, and other agencies and business.

There is a close relationship between the Hampton Park Library and the Hampton Park Youth Centre due to their close proximity and ability to share space. There are shared events during the school holiday program when the doors between the two areas

Ideas for shared activities include:

Teen lockins where young adults are welcomed to the Library after hours for pizza, movies or activities.

- FREEZA events and Open Mic Nights
- Casey 360 bus visits to Libraries as part of the School Holiday program

Bunjil Place

The Bunjil Place Library has partnerships with other Bunjil Place stakeholders including the Gallery and Theatre to run programs together. Current partnerships include the gallery providing craft based activities for storytime sessions and the running of an Amazing Race session for kids during the January school holiday program. Further initiatives will be developed in the future.

Melbourne Football Club and Read Like a Demon

Read Like a Demon (RLAD) is a literacy program that offers students an opportunity to participate in reading and writing workshops with the Melbourne Football Club. It is a partnership between Melbourne Football Club, Casey Cardinia Libraries and Monash University. Introduced as a pilot program in 2009, RLAD celebrates children's connections with literacy and encourages them to read more. The Melbourne Football Club RLAD player ambassadors demonstrate to students that reading is important in their lives, and aim to create positive reading role models. The program provides students with confidence and inspires them to develop their reading. are open eg. FIFA and chess tournaments.

United Way

In early 2013, United Way- an international not for profit organisation, launched its early literacy initiative in Doveton- Read Learn Succeed. The program comprises the following two elements:

- Dolly Parton's Imagination Library: the delivery of free books into the homes of children at risk of low literacy. Children who live in Doveton aged from birth to five years receive a book a month in the mail, free of charge.
- United Way working directly within the community, facilitating partnerships to deliver education programs for both children and parents. United Way's premise is: "If a child is read to everyday they will love to learn and succeed at school and beyond".
- United Way has introduced an early literacy strategy called Paint The Town REaD to Doveton. Paint The Town REaD aims to bring the whole community together around the message 'Read, talk, sing and rhyme with your child from birth'. The steering committee for Paint Doveton REaD includes representatives from local schools, United Way, the library and parents. The group has developed a reading mascot who was "born" during a street party continues to work together to spread the early literacy message throughout Doveton.
- Partnering with United Way in their Read Learn Succeed program has been mutually beneficial. By bringing existing services together under the same banner, the library has enhanced its public profile and forged more connections in the community. The Doveton Library staff work collaboratively with United Way in Doveton by hosting events in Children's Book Week, attendance at local literacy promotional events, and promoting and supporting the Imagination Library to Doveton families.

Targeted Outreach

Outreach is essential to bringing the Library into the community and promoting library membership, services and literacy and lifelong learning.

- Maternal and Child Health First Time Parent Groups
- Kindergartens
- Primary and Secondary Schools
- Child Care Centres

- Playgroups
- Pop up Libraries in shopping Centres or new estates
- Dad's Matter programs
- Community Festivals
 - Pakenham Show
 - Casey Kids Carnival
 - Doveton Show
 - Children's Week Celebrations
 - Naidoc Week Celebrations



Outstanding and innovative staff.

Public library services to children and young adults needs professional staff with a strong commitment to the importance of services to children and young adults. Children and Youth Services staff deliver services and activities both in the library and within the community to engage children, parents, teachers and caregivers in different ways and places in response to promote CCL services and to meet community need. CCL employs staff who are enthusiastic and innovative and are proactive in planning services and activities that meet the needs and interests of children and young adults within their community.

Specialist Youth Services staff should:

- Include librarians and Library officers with skills, enthusiasm and experience of the full range of children and young adult services in public libraries
- Relate well to children and teenagers
- Advocate for children and teenagers in regard to collections, programs, library spaces and planning.
- Understand the developmental stages of 0-18 years
- Have knowledge in literature, online databases, collection development and management skills
- Offer age appropriate activities and other programs which attract library users and create positive library experiences
- Participate in appropriate training, education and networking sessions
- Have knowledge Child Safety legislation as it relates to our Libraries and programs
- Maintain a current "Working with Children" check
- Be able to deliver quality programs at our Branches. These programs are aimed at babies, preschool, primary school age, and teenagers, as well as parents, teachers, and carers
- Perform outreach to promote the Library in the Community.
- Be able to recommend books to children, teenagers and their carers
- Youth staff are encouraged to read Professional Development journals to maintain their knowledge of Youth issues and Collection Development.
- Provide early literacy advice to parents, carers and community groups and advocate the importance of early literacy to families

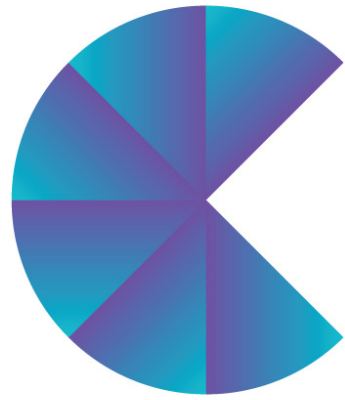
- Assist in the delivery of information, including assistance to students in finding materials to meet their information needs via library collections, online databases or web pages.

We are committed to having a qualified Youth Services librarian located at our branches – Bunjil Place, Endeavour Hills (incorporating Doveton), Cranbourne, Hampton Park, and Pakenham (incorporating Emerald and Cardinia Mobile Library) – to oversee a team of staff working with children and young adults.

Conclusion

The following Children and Youth Action Plan outlines specific actions that will be followed in 2018. We are excited by the opportunities to engage in:

- Daily programs for children and young adults that promote books and reading, and STEAM
- New programs that welcome young adults to the Library and give them ownership of programs, spaces and collections
- Improving the literacy outcomes for children and young people in the City of Casey and Cardinia Shire
- Increasing the number of children and young people in our region who have a library membership and use our libraries (increase by 5% every year)
- Seeking out new Community partners
- Seeking potential funding opportunities for STEAM and Literacy programs
- Continued training of Children and Youth staff to be inspired and share ideas in the Community and with other Libraries.



Casey
Cardinia
Libraries

**Children and Youth
Action Plan
2017 – 2018**

Our Vision

Inspiring spaces where everyone is free to discover possibilities.

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

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

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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	Who	Timeline	Targets and indicators
1.1 Create accessible physical and virtual spaces which inspire our community	Identify and advocate for furniture and spaces that meet the needs of children and young adults	Children and Youth Team	December, 2017 - ongoing	<ul style="list-style-type: none"> People visit our libraries and are happier for it Increased library visitation Greater feeling of pride and ownership for all residents and visitors
	Work with the Information Services team to identify digital resources that promote literacy and lifelong learning available via the Library website and in our Libraries	Children and Youth Team	July, 2018	<ul style="list-style-type: none"> Increase in online usage of digital resources
	Maintain and select popular new material for Children and young adults available in e formats such as E Audio Books, e books and e magazines	Children and Youth Team	ongoing	<ul style="list-style-type: none"> Increase in borrowing of e collection
	Ensure study spaces in our libraries meet the needs of our students	Children and Youth Team, Branch Managers	July 2018	<ul style="list-style-type: none"> All branch libraries have designated study space Provide added value to students through peak exam periods in the provision of resources, quiet space, refreshments and fast free wifi
1.2 Our core services are free and accessible to everyone in our community	Publicise and deliver our programs in a manner that is inclusive to all CCL community members regardless of background and that takes into consideration the needs of CALD community	Children and Youth Team Marketing Manager	Ongoing	<ul style="list-style-type: none"> Increase in online visitation Our libraries are spaces where the community can gather, learn and grow

	<p>Use of technology to promote literacy beyond the Library walls via the Library website to engage families who are socially isolated and unable to attend regular sessions</p> <ul style="list-style-type: none"> • 5 Minute Tales – Five-minute tales is a partnership with Australian author Jeannette Rowe which aims to share the pleasure of reading and model good reading techniques with children and families This will be achieved by using a dynamic presenter to record a series Jeannette Rowe picture book titles and then making them available through social media and our website. • Live streaming of Cranbourne Library Storytime 	Children and Youth Team in consultation with IT Manager and Marketing Manager	Commence Feb 2018 – ongoing	<ul style="list-style-type: none"> • Children identified as having accessibility issues can engage in programs
	<p>Participate in programs specifically “challenging gender stereotypes,</p> <ul style="list-style-type: none"> • 'Together we can' initiative in Cardinia • 16 Days of Activism against Gender-Based Violence Campaign • purchase of library materials that challenges gender stereotypes 	Children and Youth Team	Ongoing	<ul style="list-style-type: none"> • Everyone feels welcome at our Libraries • CCL actively promotes social inclusion
	<p>Explore opportunities to offer programs to special/high needs groups within the community, offering special events that cater for these groups</p> <ul style="list-style-type: none"> • CALD families • Engage with and deliver programs for at risk families through support services (WAYYS, Monash Health) 	Children and Youth Team	Ongoing	<ul style="list-style-type: none"> • Everyone feels welcome at our Libraries • CCL actively promotes social inclusion
	Implement Child Safe standards during the delivery of all programs	Community Engagement Coordinator	ongoing	

		Operations Manager		
	Explore opportunities to reach out to non-library users through library programs and promotions in non-traditional library settings such as retail environments, outdoor spaces	Children and Youth Team	Ongoing	<ul style="list-style-type: none"> • Increase membership of children and young people by 5% each year

2. Leadership and Innovation

Lead positive change through partnerships and teamwork.

