



**Casey  
Cardinia  
Libraries**

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

## **AGENDA**

**Board Meeting  
Wednesday 26 June 2019  
6.00pm**

Cardinia Shire  
Siding Avenue, Officer – Dining Room

1. Present
2. Apologies  
Cr Wayne Smith (City of Casey)
3. Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL)  
Ordinary Board Meeting held on 17 April 2019.
4. Declaration of Conflicts of Interest
5. Strategies/Plans *Page No.*

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## STRATEGIES/PLANS

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### CC17/2019 LIBRARY PLAN 2019–2023

*Report prepared by Chris Buckingham and Beth Luppino*

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#### Purpose

To provide an update on Casey Cardinia Libraries four-year Library Plan 2019–2023.

#### Discussion

CCL Library Plan is the primary planning document for the delivery of our library service. It is a requirement to have a Library Plan under Section 125 of the Local Government Act 1989 in place by 30 June each year.

*At the April 17, 2019 Board meeting it was resolved that:*

- 1. That the Board endorse the draft CCL Library Plan 2019–2023*
- 2. That CCL forward the Library Plan 2019–2023 to the member Councils for adoption.*

Cardinia Shire Council considered and approved CCL Library Plan 2019–2023 at its Council meeting on Monday 17 June 2019.

City of Casey considered and approved CCL Library Plan 2019–2023 at its Council meeting on Tuesday 21 May 2019.

The Library Plan will be reviewed on an annual basis to ensure that we continue to deliver the library services the community needs. A major renewal is not anticipated until 2021.

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#### RECOMMENDATIONS

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1. That the Board adopt the CCL Library Plan 2019–2023.
2. That CCL forward a copy of the adopted Library Plan 2019–2023 to the Minister for Local Government in accordance with provisions of the Local Government Act 1989.



# Library Plan

2019 – 2023

**The journey from good to great!**



Casey  
Cardinia  
**Libraries**

Inspiring spaces

Where everyone is free  
to discover possibilities  
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# Foreword

Casey Cardinia Libraries (CCL) are delighted to share our 2019 – 23 Library Plan with you. It is the primary planning document for the delivery of library services in the Casey Cardinia region and fulfils part of our obligations set out in Section 125 of the Local Government Act.

This Plan represents an extension of the ambitious new direction set for CCL in 2017. We are reinvigorating our services to meet the changing needs and expectations of our community.

We will update this Plan on an annual basis for the next three years, before a major renewal in 2021.

CCL is one of Victoria's largest public library services. We are funded principally by the City of Casey, Cardinia Shire Council and the Victorian State Government. We support a rapidly growing and diverse community of more than 420,000 people. The population of City of Casey and Cardinia Shire council is forecast to exceed 700,000 people within twenty years.

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. We also have a dedicated CCL reading lounge and free Wi-Fi at the Federation University Library in Berwick.

CCL plays a leading role in the Swift Consortium who share library resources across 20 library services throughout Victoria. This gives our customers access to a collection of more than two million items.

The successful opening of Bunjil Place in 2017 has demonstrated the intrinsic value of libraries in engaging community in the arts. We are front door for the creative sector – when people visit their local library they are seeking out new experiences and opportunities to use their imagination.

Public libraries provide vital social infrastructure for community. We have the capacity to physically co-locate with a broad range of other services including galleries, educational institutions such as universities, shared work spaces, youth centres, kindergartens and adult community education services.

We are proud of the fact that our libraries are safe and welcoming. People will increasingly seek connection with others when they visit their library.

Vibrant public libraries promote literacy, provide free access to information, encourage a culture of lifelong learning and actively contribute to healthy and resilient communities. Our libraries host enormous reservoirs of potential in the people who visit.



The way our community uses our libraries is changing. We need to think carefully about the way we use space within the branches and adopt new technology. We will continue to prioritise the creation of welcoming spaces where people can gather and learn. We will also actively seek out opportunities to co-locate with other community services to deliver the best possible outcomes for our community.