Strategy	Key Action and Activity	Who	Timeline	Targets and indicators
2.1 Build community appreciation of the work we do and value the services we provide	Youth staff to communicate positive stories about CCL activities to Marketing Manager to promote CCL through local media and social media	Children and Youth Team	Ongoing	<ul style="list-style-type: none"> Positive outcomes from programs are shared with our community. Programs are evident on Facebook, followers are engaging with posts Positive coverage in local media Positive community feedback via social media, letters and website
	Consult and engage with children and teenagers when looking for ways to improve our services <ul style="list-style-type: none"> Teen Advisory Board Bunjil Place and Ideas Lab (See under Literacy and Life Long Learning) 	Children and Youth Team	Ongoing	<ul style="list-style-type: none"> Patrons are providing feedback around programs and participating in surveys Young people feel valued and listened to Our Libraries programs and collections represent the interests of their community Feedback and surveys are completed and used to identify areas for improvement Greater feeling of pride and ownership for all residents and visitors
	New initiative Reading for Life project in conjunction with LINCC (Living and Learning Pakenham) – the project is about establishing a system and process for engaging young mums (many of who's main language is not English) with	Cardinia Children and Youth Library Officer	2018	<ul style="list-style-type: none"> Working relationships established with Maternal Child Health services, Early Childhood centres and kindergartens, local schools, Literacy and Education providers, and other public libraries (including SLV)

	<p>educational opportunities, so that we can:</p> <ul style="list-style-type: none"> • assist families to support their children's education, • deliver literacy/language programs to the young mums, • identify and explain possible pathways young mums might take through Learn Local organisations, TAFE and/or job service providers, and, (in many instances) alleviate social isolation. 			<ul style="list-style-type: none"> • Connect with new members and community groups through targeted outreach • Increase in Library visitation • Provide opportunities to engage with young parents to improve their literacy and in turn literacy of their children
	Read Like a Demon in partnership with schools in City of Casey, Melbourne Football Club and Monash University	Community Engagement Coordinator/ Children and Youth Team	2018 ongoing	<ul style="list-style-type: none"> • Utilize partnership with MFC to promote Library and reading to reluctant readers • Fosters Partnerships with local schools • Increased Library membership and visitation
	Communities for Children Cranbourne and Cardinia – in partnership with Anglicare and Windemere	<p>Community Engagement Coordinator</p> <p>Early Years Outreach Officer – CFC Cranbourne (Library Has Legs</p> <p>Cardinia Outreach Librarian for Library has Legs</p>	Ongoing	<ul style="list-style-type: none"> • Foster partnerships and expertise within the community • Leverage funding from Government organisations to support Library Outreach and literacy promotion
	Continue to foster and grow CCL's partnership with United Way and the Paint Doveton REaD initiative. Deliver more community programs and grow the committee to represent more of the Doveton community.	Youth Services Librarian- Doveton Library	Ongoing	<ul style="list-style-type: none"> • Utilize partnerships with wide range of partners to promote a whole community approach to literacy promotion • Utilize volunteers in Library events through partnership with United Way

				<ul style="list-style-type: none"> Promote Imagination Library to ensure children have access to books in their homes
	<p>Pre-school programs are aligned with the SLV Early Years Literacy Framework. Programs provide educational content that support pre-literacy skills and model techniques to support parents as a child's first teacher</p>	<p>Community Engagement Coordinator</p> <p>Children and Youth Team</p>		<ul style="list-style-type: none"> Casey Cardinia library is an accredited Read Library which requires a statewide minimum standard for early years literacy activities
2.3 Positively advocate for public libraries as an active member of PLVN and SWIFT	<p>Member of PLVN Children and Youth Special Interest Group</p>	<p>Community Engagement Coordinator</p>	<p>Quarterly meetings 2018</p>	

3. Resilience

Strengthen capacity in our growing community.

Strategy	Key Action and Activity	Who	Timeline	Targets and indicators
3.1 Strong connections with our community	<p>Active participation in community life across Casey Cardinia region. Foster relationships with local Youth Centres and Community Houses.</p> <p>Attendance at</p> <ul style="list-style-type: none"> • City of Casey Best Start Partnership Meetings • City of Casey and Cardinia Shire Youth Network Meetings • CDCSG (Cranbourne and district community support groups) • Attendance at Doveton Early Years Network meetings 	<p>Community Engagement Coordinator/Children and Youth Team</p> <p>Youth Services Librarian- Doveton Library</p>	Ongoing attendance at monthly and bi monthly meetings	<ul style="list-style-type: none"> • Participants feel valued and develop ongoing relationships with staff. Participants engage in conversation about our programs and services with other community members • Participants increase awareness and access to resources and services. • Increased membership and access to programs
	<p>Targeted outreach to promote CCL and literacy to</p> <ul style="list-style-type: none"> • Early Learning Centres and Kindergartens • Schools <p>Focus on transition years between kinder and Prep (Foundation year) – attendance at prep induction days for families.</p> <p>Transition between primary and secondary schools</p> <p>Coordinate membership drives with schools and kindergartens</p> <p>Provision of Library promotion to Transition and Orientation bags.</p> <p>Special storytimes scheduled to prepare children for school</p>	Children and Youth Team		<ul style="list-style-type: none"> • Increased membership • Increased Library visitation • Increase in registration in 1000 books before school • Promotion of importance of early literacy for school readiness.

	Use discards to organise book swaps at targeted primary/secondary schools			
	<p>Promote expertise of Children and Youth Team in early literacy, literature, and Information services to Child Care Centres, schools, Homeschoolers</p> <ul style="list-style-type: none"> • Use Library Website and social media to share Storytime kits to early childhood providers • Promotion of educational apps, STEAM activities and other online resources 	Children and Youth Team	Ongoing	<ul style="list-style-type: none"> • Promote expertise of Children and Youth Team in early literacy, literature, and Information services to the community and other education providers
	<p>Identify funding opportunities to support major projects and initiatives through sponsorship, philanthropic funds and donations</p> <ul style="list-style-type: none"> • STEAM initiatives to support purchase of laptops for coding, and robotic and technology programs and equipment. • Baby Book Bags and board books for first time parents to promote the role of the parent as a child's first teacher 	Community Engagement Coordinator	December 2017	<ul style="list-style-type: none"> • Increased funding for Library Initiatives • Promotion of Library and early literacy to first time parents • Access to materials to support STEAM programs
3.3 Recognised contribution to community well-being and social equity	<p>Work with young parent groups in Casey and Cardinia to promote Library services and support young parents in learning about early years literacy and their role as a child's first teacher</p> <ul style="list-style-type: none"> • Visit to young mum's programs • Storytimes at Young Mums playgroups and community houses or centres. • Small talk playgroups Cardinia • Support groups coming into the library for meetings or get togethers eg homeschoolers and mums using the space. 	Youth team	October, 2018	<ul style="list-style-type: none"> • Participants feel welcomed, safe and valued Attendees are provided with an opportunity for community engagement • Staff report all situations where child safe standards are at a risk of not being met. Positive feedback is received through surveys and feedback

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	<p>Plan and deliver library programs and activities that target all ages and target community groups including CALD, ATSI and newly arrived communities</p> <ul style="list-style-type: none"> • Delivery of early literacy programs: Baby Time, Tinies Time and Preschool Storytime • Promotion and delivery of 1000 books program • Delivery of Summer Reading Club annually • Delivery of after school clubs for primary age children that promote books and reading and STEAM • Targeted Bilingual Storytimes in a variety of languages at numerous Branches • Delivery of programs for young adults that promote books and reading or special interests to youth: Bunjil Place Teen Book Group, Manga Club, Fandom Club • Teen Lockins at various sites across the calendar year • Book clubs for 9+ age groups • Establish a Homework club at Bunjil Place library where kids can get free one-on-one and group tutoring. The program is designed to have tutors from Monash University's education department so that they may develop some real-life teaching 	Children and Youth Team	Commencing January 2018-ongoing	<ul style="list-style-type: none"> • Programs provides educational content that support pre-literacy skills and model techniques to support parents as a child's first teacher • Increase visitation • Increase in numbers attending programs • Offer opportunities for library to be viewed as a fun place to be • Provide a homework Club at Bunjil Place Library for students • Deliver daily after-school programs and activities at all branches (literacy and STEAM focus)

	experience which would help in furthering their career potential.			
	Development of Ideas Lab focused on young adults/teenagers to develop relevant and useful programs for fun, learning and career support The Bunjil Place library to establish a Teen Advisory Board; the TAB will actively implement a number of the Ideas Lab goals including increasing YA participation in the library and providing them with life skills to take them into adulthood.	Children and Youth Team	July 2018	<ul style="list-style-type: none"> Ideas from the Lab are implemented Increased youth participation in library programs
	Targeted Pop Up Libraries at Shopping Centres, festivals, and community events <ul style="list-style-type: none"> Casey Kids Carnival Doveton Show Targeted pop Up Storytimes that promote National Simultaneous Storytimes and Children's Book Week with schools, Kinders, Parks and Gardens, New housing estates, and shopping Centres	Children and Youth Team	Ongoing	<ul style="list-style-type: none"> Increase profile of CCL in community Increase membership
	Partner with a school/s to encourage children to act as book/movie/app reviewers for website and social media	Children and Youth Team	Ongoing	<ul style="list-style-type: none"> Programs developed that align with school curriculum
	Partnership with with Gemco theatre to run a series of children's theatre programs at Emerald Library	Emerald Library Children and Youth staff	2018	<ul style="list-style-type: none"> Partner with local theatre group Provide shows within the library Increase visitation
4.2 Ensure collection is accessible and well used	Use Collections HQ (Collection Management tool) to assess, manage and improve collection performance	Children and Youth Team	Ongoing	<ul style="list-style-type: none"> Increase loans

	Actively promote collections during program delivery and provide access to new materials	Children and Youth Team	Ongoing	<ul style="list-style-type: none"> • Increase loans
	Present displays that promote books and library collections and services to Children and Young adults in a fun, colourful and creative way.	Children and Youth Team	Ongoing	<ul style="list-style-type: none"> • Increase loans
4.4 Facilitate programs and activities that promote STEAM learning	Delivery of after school clubs for primary age children that support STEAM activities: eg Lego Club, Code Clubs	Children and Youth Team	December, 2017	<ul style="list-style-type: none"> • Establishment of STEAM related programs and activities
	Engage STEAM facilitators for holiday programs and after-school programs <ul style="list-style-type: none"> • Investigate providers through University STEM initiatives such as Robogals and Engineers without Borders, E-Smart junior engineers • Compile a directory of STEM school holiday providers 	Children and Youth Team	December 2017 – ongoing	<ul style="list-style-type: none"> • Holiday programs delivered at all branches throughout the year with STEAM elements
	Work with local schools to complement school STEAM curriculum with programs in the libraries	Children and Youth Team	February 2018 ongoing	<ul style="list-style-type: none"> • Complementing curriculum • Promoting CCL STEAM programs to schools

5. Organisational Performance

Build an outstanding and innovative organization.

Strategy	Key Action and Activity	Manager Responsible	Timeline	Targets and indicators
5.2 Create a people focused organisation that is quick to embrace new ways of doing things	Identify opportunities for training and workshops that support the Children and Youth Team in program ideas and delivery, knowledge of key ages and stages for child development, language development, and knowledge of books and authors for children and young adults	Children and Youth team Community Engagement Coordinator	Ongoing	<ul style="list-style-type: none"> Support continuous improvement opportunities for staff Staff continue to develop and grow their skills Staff can identify and implement improvements to their program delivery
	Regular in-house training. Tapping in to the knowledge well of current staff: Youth Services staff members observing each other delivering programs and sharing tips and ideas.	Children and Youth team Community Engagement Coordinator	Every 6 months starting Feb 2017	<ul style="list-style-type: none"> Opportunities to share skills of staff for continuous improvement
	Empower conversations within the organisation to encourage creativity and active participation in planning youth services staff about programs, share ideas and positive experiences	Children and Youth team Community Engagement Coordinator	Ongoing	<ul style="list-style-type: none"> Support continuous improvement opportunities for staff Staff continue to develop and grow their skills Staff can identify and implement improvements to their program delivery
	Provide opportunities for regular feedback to improve services and programs to families in Casey and Cardinia. Engage in ½ yearly surveys		½ yearly survey 2018	<ul style="list-style-type: none"> Library services and collections reflects community needs and trends Support continuous improvement

OFFICERS' REPORTS

CC69/2017 FINANCE

Report prepared by Marjorie Crompton and Pam Vickers

To provide the Board an update of CCL's financial position as at October 31, 2017.

CCL Library Plan reference - 5.3

Discussion

Income

Overdue fines are up \$9,063 or 26% on budget, photocopying and printing is up \$4,680, or 16%. Meeting room hire is also up by \$1,270 due to advance bookings.

Other income includes reimbursement from the City of Casey for the purchase on furniture.

Expenditure

Salaries are lower than budget, this is due to the timing of the payroll run and the timing between the year to date actuals and budget (phasing). This is expected to even out throughout the year.

Programs and events are over spent \$5,600, this is a timing variance.

The \$21,000 equipment expenditure is for the City of Casey's Minor Capital Works furniture and equipment (payment received - other income).

Capital Expenditure

Library Materials were underspent at the end of October (\$86,000). This is due to a review of our purchasing strategy. It is anticipated that increased investment over the coming months will see this corrected.

Credit Card Expenditure

The fraudulent transactions recorded on the September credit card statement for CEO, Chris Buckingham were refunded by Westpac in early October.

Credit Card Purchases

Card Holder	Transaction Date	Detail	\$
CEO			
October 2017 Statement	27/09/2017	Federation Square - Parking	\$16.00
	9/10/2017	Australian Library & Deakin - Membership	\$349.00
	10/10/2017	Care Park Pty Ltd - Parking	\$21.51
	13/10/2017	Care Park Pty Ltd - Parking	\$14.34
	20/10/2017	Samsung Fountain Gate	\$1,201.90
	25/10/2017	Care Park Pty Ltd - Parking	\$21.51

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 22 November 2017

Total			\$1,624.26
Finance Manager			
October 2017 Statement	9/10/2017	Campaign Monitoring	\$412.57
	12/10/2017	Yalakitex Pty Ltd - Fast Food Res. (NW farewell)	\$180.00
	13/10/2017	Coles - (NW farewell)	\$164.02
	12/10/2017	RACV - Hobart (M McLean - conference)	\$201.00
	13/10/2017	Central Ventures - Fast Food Res. (NW farewell)	\$25.00
	13/10/2017	Jin Li Investments (NW farewell)	\$20.00
	16/10/2017	Digital Picnic - Consulting	\$750.00
	20/10/2017	Survey Monkey	\$271.92
	26/10/2017	Myer - Vouchers	\$150.00
	26/10/2017	Collins Bookstores - Vouchers	\$80.00
Total			\$2,254.51
Customer Experience Manager			
October 2017 Statement	18/10/2017	Officeworks - Stationery	\$14.50
	18/10/2017	Monash University - Parking	\$4.00
	18/10/2017	Officeworks - Stationery	\$14.50
Total			\$18.50

Financial report October 31, 2017

Income Statement Month Ended October 31, 2017	Total Budget 2017-18	Budget Oct 2017	Act YTD Oct 2017	Variance	% Actual Vs Budget
Income					
Reserves	220,000				
Council Contributions	7,614,900	2,538,300	2,538,300	0	0.0%
State Government Grants	2,426,585	2,384,210	2,442,588	58,378	2.4%
CFC Cranbourne Grant	73,500	18,375	21,633	3,258	17.7%
CFC Pakenham Grant	73,170	36,585	37,758	1,173	3.2%
Overdue Fines	106,330	34,840	43,903	9,063	26.0%
Interest on Investments	105,000	34,340	22,857	-11,483	(33.4%)
Other income	233,800	44,425	79,303	34,879	78.5%
	10,633,285	5,091,075	5,186,342	95,267	1.9%
Expenditure					
Employee Costs (inc cfc staffing)	7,715,835	2,362,967	2,259,186	103,781	4.4%
CfC Cranbourne Expenditure	3,020	1,330	2,699	-1,369	(103.0%)
CfC Pakenham Expenditure	16,150	3,620	1,861	1,759	48.6%
IT & Communications	697,700	205,282	171,649	33,633	16.4%
Library Materials	311,710	216,647	228,431	-11,784	(5.4%)
Programs Promotions	100,000	31,520	41,301	-9,781	(31.0%)

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING
Wednesday 22 November 2017

Administration Deprecation	626,800	229,559	242,688	-13,129	(5.7%)
Total Expenditure	9,471,215	3,050,925	2,947,816	103,109	3.4%
Net Gain(loss) disposal of plant & equipment					
Net result for the reporting period	\$1,162,070	\$2,040,150	\$2,238,526	(\$7,841)	(0.4%)

Capital Works

Capital Expenditure	Total Budget 2017-18	Budget Oct 2017	Act YTD Oct 2017	Variance	% Actual Vs Budget
Library Material	1,067,700	503,024	405,233	97,791	19.4%
Motor Vehicles					
Furniture & Equipment	285,000	125,000	157,862	-32,862	(26.3%)
	1,352,700	628,024	563,095	64,929	10.3%

Conclusion

The budget is on track at the end of October and CCL is in a sound financial position.

RECOMMENDATIONS

1. That the Finance Report be noted.

Consolidated					
	Total Budget 2017-18	Budget Oct 2017	Act YTD Oct 2017	Variance	% Actual Vs Budget
Income					
Overdue Fines	106,330	34,840	43,903	9,063	26.0%
Lost/Damaged Mem. Cards	6,150	2,095	1,915	-180	(8.6%)
Photocopying/printing	89,850	28,655	33,336	4,680	16.3%
Income - Meeting Room	9,100	1,389	2,663	1,274	91.8%
Reimburse Lost Books	25,000	8,180	7,577	-603	(7.4%)
Interest on Investments	105,000	34,340	22,857	-11,483	(33.4%)
Proceeds sale of Plant			227	227	
Public Access PC's					
Reservations/ILL	2,500	831	1,637	806	97.0%
Other Income	5,000	1,640	27,169	25,529	1556.7%
Library Program	5,000	1,635	1,000	-635	(38.8%)
Grants/Special Ser.	61,200				
Donations			3,778	3,778	
Donation DGR	30,000				
Public Lend. Rights Sub					
Proceeds sale of Furniture & Equipment					
Branch Income	445,130	113,605	146,063	32,458	28.6%
Expense					
Salaries & Overheads	7,193,135	2,213,360	2,068,352	145,008	6.6%
Salaries - Overtime	207,165	63,840	67,860	-4,020	(6.3%)
Programs-Events	50,000	15,160	20,761	-5,601	(36.9%)
Publicity & Marketing	50,000	16,360	20,541	-4,181	(25.6%)
Advertising	2,000	1,850	1,430	420	22.7%
Training/Seminars	65,000	20,000	11,737	8,263	41.3%
OH&S Compliance & Training	10,000		3,274		
Consultancy Fees	10,000		3,250	-3,250	
Equipment	8,000	1,650	22,982	-21,332	(1292.8%)
Fringe Benefits Tax	29,000	6,000	5,020	980	16.3%
Insurance	32,000	32,000	30,860	1,140	3.6%
Telephone	32,700	10,893	9,120	1,773	16.3%
Photocopier Service	104,850	34,353	34,659	-306	(0.9%)
Notices & Postage	62,500	20,770	16,235	4,535	21.8%
Printing/Stationery/General	35,000	11,470	8,461	3,009	26.2%
Travel Allow Kilometres	20,000	6,160	9,142	-2,982	(48.4%)
Vehicle Oper. Exp	29,000	11,000	11,307	-307	(2.8%)
Bank Charges	5,300	1,740	5,327	-3,587	(206.2%)
Staff Development	15,000		2,000	-2,000	
Other Exp.	8,200	2,718	4,372	-1,654	(60.9%)
Memberships & Subscriptions	25,000	19,400	19,220	180	0.9%
Catalogue Access	500	100	30	70	70.0%
Admin Fee to Council	30,000	15,000	7,258	7,742	51.6%
Security Cash Collection	3,000	995	1,213	-218	(21.9%)
Audit Fee	11,000		-9,360	9,360	
Overdue Loan Recovery	28,200	9,298	6,877	2,422	26.0%
Freight & Cartage	124,800	40,825	40,282	543	1.3%
Los Disp. Asset					
Depreciation Exp					
WDV Assets Sold					
Legal Fees	2,000				
Industrial Advocacy	2,500				
Branch Expense	8,195,850	2,554,943	2,422,209	136,008	5.3%
Net Branch Cost	7,750,720	2,441,338	2,276,146	165,192	6.8%