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

We work hard to drive growth in our membership, visits and loans. We are seeing our members adopting new ways of consuming information. The uptake of digital items such as eAudiobooks and eBooks is increasing, while lending of physical items remains stable.

Library programs and activities are increasingly being delivered through partnerships with community organisations, educational institutions and recreation service providers. We continue to strengthen our relationships with the City of Casey, Cardinia Shire council and key stakeholders to deliver better outcomes for the community.

New libraries are needed as residential areas are developed across the region. Existing libraries also need to be refurbished to meet the changing needs of their community. A whole new cohort of people are using our libraries in less traditional ways. This means we must create spaces where people can connect and have conversations as well as quiet places for study and reflection.

As we advocate for new libraries in the region we also need to continually refine our programming and opening hours and ensure that our libraries meet the diverse needs of our whole community.

We will continue to actively listen to our community and encourage participation in library life.



# Libraries Change Lives

## CCL in 1996 – 97

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



## CCL in 2017 – 18

*120,615 members*  
*2.2 million visits per year*  
*336,693 items*  
*2,523,854 annual loans*  
*Seven fixed branches and*  
*one mobile library*



Comedian and aspiring Librarian Alan Brough sharing the love for libraries at Bunjil Place

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

- R. David Lankes



# Public Libraries Now and into the Future

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

The International Federation of Library Associations (IFLA) released its Global Vision Report in March 2018. It was developed with input from 31,000 participants from 190 countries. The report highlights show libraries are:

- Dedicated to providing equal and free access to information and knowledge
- Deeply committed to core roles in supporting literacy, learning and reading
- Focused on our communities
- Embracing digital innovation
- Strong advocates for libraries at national and regional leader level
- Aware that funding is our biggest challenge
- Eager to work more collaboratively and develop strong partnerships
- Desiring to be less bureaucratic and resistant to change
- Proud to be guardians of the memory of the world
- Attracting young professionals deeply committed and eager to lead

Successful contemporary libraries offer open, accessible and welcoming public spaces where people can read, learn and connect with others.

Libraries have a growing responsibility to encourage social inclusion and help build resilient communities.

Public libraries will be judged more on the experiences they provide rather than the physical products on offer.

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

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



**T**o ask why we need libraries at all, when there is so much information available elsewhere, is about as sensible as asking if roadmaps are necessary now that there are so very many roads.

– Jon Bing

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

Library staff will increasingly engage and interact with the community in the library, online and outside our four walls. They will act more as way finders than curators. Their performance will be increasingly measured by the quality of the visitor experience in our libraries

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



# Challenges and Opportunities

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

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

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

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

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

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

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

*I lived in the Doveton region, as a young girl, and came across the library whilst my mum would do her shopping across the road. My family were not big on reading although for me when I was allowed to visit, these were times in my life when my mind became a place of excitement, curiosity and expansion. Then, I left to live in Olinda, and returned to Doveton and joined the library again, and my childhood excitement re-opened, and once again found the love of reading all over again.*

– Female aged 45–54, Doveton Library user – CCL 2019 Community Survey.

# Our Vision

Inspiring spaces where everyone is free to discover possibilities.