Consolidated					
	Total Budget 2017-18	Budget Oct 2017	Act YTD Oct 2017	Variance	% Actual Vs Budget
Computer Services					
ILMS	218,000	60,000	42,111	17,889	29.8%
Data Communications	249,500	83,167	90,856	-7,689	(9.2%)
Software support sys.	53,500	6,500	20,040	-13,540	(208.3%)
Technical Prof support	144,000	44,722	9,522	35,200	78.7%
Computer Services Expense	665,000	194,389	162,529	31,860	16.4%
Local History					
Salaries & Overheads	88,035	27,100	22,606	4,494	16.6%
Salaries - Overtime					
Projects					
Equipment					
Printing/Stationery/General					
Memberships & Subscriptions			180	-180	
Local History Expenses	88,035	27,100	22,786	4,314	15.9%
CfC - Cranbourne					
Income					
Other Income					
Library Program					
Grants/Special Ser.	73,500	18,375	21,633	3,258	17.7%
Branch Income	73,500	18,375	21,633	3,258	17.7%
Expense					
Salaries & Overheads	69,980	21,540	21,231	309	1.4%
Salaries - Overtime					
Marketing & Promotion	2,000	1,000	886	114	11.4%
Advertising					
Computer Services	800	265		265	100.0%
Conference/Seminars			1,815	-1,815	
Equipment					
Telephone	220	65	-2	67	103.5%
Photocopier Service					
Postage					
Printing/Stationery/General					
Travel Allow Kilometres	500	160	222	-62	(38.8%)
Other Exp.					
Branch Expense	73,500	23,030	24,152	(1,122)	(4.9%)
Net Branch Cost		4,655	2,519	2,136	45.9%

Consolidated					
	Total Budget 2017-18	Budget Oct 2017	Act YTD Oct 2017	Variance	% Actual Vs Budget
CfC - Plus					
Income					
Other Income					
Library Program					
Grants/Special Ser.	73,170	36,585	37,758	1,173	3.2%
Branch Income	73,170	36,585	37,758	1,173	3.2%
Expense					
Salaries & Overheads	55,020	16,940	17,248	-308	(1.8%)
Salaries - Overtime					
Marketing & Promotion	13,300	2,660	1,807	853	32.1%
Advertising					
Computer Services	800	260		260	100.0%
Conference/Seminars	1,200	450		450	100.0%
Equipment					
Telephone	600	200	54	146	73.1%
Photocopier Service					
Postage					
Printing/Stationery/General					
Travel Allow Kilometres	2,000	667	481	186	27.8%
Miscellaneous Exp.	250	50		50	100.0%
Branch Expense	73,170	21,227	19,590	1,637	7.7%
Net Branch Cost		-15,358	-18,168	2,810	
HQ Building Expense					
Cleaning	7,650	2,501	1,334	1,167	46.6%
Security Service	300	98	45	53	53.9%
Rent & Charges HQ Build	66,000	17,790	31,706	-13,916	(78.2%)
Headquarters Expenses	73,950	20,389	33,086	(12,696)	(62.3%)
Contribution Casey	5,741,275	1,913,758	1,913,759	0	0.0%
Govt Subsidies	1,693,220	1,650,845	1,704,380	53,535	3.2%
Contribution Cardinia	1,873,625	624,542	624,542	0	0.0%
Govt Subsidies	612,040	612,040	616,080	4,040	0.7%
State Govt. Local Priorities	121,325	121,325	122,128	803	0.7%
Total Cont/Subs	10,041,485	4,922,510	4,980,888	58,378	1.2%
On-costs & Overheads					
Superannuation	615,000	189,240	208,996	-19,756	(10.4%)
Workcover-Premium	45,000	45,000	30,079	14,921	33.2%
Workcover-Medical			-75	75	
Workcover Rehabilitation			-87	87	
LSL Payment to Res fund	125,000	38,480	20,541	17,939	46.6%
Annual Leave Provision	45,000				
Maternity Leave Accrual	25,000		7,031	-7,031	
Employment Support	5,000	1,635	2,086	-452	(27.6%)
On Costs	-860,000	-281,154	-230,263	-50,891	
Total On-Cost Exp		(6,799)	38,308	(45,108)	663.4%

Consolidated					
	Total Budget 2017-18	Budget Oct 2017	Act YTD Oct 2017	Variance	% Actual Vs Budget
Capital Works					
Library Materials					
Periodical/Subscriptions	80,000	26,660	25,305	1,355	5.1%
Books - Adult	360,500	187,460	137,708	49,752	26.5%
E-Books	57,560	42,000	46,685	-4,685	(11.2%)
Data Bases	150,150	140,000	146,914	-6,914	(4.9%)
Books - Reference	4,000	1,320	1,623	-303	(22.9%)
Lote Lib Materials	40,000	13,320	4,109	9,211	69.2%
Lote Periodicals & Subs	12,000	4,000	8,628	-4,628	(115.7%)
Lote Catalogue & Proc.	10,000	3,320	523	2,797	84.2%
Books - Children	197,000	102,440	70,762	31,678	30.9%
PRC - Child Books	56,200	13,164	4,517	8,647	65.7%
Special Projects					
Out sourced processing	85,200	35,784	11,611	24,173	67.6%
Processing Materials	56,800	29,536	15,042	14,494	49.1%
PRC Processing			423	-423	
AV Adult	202,000	85,000	133,715	-48,715	(57.3%)
AV Child	66,000	35,000	25,723	9,277	26.5%
PRC - Child AV					
Refund Lost Books	2,000	667	375	292	43.7%
Sub Total Exp	1,379,410	719,670	633,663	86,007	12.0%
Total Non Capital	311,710	216,647	228,431	-185	(0.1%)
Total capital	1,067,700	503,024	405,233	86,192	17.1%
Total	1,379,410	719,670	633,663	86,007	12.0%
Population					
Plant & Equipment					
Capital Replacement Reserve					
Computer Services	235,000	105,000	126,056	-21,056	(20.1%)
Equipment	50,000	20,000	31,806	-11,806	(59.0%)
Motor Vehicle Purchase					
Capital Works Expenses	285,000	125,000	157,862	(32,862)	(26.3%)

CC70/2017

BUILDINGS AND FACILITIES

Report prepared by Chris Buckingham

Purpose

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

CCL Library Plan reference – 1.2, 1.3, 3.2, and 5.2

Discussion

The CCL Facilities Development Plan will be presented to the Board at the February meeting. Strategic conversations are being initiated with member Councils to develop a longer-term view of library refurbishment and renewal. There is a need to reconcile pressing short term needs for each branch, the resources available through the member Council's Minor Capital Works budget and plans for major works.

Summary of current activity

- ***Cardinia Mobile*** – Bid for Living Libraries Infrastructure Support Fund support is still live.
- ***Emerald Library*** – A reading garden will be established at the Northern entrance in the new year as part of the Hills Hub development. The foyer of the library is also likely to be redeveloped.
- ***Pakenham Library*** – Work on creation of quiet spaces in the library continue. Initial quotes have been provided for a glass wall which will reduce impact of noise on the adult area.
- ***Cranbourne Library*** – A preliminary site inspection by the City of Casey, CCL and a commercial builder indicate that works to optimise space and services may be more complex than originally thought.
- ***Bunjil Place Library*** – Please see separate report CC71/2017.
- ***Hampton Park Library*** – Conversations with City of Casey regarding the redevelopment of the library as part of a Master-planning process for Hampton Park are underway.
- ***Endeavour Hills Library*** – The team are re-organising the way the collection is presented to maximise accessible public space and take advantage of natural light.
- ***Doveton Library*** – Work continues on the presentation of the library to maximise accessible public space. Dedicated space is being created in the work room for Technical Services.

RECOMMENDATIONS

1. That the Buildings and Facilities report be noted.

CC71/2017 BUNJIL PLACE UPDATE

Report prepared by Daniel Lewis and Beth Luppino

Purpose

To provide the Board with an update on progress of Bunjil Place Library.

CCL Library Plan reference – 1.2 and 5.2

Discussion

Bunjil Place library opened to the community on Saturday 28 October. We welcomed 3000 visitors in the first three hours of operation. 16,500 people came through the doors on the opening weekend.

We signed up over 300 new members in the first two days of operation. This is equal to that of an average month at Narre Warren library. 5201 items were lent – an increase of nearly 50%.

We have ordered more stock, both new and from other branches, to keep up with demand. While we have seen some 'settling down' of visitation since the opening weekend, there has consistently been 2000–3000 visits daily.

Lorraine (pictured right) was at the official library launch on November 3, and remembers attending the opening of the original Narre Warren library as well. Many of our members are long-term users, and it has been a joy to see them enjoy the new space.



The sense of awe and wonder expressed by library users and staff visiting the Bunjil Place Library for the first time has been palpable.

Our users are enjoying the architectural design of the building, evident through many comments to staff, and also via online feedback channels.

Hundreds of students have used every possible study space over the past few weeks, with the opening coinciding with school and University exam periods. The Wi-Fi speeds have sustained the intense traffic, and the Level 1 study desks on the eastern wall have been fully utilised.