# Our Mission

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

# Our Values

## Teamwork

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

## Love of Learning

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

## Fairness

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

## Creativity

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

## Social Intelligence

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

## Humour

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

# Our Approach

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

# Our Goals, Strategies and Desired Outcomes

## 1. The Knowledge Well

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

Strategies	Targets and Outcomes
<p>1.1 Create accessible physical and virtual spaces which inspire our community</p>	<ul style="list-style-type: none"> <li>• People visit our libraries and are happier for it</li> <li>• Increased library visitation and engagement (physical and digital)</li> <li>• Program and events attendance and number of programs and events</li> <li>• New service delivery models are explored and developed</li> </ul>
<p>1.2 Our core services are free and accessible to everyone in our community</p>	<ul style="list-style-type: none"> <li>• Our collection is current and well used – loans</li> <li>• We do not collect overdue fines for library items</li> <li>• Our libraries are spaces where the community can gather, learn and grow</li> <li>• People feel welcome in our libraries</li> </ul>
<p>1.3 Invest in ICT that enhances library user experience and enables greater staff productivity</p>	<ul style="list-style-type: none"> <li>• Our community can access our free services from almost any location</li> <li>• Increased utilisation of digital technology by staff and customers</li> <li>• The fastest free Wi-Fi in the Casey Cardinia Region</li> </ul>
<p>1.4 Operate as the vanguard of publicly available information technology and encourage people to use it effectively</p>	<ul style="list-style-type: none"> <li>• Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology</li> <li>• Our staff can provide expertise when and where our community needs it</li> <li>• Our services and staff successfully adapt to the changing environment and continue to deliver relevant services that people need.</li> </ul>



## Related CCL Strategic Plans

- *Facilities Development Plan 2019-2023*
- *Digital Roadmap and Journey Map 2019-2020*
- *Social Inclusion Strategy 2017-2020*



**L**ibraries store the energy that fuels the imagination. They open up windows to the world and inspire us to explore and achieve, and contribute to improving our quality of life.

—Sidney Sheldon

## 2. Leadership & Innovation

Lead positive change through partnerships and teamwork.

Strategies	Targets and Outcomes
<p>2.1 Build community appreciation of the work we do and value the services we provide</p>	<ul style="list-style-type: none"> <li>• Maintain Net Promoter Score between 55 and 65 (Biannual Community Survey)</li> <li>• Improved customer satisfaction (Statewide benchmarking survey)</li> <li>• Positive coverage in local media</li> <li>• Community feedback via social media, correspondence and website</li> <li>• Public recognition of CCL as an active contributor to community life.</li> </ul>
<p>2.2 Form robust partnerships with organisations that support literacy and lifelong learning</p>	<ul style="list-style-type: none"> <li>• Working relationships established with key community services including maternal child health services, childcare centres and kindergartens, local schools, tertiary education and training providers and other public libraries</li> <li>• Connect with new members and community groups through targeted outreach</li> <li>• Our partnerships deliver enhanced learning and well-being outcomes for the community</li> </ul>
<p>2.3 Positively advocate for public libraries and be an active member of the Public Libraries Victoria (PLV) and Swift Library Consortium</p>	<ul style="list-style-type: none"> <li>• The growth and development of PLV and Swift including the delivery of a Statewide Library Management System</li> </ul>

### Related CCL Strategic Plans

- *Marketing Action Plan 2018 and Activity Calendar*
- *Social Media Strategy 2017*

## 3. Resilience

Strengthen capacity in our growing community.

Strategies	Targets and Outcomes
3.1 Strong connections with our community	<ul style="list-style-type: none"> <li>• Demonstrated connection with community leaders, council stakeholders and relevant interest groups</li> <li>• Established volunteer programs that support literacy in our community</li> <li>• Positive community feedback via social media</li> <li>• Increased library membership</li> <li>• Establishment of Friends of CCL (FOCCL)</li> </ul>
3.2 Increased investment in new infrastructure and services that support our community	<ul style="list-style-type: none"> <li>• Successful advocacy for new libraries in target communities (Officer, Clyde and Cranbourne)</li> <li>• Successful advocacy for renewal and refurbishment of existing libraries</li> <li>• Cost of library service per capita remains stable</li> </ul>
3.3 Recognised contribution to community well-being and social equity	<ul style="list-style-type: none"> <li>• Delivery of a comprehensive Social Inclusion Strategy that supports our diverse community and the prevention of family violence</li> <li>• Representation on committees and working parties with our member councils and other community agencies that support liveability in the region</li> <li>• The capacity of our libraries to support emergency response and recovery activities in high risk communities</li> <li>• Successful attainment of commitments made through the State Government Take 2 Pledge Sustainability Program in partnership with member councils</li> </ul>

### Related CCL Strategic Plans

- *Facilities Development Plan 2019–2023*
- *Member Council Municipal Public Health and Wellbeing Plan(s)*
- *Take 2 Sustainability Pledge Program Commitments*

## 4. Literacies

Encourage reading and lifelong learning.