We have received some constructive feedback on the physical environment and our customer service. Physically, the space is large (not just the library, the precinct itself), and this can present a barrier for people with mobility issues – in particular those who use walking aids. We have also had feedback on signage and way-finding guides.

From a customer service perspective, there are issues with the management of bookable meeting spaces – City of Casey staff are working on solutions to this as a matter of priority. We have managed to find work-arounds for a few customers on this in the short-term.

CCL will continue to refine staffing levels as we gain a better understanding of visitor needs over the longer term.

The sustained energy and commitment of our library staff throughout planning, moving and opening and operation of Bunjil Place Library has been an inspiration.

While the focus on the Bunjil Place transition has been at a peak in recent months, it is important that we note the contribution of former staff including Peter Carter.

Colette McMahon-Hoskinson, former Acting CCL CEO, CCL Board Member and the City of Casey, Manager of Arts and Cultural Development has played an integral role in the early success of the Bunjil Place Library.

Bunjil Place has given CCL staff the opportunity to build strong and robust relationships with the teams responsible for delivering programs and services across the precinct. We particularly appreciate the work of Sue Hamilton and Matt Darvell.

RECOMMENDATIONS

1. That the Bunjil Place Update report be noted.

CC72/2017

INFORMATION TECHNOLOGY

Report prepared by Daniel Lewis

Purpose

To provide the Board with an update on CCL Information and Technology strategies and implementation.

CCL Library Plan reference – 1.1 1.3, 1.4, 2.1, 2.3, 3.1, 5.1, 5.2 and 5.4

Discussion

Growth through the year

2017 saw amazing growth in the Information Services and Technology team. We transitioned away from a managed services model, freeing up resources to build an internal team capable of re-imagining ICT service provision across CCL.

This reinvigorated approach was fully tested with the commissioning of Bunjil Place Library. ICT renewal has now commenced at Pakenham. The roll out of new ICT will continue across CCL with a new branch brought across each week for the remainder of the year.

Change processes have been planned and documented, drawing on our ICT Roadmap and individual project briefs. Visibility of both the micro and macro approach has enabled the connection between disparate services/features to provide enhanced interoperability and streamline the user experience.

A notable change in 2017 has been the upgrade of technology to support activity-based working – empowering staff assigned with mobile devices the freedom to work from multiple locations including member Council offices.

Design work on CCL's new look website was completed in late September, content migration was finalised in October. We anticipate a public release in December. The new look site can be viewed in its development stage at <http://development.cclc.vic.gov.au>

Daniel Lewis is taking on a part time secondment as the new Business Manager for the Swift Consortium for a set term contract of one (1) year – with option to extend. This will see Daniel managing SWIFT on an annualised average of 2 days per week, with CCL invoicing SWIFT on a cost recovery basis. Specialist ICT support will be contracted to back fill the technical component of Daniel's work during the contract period.

RECOMMENDATIONS

1. That the Information Technology Report be noted.

CC73/2017

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, 3.3, 4.1, 5.1, and 5.2,

Discussion

Professional Development Day (*Library Plan reference 5.1*)

Mel Neil hosted a successful all staff workshop at the Bunjil Place Library the day before opening. This was a great opportunity for the team to come together, have robust conversations and experience the new library.

Rev Tim Costello was the keynote speaker. His key points:

- Our success will be defined by the relationships we make with the community
- Celebrate change - we all have a part to play, pool ideas, apply our values and make a tangible difference
- Consider how CCL can reach out to the vulnerable members of our communities and make a positive difference
- Public libraries should be prioritised over pokie venues in developing communities

Staffing (*Library Plan reference 1.4, 5.1, 5.2*)

Welcome

Julie Pugh has joined the CCL team as a Communication Officer for a six-month contract while Deb Trayler is on Long Service Leave. Julie has a background in journalism, editing and graphic design.

Traineeship Program 2017

CCL introduced a traineeship program for Library Studies graduates in 2017. The program provided graduates the opportunity to get their foot in the door, develop skills and gain experience in the public library sector.

CCL also employed two trainees through an Indigenous Employment Program facilitated by Max Employment and MEGT.

Both initiatives have proved successful and CCL intend to retain three of the trainees on a permanent part-time basis.

CCL will continue the traineeship program in 2018 – 2019. The next intake is planned for the new financial year.

Farewell

Marika Szendroe is retiring after 44 years in the library and knowledge industry. Marika is finishing at the end of December. Melissa Martin will be backfilling the role until a permanent appointment is made in early 2018.

Risk Management Plan (*Library Plan Reference 3.3*)

The Risk Management Plan 2017 – 2018 represents a standardised approach to risk management that extends beyond traditional administrative controls and engages our people in the identification and mitigation of risk. The plan also examines the likelihood of and consequences of identified risks.

The Risk Management Plan 2017 – 18 will be implemented by the Operations Manager, branch and departmental managers and occupational health and safety officers. Updates and reports will be provided as required.

RECOMMENDATIONS

1. That the People and Culture Report be noted.
2. That the Risk Management Plan 2017 – 18 be noted.
3. That the Board note their appreciation of Marika Szendroe's significant contribution to CCL.



Casey
Cardinia
Libraries

The Journey from Good to Great!

Risk Assessment Plan

2017 – 2018

Introduction

Public 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 Bunjil Place, Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park 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.

In 2016-17 CCL had approximately 117,000 members and received more than 2 million visits across the network.

We have a number of longstanding policies and procedures in place to address risks to the organisation and our people.

This plan represents a standardised approach to risk management that extends beyond traditional administrative controls and engages our people in the identification and mitigation of risk.

Risk Management Approach

Definition

Risk management is the practice of identifying potential risks, analysing them and taking precautionary steps to reduce/curb the potential impacts.

The key steps in managing risk:

1. Identify the risks
2. Identify the causes
3. Identify the controls
4. Establish likelihood and consequences descriptors
5. Establish risk rating descriptors
6. Add other controls
7. Make a decision
8. Monitor and review

Occupational Health and Safety Hierarchy of Controls

1. Eliminate	<ul style="list-style-type: none"> Is the process/activity required? Remove risk by removing the step in the process/ activity Eliminate the hazard
2. Substitute	<ul style="list-style-type: none"> Can another process or activity be substituted to reduce risk? For example alternative use of equipment
3. Engineer/ Isolate	<ul style="list-style-type: none"> Implement engineering controls to eliminate or minimise risk Streamline work practices Redesign of the workplace
4. Administrative controls	<ul style="list-style-type: none"> Reduce/eliminate risk by following agreed policies, procedures and instructions Work safe procedures Staff training
5. Accept/ Monitor	<ul style="list-style-type: none"> A risk may rate low and be accepted A low rated risk must be continually monitored Review the work practice and circumstances

Risk Likelihood Descriptors

Likelihood Level	Likelihood Descriptor Rating Factor	Description
A	Almost certain	<p>The event will occur on a regular basis</p> <p>High level of recorded incidents and/or very strong anecdotal evidence</p> <p>Opportunity, reason or means to occur</p> <p>Strong likelihood of recurrence</p> <p>More than 1 in 10 event</p>
B	Likely	<p>Regular recorded incidents and strong anecdotal evidence</p> <p>Anecdotal evidence indicates medium frequency</p> <p>Considerable opportunity to occur</p> <p>Between 1 in 10 per event and 1 in 100 per event</p>
C	Possible	<p>The event should occur in some time</p> <p>Few recoded incidents or anecdotal evidence</p> <p>Few incidents in associated organisations/facilities</p> <p>Some opportunity, reason or means to occur</p> <p>Between 1 in 100 per event and 1 in 1000 per event</p>
D	Unlikely	<p>The event may occur at some time</p> <p>Few recoded or known incidents</p> <p>No recent incidents in associated organisations/facilities</p> <p>Little opportunity, reason or means to occur</p> <p>Between 1 in 1000 per event and 1 in 10,000 per event</p>
E	Rare	<p>The event will only occur in exceptional circumstances</p> <p>Little opportunity for occurrence</p> <p>Less than 1 in 10, 000 per event</p> <p>No recorded or known incidents</p>

Risk Consequences Descriptors

Rating	Description	Financial Impact	Staff/Public Health & Safety	Business Interruption	Reputation & Image	Corporate Objectives
5	Severe	Curbing programs Major Budget variation Not covered by insurance	Fatality Permanent Disability Ill health	Systems unavailable For more than a day Prolonged disruption	Adverse and extended media coverage Community outcry Government response	Prosecution Fines Litigation Failure of core business
4	Major	Revenue shortfall Significant budget variation Suspension of programs Insurance issues	Death Long term illness Multiple serious injuries Health impact on public	Critical systems unavailable for 1 day Short term disruption (< 7 days)	Adverse media coverage Community angst Informal Government response	Breach legislation Litigation Impact on person, building Or community
3	Moderate	Notable budget variation Revenue decrease Insurance issues	Injury Hospitalisation Numerous days lost (>10) Health impact on member of public	Public dissatisfaction Systems unavailable for 1 day	Adverse media coverage Non-Government attention	Breach of legislation Investigation/report Possible prosecution/fine
2	Minor	Revenue shortfall	Minor injury Medical treatment Some days lost	Systems unavailable for several hours Inconvenience	Adverse local media coverage	Legal issues Technical breaches
1	Negligible	Minimal financial loss	None Minor personal injury First aid No days lost	Systems unavailable for less than 1 hour	Localised impact only	Resolved by internal actions Day to day management

Risk Rating Matrix

	Consequence				
Likelihood	1	2	3	4	5
A	HIGH	HIGH	VH	VH	VH
B	MEDIUM	HIGH	HIGH	VH	VH
C	LOW	MEDIUM	HIGH	HIGH	VH
D	LOW	LOW	MEDIUM	HIGH	HIGH
E	LOW	LOW	LOW	MEDIUM	HIGH