Strategies		Targets and Outcomes
4.1	Deliver programs and activities that support literacy and lifelong learning	<ul style="list-style-type: none"> <li>Number of programs devoted to encouraging literacy and lifelong learning</li> <li>Attendance at programs and activities</li> </ul>
4.2	Ensure collection is accessible and well used	<ul style="list-style-type: none"> <li>CCL items are free and accessible to our members</li> <li>Swift items are free and accessible to our members</li> <li>Our collection exceeds key statewide benchmarks for currency and usage</li> </ul>
4.3	Host events and performances that inspire creativity	<ul style="list-style-type: none"> <li>The number of people who attend creative events and performances at CCL</li> </ul>
4.4	Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) learning	<ul style="list-style-type: none"> <li>Establishment of STEAM related programs and activities in every branch every day of the school week</li> </ul>

### Related CCL Strategic Plans

- Children and Youth Strategy 2017 - 2020*
- Member Council Municipal Public Health and Wellbeing Plan(s)*
- Collection Development Policy 2018*

## 5. Organisational Performance

Build an outstanding and innovative organisation.

Strategies	Targets and Outcomes
5.1 Embrace CCL values in everything we do	<ul style="list-style-type: none"> <li>• CCL staff share belief in the value of the services we provide and the communities we support</li> <li>• CCL staff take calculated risks and embrace opportunities for growth</li> <li>• Staff engagement survey(s) show increased understanding and support of CCL values</li> </ul>
5.2 Create a people focused organisation that is quick to embrace new ways of doing things	<ul style="list-style-type: none"> <li>• Adoption of new services and strategies that support best practice</li> <li>• New revenue streams established through partnerships with external agencies, grants, individual donors and corporate sponsors</li> </ul>
5.3 Compliance with statutory and funding requirements	<ul style="list-style-type: none"> <li>• Review our Library Plan on an annual basis and undertake major renewal in 2020</li> <li>• All our activities are governed by sound financial and business management principles</li> <li>• Annual Budget comes within + / - 5% projections</li> <li>• Renewal of business systems including Employee Records Management System</li> <li>• Development and delivery of Occupational Health and Safety Management System</li> </ul>

### Related CCL Strategic Plans

- *Workforce Development Plan 2019 – 2020*
- *Risk Management Plan 2018 – 2019*
- *Budget 2019– 2020*



# Key Performance Indicators

- Development and delivery of the CCL Library Plan 2019 – 2023 and associated plans and policies
- Development of a high performing workforce with positive culture
- Our community is consulted, engaged and enthused by CCL
- Efficient and effective management of the operations of the library service
- Sound financial and business management of CCL
- CCL complies with statutory and funding requirements

## Measures

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

- Net Promoter Score (happy customers)
- Statewide Customer Satisfaction Surveys
- Sustainable financial position (books balance)
- Investment attracted for new libraries, services and programs
- Staff surveys
- Community surveys
- Selected lead indicators from the Annual Survey of Public Libraries
- Local Government Performance Reporting Framework



## Our Key Measures

Measure	CCL Actual 2017/18	CCL Target 2018/19	CCL Target 2019/20	CCL Target 2020/21	CCL Target 2021/22
Visits – physical	1,282,382	1.4 mil	1.45 mil	1.50 mil	1.55 mil
Visits – virtual	952,741	975,000	1.01 mil	1.06 mil	1.1 mil
Number of programs and events	3,005	2,500	2,500	2,500	2,500
Program and events attendance	84,440	85,000	95,000	100,000	100,000
Loans (total physical and digital)	2,523,854	2.55 mil	2.55 mil	2.55 mil	2.57 mil
Utilisation of Technology (internet, Wi-Fi, specialist PCs)	338,722	450,000	500,000	525,000	550,000
Net Promoter Score (Community Survey)	60	65	65	65	65

## Statewide Measures

Measure	CCL Actual 2017/18	Statewide Average 2016/17	CCL Target 2018/19	CCL Target 2019/20	CCL Target 2020/21	CCL Target 2021/22
Turnover rate – physical items	7.7	5.3	7.1	7.2	7.3	7.3
Turnover rate – digital items	9.5	4.3	14.0	15.0	15.0	15.0
Physical quality of library collection (age of collection – less than 5 years)	68%	65%	70%	70%	70%	70%
Cost of library service per capita	\$24.45	\$40.46	\$26.75	\$27.50	\$28.50	\$29.50
Active Library Members (borrowers of physical items)	11%	16%	11%	11%	11%	11%
Overall Customer Satisfaction (Statewide benchmarking survey)		8.54	N/A	8.8	N/A	8.8

Note: 21/22 Targets based on 7 existing branches and mobile service. With additional investment from member Councils in new facilities, growth will align more closely with population growth

For more detail:

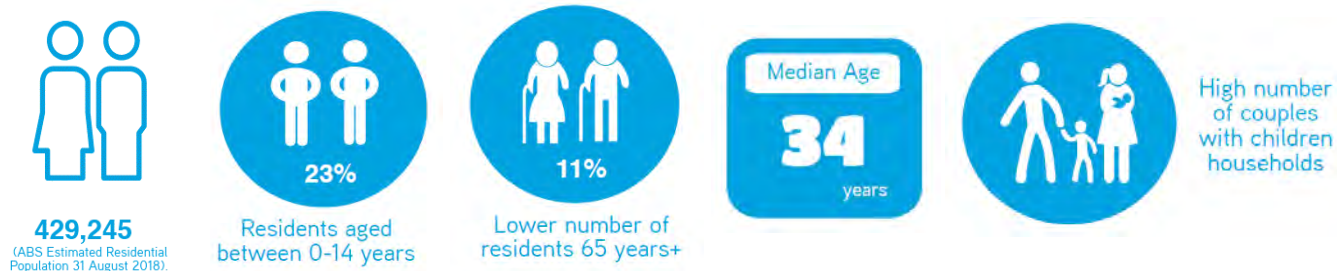
Local Government Reporting Framework measures go to [City of Casey](#) or [Cardinia Shire](#) websites

Key Performance Indicators can be sourced from the [Annual Survey of Public Libraries](#)

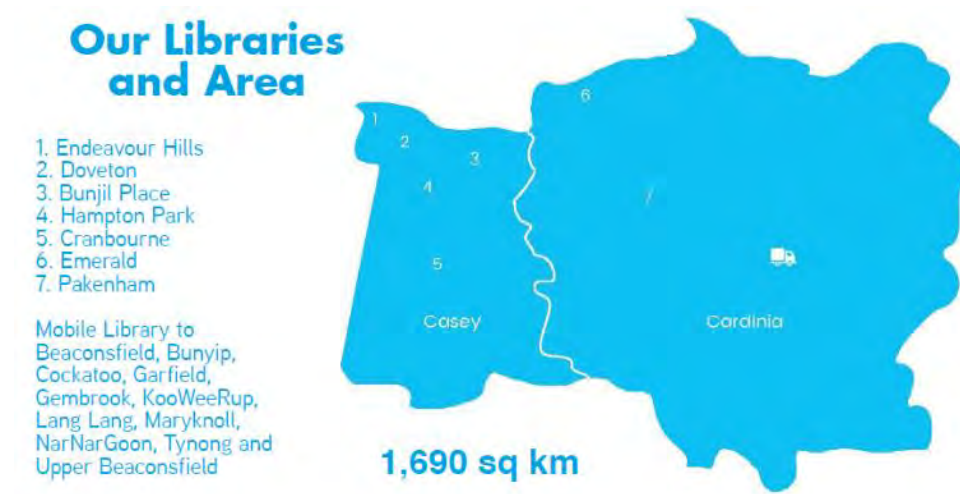
[Australian Library and Information Association \(ALIA\) Guidelines, Standards and Outcome Measures for Australian Public Libraries – July 2016](#)

# Our Community – A Snapshot

In 1996, the region had a population of 188,488. The latest Australian Bureau of Statistics report shows the population has increased to 429,245 with significant residential development across the region's 1,690 square kilometres. (*Regional Population Growth, Australia – 3218.0 Australian Bureau of Statistics, Revised August 2018*). Cranbourne East and Beaconsfield-Officer are the areas that have experienced significant growth; both are in the top 10 largest and fastest growth areas in Victoria.