<p>Very High Risk Risk unacceptable</p> <p>Immediate action required Consultation with CCL management Implement risk action plan</p>	<p>High Risk</p> <p>Action Plan required</p>
<p>Moderate risk Monitor the risk through management personnel</p>	<p>Low Risk Manage through standard/routine processes</p>

Risk Responses

Retain/accept the risk	<ul style="list-style-type: none"> If after controls are in place the risk is deemed acceptable the risk can be retained Plans still need to be in place to manage/fund the consequences of the risk should it occur
Reduce the likelihood of the risk occurring	<ul style="list-style-type: none"> Monitor Preventative maintenance Audit & compliance programs Staff training Policies & procedures
Reduce the consequences of the risk occurring	<ul style="list-style-type: none"> Contingency planning Disaster recovery plans Offsite back up Public relations

	<ul style="list-style-type: none"> ▪ Emergency procedures ▪ Staff training
Transfer the risk	<ul style="list-style-type: none"> ▪ Involves another party bearing or sharing part of the risk e.g. councils as the library sites are their buildings ▪ Outsourcing ▪ Joint ventures
Avoid the risk	<ul style="list-style-type: none"> ▪ Decision to not proceed with the activity due to the likelihood it will generate risk

Key priorities

Ongoing identification of risks through incident reporting, engagement with suppliers, and consultation with staff and stakeholders,

Establishment of Risk Register – CCL will identify and rank risks in collaboration with library management team and Occupational Health and Safety officers

Risk mitigation strategies will be documented and implemented

The Operations Manager will update the risk register in consultation with LMT, OH&S Committee and Staff Consultative Committee on a quarterly basis.

CEO will read and acknowledge the updated risk plan

The Operations report to CCL Board will provide updates on the management of risk at CCL

The CCL Board will be notified of any events that have, or are likely to have a Severe or Major impact on the organisation within 24 hours of occurrence or sooner if practicable.

Risk Register Matrix

- Risk – description of the function
- Analysis
- Impact
- Likelihood
- Consequence
- Mitigation

Related Policies and Forms

- Risk Management Plan
- Disaster Response and Recovery Plan
- Child Safe Policies and Procedures
- OHS suite of documents
- Quick Find Guide

Related Policies

- Employee Code of Conduct and Handbook
- Corporate – Insurance/Legal

Forms

- Register of Injuries & Incidents – general
- Register of Injuries & Incidents – Child Safe Standards
- Risk Assessment Templates

External Service providers

- City of Casey
- Cardinia Shire Council
- WorkSafe Victoria – publications and compliance codes
- Gallagher Bassett Workcover Services
- Productivity Matters – work site assessments
- Meerkin & Apel – retainer relationship

Operational Risk Management Matrix – Customer Service

Risk	Analysis	Impact	Likelihood	Consequence	Mitigation
Catastrophic event destroying a library	Fire, Earthquake, Flood, Pollution event	Depending on scale CCL could lose branches and staff in a catastrophic event Note CMO and Emerald are at high risk in event of bushfire and specific policies have been formulated to address this risk	C	5	Risk Management Plan Disaster Response and Recovery Plan
Lack of succession planning	The capacity of our staff to embrace changing demands on public libraries is critical to the ongoing success of CCL	A lack of planning could leave CCL unable to respond to changing community needs	C	3	CCL is creating a workforce development plan to help address succession management and other potential risks to sustainability of current workforce
Inadequate technology	CCL has traditionally invested heavily in ICT infrastructure, but has struggled to keep pace with changing needs of the community	Issues with Wi-Fi, lack of access to PCs and awkward printing solutions all impact on the visitor experience and therefore could adversely affect visitation and engagement	B	2	Creation and implementation of the ICT Road Map
Failure to adhere to legal and regulatory	All staff required to provide a safe	Exposure to unsafe work practices	A-B	4	Good compliance frameworks and clearly

compliance issues e.g. OH&S	work environment Identification of risks/hazards OHS Reps engagement across the service	Possible harm to staff and users Third party intervention to manage risk and /or incident			articulated policies and procedures Fully trained staff – OHS reps and First Aiders
Fraud	Banking procedures – all staff trained and have personal pin number Purchase orders – approved and countered signed	Breach of trust and values of CCL Review and investigation into compliance practices Could lead to significant prosecution and fines	C	5	Establish clear lines of authority and approval processes
Poor procurement practices	Ensure staff understand the procurement arrangements Staff not exposed to undue pressure from suppliers Purchasing plan is implemented	Breach of the agreed policies and procedures Adverse damage to relationships – internal & external	B	4	Approved contracts in line with legislation and Procurement Australia Test the market and review contracts Educate specialist CCL staff on the legal and contractual requirements
Poor supplier management	Purchasing plan is implemented Product standards maintained Contractual arrangements	Library collection not responsive to community needs and expectations Staff unable to provide the information at	A-B	4	Review Supplier contracts Meet with suppliers regularly Awareness of changes in the publishing

	are clear on quality, service and delivery	the required standard Budget not spent effectively			industry and possible flow on to service and budget
Failure of Information Systems	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CCL unable to communicate with community, councils and wider library industry	C	5	Suitably qualified staff Ongoing training in ICT Continuous improvement of ICT within budget Responsive to community needs
Staff member assaulted on external visit e.g. CfC	Agreed safety compliance in place and updated – working with community partners	Staff member not able to make contact with CCL Staff member required to call for back up e.g. Police	C	5	Ensure staff understand their rights and safety needs Review controls with external service providers
Bomb threats	Gather information and complete assessment Liaise with Wardens	Treat seriously Staff and users – provide support Provide follow up such as EAP	C	5	Gather as much information as possible Contain suspected area Treat the threat seriously Evacuate if able to do so Call 000
Staff assaulted in library	All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area	Emergency services required Staff may need to manage situation without placing themselves or others in further danger	B	5	All staff trained in emergency response management Communication to CMT, council, emergency service OHS Reps and first aiders act

	Staff to support each be safe and then call for support				and provide guidance
Building failure e.g. sanitation	Regular service maintenance logs to be maintained Managers to liaise with council departments	Need to cordon off and restrict access Re-direct staff and public to other amenities Possible closure of library site	C	3	Clear maintenance procedures in place Ability to report urgent matters Staff trained in crowd control and communication
Staff working alone e.g. CMO and Doveton	CCL to provide adequate staffing at all times	Staff member exposed to risk working alone	C	3	Adequate staffing at all times Training in managing situations when limited staff resources Review service delivery and requirements
Unattended children in the library	Regular occurrence due perception public libraries are safe places Follow standard policies and procedures	Frightened child – staff need to follow approved guidelines Language barriers Staff unable to contact parents/carers by phone Staff maybe required to call Police and/or DHS	B	4	All staff trained in Child Safe standards All staff sign Child safe Code of Conduct policy Staff follow guidelines in managing situation – incidents reports, follow up and review of guidelines and policies

<p>Inability to maintain safe public space</p>	<p>Building maintenance matters reported promptly to councils</p> <p>Regular risk assessments conducted at each site to identify any potential hazards</p>	<p>Need to cordon off and restrict access to certain areas</p> <p>Possible closure of library site</p>	<p>C</p>	<p>3</p>	<p>CCL management to work together with councils if public safety is threaten</p>
<p>Accident in the library causing harm to patron/staff</p>	<p>Take all reasonably practical measure to ensure all library sites are safe spaces</p> <p>All staff to actively engage in ensuring the spaces are clear of barriers, easy access and to work with the users in providing solutions</p>	<p>Area of the library space to be cordoned off</p> <p>Emergency services required</p> <p>Councils to be notified</p> <p>Evacuation of whole building and closed to public</p> <p>Disruption to service for a period</p>	<p>C</p>	<p>4</p>	<p>All staff trained in emergency response management</p> <p>Communication to CMT, council , emergency service</p> <p>OHS Reps and first aiders act and provide guidance</p> <p>Appropriate containment of information</p>

Strategic Risk Analysis Matrix – Corporate Business

Risk	Analysis	Impact	Likelihood	Consequence	Mitigation
Decline in revenue from funding partners	CCL revenue from funding partners has been relatively stable. Factors that will impact on future revenue are: rapidly growing population, rate capping, and CCL's capacity to generate revenue from alternate sources	Short fall in revenue over the medium – long term will lead to decline in services and or visitor experience.	B	2	Advocate for increased funding from State Government Generate revenue from private sector including corporate partnerships, sponsorships and donations
Decline in loans	2107 – 21 Library Plan identifies that there will be a gentle decline in loans over the forward period due to changes in the way people consume information.	Item loans are one of the libraries core offerings to community. Loans drive visitation	C	5	Establish strategies to grow visitation that are not collection dependent. Ensure that the collection is well maintained and contains items that people want to borrow.
Decline in visitation	Visitation should grow steadily in line with projected population growth; however this has not been the case in recent years. The way people use libraries is changing	Declining visitation is a key strategic concern for CCL	B	2	Establish strategies to grow visitation that are not collection dependent. Create spaces that attract contemporary communities for a variety of uses
Changes in the way people consume information	People are consuming information in greater volumes than ever before. People no longer need to visit libraries to	Declining visitation and loans	B	2	Establish strategies to enhance engagement with community outside the four walls of the library.

	access information, however they may need help to find the information they need				
Lack of resources to enable strategic shift in service delivery	CCL operates in a cash positive environment with a reasonable capital reserve. Staff are well trained and have the capacity to support a strategic shift as long as it is in alignment with company values	CCL fail to adapt to the needs of the Casey Cardinia Community	C	3	Ensure an open and accountable relationship with leading funding partners.
Under performing Board	CCL Board is appointed by Council to oversee CCL operations. They are guided by a regional library agreement and Local Law No.1	CCL fail to adapt to the needs of the Casey Cardinia Community	C	4	Active engagement of Board in governance and strategy. Offer training and development opportunities in conjunction with member Councils
Legal claim against CCL	There are currently no legal claims pending	CCL incurs costs of defending against legal proceeding and is sued	C	3	Good compliance frameworks and clearly articulated values
Legal proceedings against CCL	There are currently no legal proceedings lodged against CCL	CCL incurs costs of defending against legal proceeding and is sued	C	4	Good compliance frameworks and clearly articulated values
Changes to government policy	State Government is contemplating introducing new Local	CCL may have to change its governance arrangements in	B	3	Active participation in Public Libraries Victoria Network and engagement with key

	Government Act in 2018	response to the new Act			stakeholders in State and Local Government
Loss of reputation/ brand	CCL has recently refreshed its brand and is engaging community in conversation about what they expect from the library	Community disengages with CCL, visitation decreases	D	3	Continued engagement with community about the services it needs from CCL
Poor enterprise risk management	CCL has constructed this Risk Management Plan in response to the need for coordinated risk management	The lack of a plan would impact on CCL's capacity to respond to risk	D	3	Revise Risk Management Plan on an annual basis every August
Lack of Business Continuity Plan	Business continuity strategies were revised in 2017 as part of the CCL Disaster Response and Recovery Plan	The lack of a plan would impact on CCL's capacity to respond to crisis	D	3	Revise business continuity strategies on an annual basis as a part of disaster planning processes
Breakdown in partnership between Cardinia Shire Council and the City of Casey	The two Councils have a strong track record of collaboration. CCL partnership has been in place for 20 years. Current Regional Library Agreement has recently been reviewed and signed off.		D	5	Finalise review of Regional Library Agreement. Be prepared for further change if the revised LG Act is successfully adopted by State Government
Unanticipated calls on materials or finances	CCL operates under a rigorous compliance framework. While there was a highly publicised call on resources through Defined Super Benefits	CCL has a reasonable capital reserve, however a multimillion dollar call, could impact severely on	C	4	Keeping abreast of current factors impacting on State and Local Government

	further calls are unlikely	the organisation			
Increase in Workcover Premiums	CCL has an aging workforce that has exposure to manual handling risks.	While CCL has the capacity to manage increased Workcover premiums, the organisation would prefer to have no workplace injuries and a happy healthy workforce	B	2	Actively support happy and healthy workplace through proactive programs
Impact on cash flow if significant debtors delay payments	CCL has three main funding partners, who have paid their dues in a timely fashion in recent years	Extended delay in payments by one of the three funding partners could cause major problems for CCL cash flow	C	4	Maintain strong lines of communication with key stakeholders from Casey, Cardinia and Victorian State Government
Inability to recruit suitably qualified staff	CCL is undergoing significant change, it is vital that we recruit suitably qualified staff to enable best outcomes from transition	CCL has successfully recruited new employees over the last 12 months	D	3	Strong focus on values framework, creating a sense of optimism and excitement about the transition at CCL

CC74/2017

OPERATIONS

Report prepared by Melinda Rogers

Purpose

To describe CCL's monthly performance from August to September 2017.

CCL Library Plan reference - 1.1, 1.2, 3.1, 4.1 and 5.3

Discussion

Visits and Loans *(Library Plan reference 1.1, 1.2 and 4.1)*

October was a busy month for CCL. A number of factors influenced our results. These included:

- The closure of Narre Warren Library in preparation for the opening of Bunjil Place Library.
- The massive opening weekend of Bunjil Place Library.
- Closure of the branch network for the all staff planning day on Friday 27 October (in 2016 the all staff workshop was held in November).
- This year the second week of the school holidays fell in October – last year both weeks were in September.

Physical visits year on year for October were down over 13 percent. There was an increase in virtual visits year on year (1.97 percent) as well as eLoans (2.1 percent). Virtual visits were also up on the previous month, September.

Digital Services *(Library Plan reference 1.1, 1.2 and 3.1)*

Use of e-resources and Wi-Fi services across the library network increased in October. Despite the closure and limited service of Narre Warren Library, Wi-Fi access was still available to the community. Year on year Wi-Fi statistics were up over 6 percent.

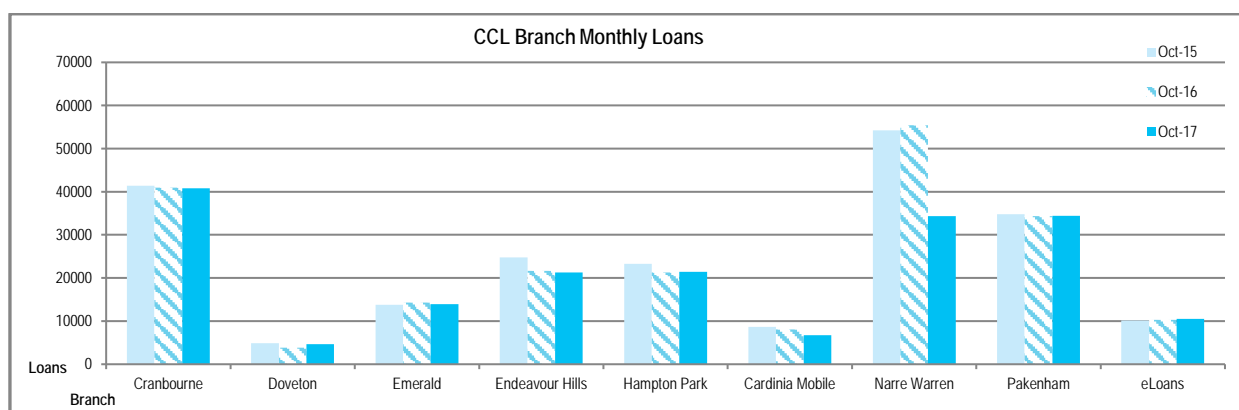
Our online education resources continue to be utilised well within the community; with consistent strong performances for Busy Things and Road to IELTS. Transparent Language had exponential growth year on year, this can be attributed to the mobile download feature.

Visits and Loans

Visits and Loans – October 2017

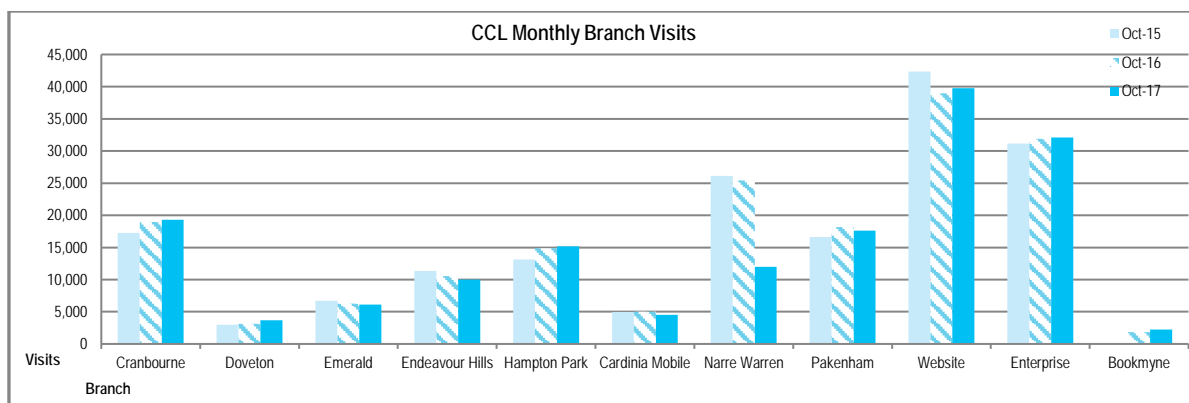
Loans

Branch	Oct-15	Oct-16	Oct-17	% Variation 2016/ 17
Headquarters	1,077	1,216	1,156	-4.9%
Cranbourne	41,403	40,940	40,782	-0.4%
Doveton	4,869	3,835	4,683	22.1%
Emerald	13,796	14,294	13,913	-2.7%
Endeavour Hills	24,769	21,686	21,263	-2.0%
Hampton Park	23,251	21,274	21,397	0.6%
Cardinia Mobile	8,662	8,044	6,700	-16.7%
Narre Warren	54,224	55,434	34,325	-38.1%
Pakenham	34,819	34,356	34,452	0.3%
Region	206,870	201,079	178,671	-11.1%
eLoans	10,174	10,324	10,540	2.1%
Total Loans	217,044	211,403	189,211	-10.5%



Visits

Branch	Oct-15	Oct-16	Oct-17	% Variation 2016/ 17
Cranbourne	17,264	18,951	19,329	2.0%
Doveton	3,004	3,112	3,687	18.5%
Emerald	6,705	6,292	6,117	-2.8%
Endeavour Hills	11,327	10,529	10,014	-4.9%
Hampton Park	13,134	14,891	15,198	2.1%
Cardinia Mobile	4,993	5,014	4,511	-10.0%
Narre Warren	26,144	25,435	11,999	-52.8%
Pakenham	16,617	18,141	17,619	-2.9%
Region	99,188	102,365	88,474	-13.6%
Website	42,368	38,947	39,773	2.1%
Enterprise	31,125	31,879	32,095	0.7%
Bookmyne		1,836	2,229	21.4%
Total Virtual	73,493	72,662	74,097	2.0%
Total Visits	172,681	175,027	162,571	-7.1%



Digital Services

Digital Services – October 2017

Internet Bookings

Branch	No. of PCs	Oct-16	Oct-17	% Variation 2016/ 17	Total Avail
Cranbourne	12	1,898	2,016	6.2%	2,832
Doveton	9	469	566	20.7%	999
Emerald	7	736	591	-19.7%	1,330
Endeavour Hills	10	1,295	1,120	-13.5%	2,360
Hampton Park	16	1,673	1,763	5.4%	3,456
Cardinia Mobile	1	17	15	-11.8%	161
Narre Warren	19	2,973	1,789	-39.8%	5,111
Pakenham	18	2,539	2,562	0.9%	4,518
Total	92	11,600	10,422	-10.2%	20,767
Total year to date		46,989	44,175	-6.0%	