Casey Cardinia lies in the traditional lands of the Wurundjeri and Boon Wurrung peoples. Indigenous people from many different places live in the region.



Casey Cardinia region has more couples-with-children households (43%) and single-parent households (11.8%) than the Melbourne average. Nearly 55% of residents are families with children.



Our community is diverse. More than a quarter of residents were born in non-English speaking countries. Almost a third of the Casey Cardinia region's population speak a language other than English at home. Key languages other than English include Persian/Dari, Sinhalese, Punjabi, Mandarin, Hindi Arabic and Spanish. More than 9,800 people with an Afghan ancestry live in Casey; this is nearly half of all Afghan-born people in Victoria.



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



### Employment

Over 93% of our residents are employed, over half (59%) are full-time



### Education 65%

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

### Diversity

30% of households speak a language other than English in the home.



5% of the Victorian Indigenous population live in our community.

Compared with other OECD countries, Australian Institute of Health and Welfare (AIHW) reports that Australians are struggling to achieve a work-life balance ranking in the bottom third of the OECD countries. (*Australia's Welfare 2017, AIHW, October 2017*). Despite satisfactory job performance and earnings, Australians spent less time on leisure and personal care than those in other OECD countries. (*How's life in Australia? OECD, November 2017*).

General Social Survey data shows that in 2014, 45% of women and 36% of men were always or often rushed or pressed for time, compared with 21% of women and 28% of men who were rarely or never rushed or pressed for time. (*General Social Survey Summary Results - 4159.0, Australian Bureau Statistics, 2014*).



### Vehicle Ownership

90% of households own at least one



### Transport to Work

Approximately 71% use a car

Excessive commuting impacts on leisure and family time as well as stress levels.

### Location of work

Live in the area, but work outside the area



Casey  
67%



Cardinia  
62%

Time is a precious resource in our community. More than 93% of residents (15 years+) are employed. Approximately 65% of working people from Casey and Cardinia live in the area but work outside the area; and spend time commuting to and from work impacting on their leisure and family time.

Family violence occurs across all social and economic classes, religions, location and cultural backgrounds. Casey Cardinia region has some of the highest recorded number of family violence incidents in Victoria ([Crime Statistics Agency, Family incidents, 2012-2016](#)).





# Listening and Learning

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

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

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

## This plan is informed by:

- A biannual Online Community Survey
- In depth interviews with community groups and individuals
- CCL Annual All Staff Planning Workshop(s)
- Annual internal Organisational Health Check
- CCL Board members
- Key staff at City of Casey and Cardinia Shire Council
- Conversations across the organisation
- State Government, Public Libraries Victoria Network, State Library Victoria and Council Plans
- [Victorian Public Libraries 2030 Strategic framework](#)
- [Australian Public Library Guidelines Standards and Outcome Measures 2016](#)
- [Australian libraries support the Sustainable Development Goals.](#)

**L**ibraries have always been a force for good in the world. The Sustainable Development Goals (SDGs) provide us with an opportunity to show how much we can achieve by improving access to information and helping people transform their knowledge into life-enhancing opportunities.