Wireless Network Bookings

Branch	Oct-16	Oct-17	% Variation 2016/ 17
Cranbourne	3,410	3,937	15.5%
Doveton	310	589	90.0%
Emerald	806	1,116	38.5%
Endeavour Hills	1891	2,294	21.3%
Hampton Park	2,976	3,441	15.6%
Cardinia Mobile	0	0	0.0%
Narre Warren	5,735	4,488	-21.7%
Pakenham	3,100	3,503	13.0%
Total	18,228	19,368	6.3%



Electronic Resources

	Oct-16	Oct-17	% Variation 2016/17
Bolinda eAudiobooks	2,516	3,645	44.9%
Bolinda eBooks	2,619	3,350	27.9%
Choice	68	53	-22.1%
Cloud Library	0	195	
Fairfax Newspapers			
Freegal Music	1,992	1,800	-9.6%
Tumblebooks	310	347	11.9%
RB Digital Magazines (Zinio)	1,355	1,150	-15.1%
Total	8,860	10,540	19.0%

E-Learning

	Oct-16	Oct-17	% Variation 2016/17
Busy Things	8,024	9,141	13.9%
Road to IELTS	76	108	42.1%
Transparent Language	104	297	185.6%
Studiosity (Your Tutor)	302	150	-50.3%
Total	8,506	9,696	14.0%

RECOMMENDATIONS

1. That the Operations Report be noted.

CC75/2017

CUSTOMER EXPERIENCE

Report prepared by Beth Luppino

Purpose

To provide the Board with an update on community engagement, collections and services, including programs, events and partnerships.

CCL Library Plan reference – 1.1, 2.1, 2.2, 3.1, 4.1, 4.2

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.

Discussion

Community Engagement

Library Programs (*Library Plan reference 4.1*)

Programs over the early part of summer focus on Christmas celebrations. There is a suite of creative arts performances scheduled, featuring local schools, musicians and ensembles. There are also opportunities for people of all ages to create gifts and decorations across the region. Positive, inclusive engagement opportunities are important for community at this time of year – while it is wonderful to celebrate with family when things are good, this can also be a time that triggers feelings of pressure, isolation and depression for some.

In December, The Australian Ballet will come to Bunjil Place. Preschool children will explore The Sleeping Beauty as a story and also as a ballet. Later in January, the ballet company will present performances of this ballet, which will enable kids to combine what they learn in this literacy program with the creative arts experience.

The January School Holiday program is brimming with STEAM programs, gaming, reading, illustrating and performances for kids. CARP Productions will present 'The Great Toy Contest' at Bunjil Place Library, and 'Might Mini beasts' at Cranbourne. Cranbourne will also host Lizzy's Lizards where children can touch and hold Australian wildlife. Pakenham has a series of evening storytimes tailored especially for children starting school in 2018. The school-readiness program will help kids to prepare, and explore concerns and expectations around starting school.

Cranbourne Library has been the focus of several key community events in the past month. The launch of the Narre Warren Local and Family History Archives drew community and local council representatives together in an event to highlight these historical collections. Following this, Federal member Anthony Byrne MP launched the State Library of Victoria's touring exhibition 'Writing the War' on 9 November, ahead of Remembrance Day. The Exhibition tells personal stories of a group of Australians in WWI, and is accompanied by a full program of free events.

Program Attendances for CCL – October 2017 (*Library Plan reference 3.1*)

October 2017 Program Attendances

Attendances at Youth Activities

Branch	Oct-16	Oct-17
Cranbourne	1,154	1,123
Doveton	326	458
Emerald	330	341
Endeavour Hills	571	563
Hampton Park	1,096	1,068
Cardinia Mobile	114	315
Narre Warren	1,405	470
Pakenham	1,035	1,251
Total	6,031	5,589

Attendances at Adult Activities

Branch	Oct-16	Oct-17
Cranbourne	44	140
Doveton	90	25
Emerald	17	10
Endeavour Hills	12	141
Hampton Park	61	98
Cardinia Mobile	0	0
Narre Warren	107	0
Pakenham	45	78
Total	376	492



Together We Can – Cardinia Shire (*Library Plan reference 2.2, 3.1*)

CCL is working with Cardinia Shire Council and other key partners to help prevent family violence. Our libraries provide safe, welcoming spaces for those affected by domestic violence and other abuse. CCL are running information talks such as 'mindfulness for parents', and 'Women talk money'. Inclusive family programs such as 'Lego at the Library' (supported by Toy World Pakenham) and a short story competition for young people, challenging gender stereotypes and inequality in partnership with the Star News Group and the Pakenham Show. CCL will participate in the White Ribbon Day walk on November 25, and provide additional family activities.

In December, Doveton Library has been supported by City of Casey to deliver a free program for women that includes assertiveness strategies, healthy communication, working with anger, positive conflict resolution, improved self-esteem, financial literacy and implementing self-care.

In February, Doveton will partner with Anglicare in a six-week program 'Parents Building Solutions', helping parents and kids deal with frustration and anger and find strategies that work – enabling parenting to be easier and more fun.

Marketing and Promotions (*Library Plan reference 3.1*)



Our Forgiving tree campaign has recently featured the community partners working with each of our branches. These video posts have been popular, gaining approximately 700 views and increased sharing activity.

Bunjil Place Library's chosen Forgiving Tree Charity Partner in Narre Warren is Transit Soup Kitchen. They give food support for hundreds of families in need across Melbourne's south east. Non-perishable food donations through the Forgiving Tree Campaign mean that Transit can increase the number of people they support at this time of the year.

The opening of Bunjil Place Library was the focus of promotions in October. Working closely with the City of Casey marketing team we created a sense of excitement through 'sneak peak' videos of the new space. A unique time-lapse video was also taken and promoted, captured as the 50,000 books, CDs, DVDs and magazines were delivered and shelved in the library. 'A new library coming together' gave our community a birds-eye view of their new space.



Our '1000 Books Before School' state-wide reading campaign has featured on Facebook over the past few months, with wonderful images of children who have achieved the target.



Library Has Legs (*Library Plan reference 3.1.1*)

As part of this year's Indigenous Literacy Day Celebrations, CCL's Library Has Legs partnership program with the Royal Botanic Gardens Victoria and the Balee Koolin Bubup Bush Playgroup hosted their annual Learning with Community incursion at Cranbourne Library to celebrate the oral story telling tradition. Fourteen koori kids, together with their extended kinship community gathered together with Uncle Ron Murray, a Wamba Wamba man (from the Swan Hill area) to listen to the stories that had been passed on orally to him from a young age. Children were encouraged to publish their pictures from the stories they had heard into a book page as a memento from the day.

Library Has Legs (Cardinia) continues to focus on working with individual families to strengthen literacy skills, improve school-readiness and create capacity for parents to develop their child's love of reading. This program is currently exceeding targets, with a large number of families needing these specialised support services. A number of our current children will start school in 2018, leaving room for us to take on new clients.

Places and Spaces (*Library Plan reference 1.1*)

The opening week of Bunjil Place provided evidence of the real need for study space in our region. Every table, armchair, and nook was used by students preparing for end of year exams.

We are negotiating the establishment of an MOU with Federation University to create study-space improvements in all branches. Key elements for discussion include provision of new furniture and dedicated spaces, along with information support for students from both CCL and Federation University staff. The university is particularly interested in helping CCL to engage their student cohort in Emerald, who may find it difficult to access the Berwick campus.

Collection Performance (*Library Plan reference 4.2*)

We lent 178,671 physical items in October, which was a decrease on the same month last year (201,079,) however limited services at Narre Warren branch largely account for this variation.

CCL has a current membership base of 115,502 members at 31 October 2017. Of these, 15,831 used their card at one of our libraries in the month of October, and 1588 new members were signed up.

Conclusion

CCL continues to engage our community through a variety programs for people of all ages, and improve community awareness of services, spaces and collections.

RECOMMENDATIONS

1. That the Customer Experience Report be noted.

GENERAL BUSINESS

CC76/2017 CASEY CARDINIA LIBRARIES MEETING SCHEDULE 2018

Report prepared by Chris Buckingham

Purpose

To establish the meeting schedule for Casey Cardinia Libraries (CCL) Board meetings in 2018.

Discussion

Under the terms of the Regional Agreement the Board is required to meet at least 'once every three months'.

It is usual practice that the Board convenes on the fourth Wednesday of the month commencing at 5.30pm. Meeting locations alternate between City of Casey offices and Cardinia Shire offices. The Board may wish to consider meeting at CCL branches.

The board's feedback on the proposed dates is most welcome.

The following dates are proposed:

Date	Location	Agenda Items
Wednesday 28 February 2018	Cardinia Shire	Marketing Communications Strategy, Social Media Strategy, Draft Facilities Development Plan
Wednesday 18 April 2018 <i>*note – fourth Wednesday is Anzac Day Public Holiday.</i>	City of Casey	Library Plan, Strategic Resources Plan, Annual Operating Budget 4-year Draft Estimate Budget, Action Plan, Purchasing Plan
Wednesday 27 June 2018	Cardinia Shire	Workforce Development Plan, Procurement Policy, ICT Roadmap
Wednesday 22 August 2018	City of Casey	Year End Finance Report, Draft Annual Report (including Financial Reports)
Wednesday 24 October 2018	Cardinia Shire	Annual Report, Children and Youth Strategy
Wednesday 28 November 2018	City of Casey	Meeting Schedule 2019, Draft Budget

Conclusion

Once adopted, this schedule of meetings for CCL will be forwarded to member Councils for diary management purposes.

RECOMMENDATIONS

1. That the schedule of meeting dates and times for 2018 be agreed and then forwarded to the member Councils.

NEXT MEETING

Wednesday 28 February 2018, Cardinia Shire Offices, Officer.