*Vicki McDonald ALIA President 2017–2018*



### Key findings from our recent community survey included:

- People generally feel welcome, happy and relaxed when they enter our libraries.
- New libraries and upgrades provoke a strong range of responses – most people like the changes.
- Community requested programs including those on trend, adult education, kids programs including targeted learning to support school, new book events, more STEAM programs for kids, book clubs and author events.
- Our library users like to see the variety of offerings across the branches for all ages young and old and all abilities.
- Books are really important, and a lot of people come to the library to read and learn at their own pace.
- The library is used for many activities, quiet reading and studying and working, a place to relax and unwind from their busy lives, attending our programs and events or to make use of our facilities.
- The range of purposes, comments and use indicates tension and challenges around noise levels and space. There is an identified need for quiet spaces with suggestions including quiet times.
- Community members commented about the differences between branches, in terms of the look and feel.
- Ongoing community feedback indicates that CCL needs to continue to make our libraries more accessible physically and digitally, the community appreciate our extended opening hours, particularly the 9am weekday opening.
- Our library users want light, friendly, inviting and comfortable furniture, attractive spaces.
- There was strong consistent feedback on our friendly and approachable staff. People feel they can ask for help without any judgement and value the opportunity to engage with library staff.
- Our overall Net Promoter Score (NPS) indicates that those who use our libraries love us and what we do, they are incredibly supportive of the service we provide to the community and would recommend us to family and friends.
- There are many users who love what we do and offer; they may not utilise the services or facilities themselves but are thrilled our community have access to these.
- We still have work to do educating library users around full range of our services we offer.

W

*ithout libraries what have we? We have no past and no future.*

— Ray Bradbury



**For more information on  
Casey Cardinia Libraries visit  
[ccl.vic.gov.au](http://ccl.vic.gov.au)**

 @CaseyCardiniaLibraries

 @CasCarLibraries

Adopted June 2019

CC18/2019      STRATEGIC RESOURCE PLAN 2019–2023

*Report prepared by Chris Buckingham and Emily Ramaswamy*

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**Purpose**

To provide an update on Casey Cardinia Libraries' four-year draft Strategic Resource Plan 2019–2023.

*CCL Library Plan reference – 5.3*

**Discussion**

The Strategic Resource Plan 2019–2023 is required under section 125 of the Local Government Act 1989. It details the resources required to meet the strategic objectives identified in the Library Plan 2019 – 2023.

At the April 17, 2019, Board meeting it was resolved:

1. *That the Board endorse draft Strategic Resource Plan 2019–23.*
2. *That CCL forward the Strategic Resource Plan 2019–23 to the member Councils for adoption.*

Cardinia Shire Council considered and approved CCL Strategic Resource Plan 2019–2023 at its Council meeting on Monday 17 June 2019.

City of Casey considered and approved CCL Strategic Resource Plan 2019–2023 at its Council meeting on Tuesday 21 May 2019.

The Strategic Resource Plan 2019–2023 has been updated to reflect a correction in allocation of \$50k of Library Materials from Operational to Capital Expenditure in 2019–20 to match the increasing demand of Audiobooks from the community. The shift has caused little effect on the cash flow but has improved the net result for 2019–20 by \$42k.

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**RECOMMENDATIONS**

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1. That the Board adopt the Strategic Resource Plan 2019–2023.
2. That CCL forward a copy of the adopted Strategic Resource Plan 2019–2023 to the Minister for Local Government in accordance with the provisions of the Local Government Act 1989.



Casey  
Cardinia  
**Libraries**

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

# **Strategic Resource Plan 2019 – 2023**

Adopted June 2019



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## 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

## 1.0 Executive Summary

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

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

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

	Budget 2018-19	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
City of Casey	5,818,100 53.31%	6,198,639 53.43%	6,508,571 53.73%	6,736,371 53.71%	6,938,463 53.62%
Cardinia Shire	1,968,060 18.03%	2,164,866 18.66%	2,273,109 18.76%	2,352,668 18.76%	2,423,248 18.73%
State Government	2,580,490 23.64%	2,682,570 23.12%	2,787,547 23.01%	2,896,723 23.10%	3,010,266 23.26%
CCL - Operations	547,200 5.01%	555,640 4.79%	545,033 4.50%	555,214 4.43%	568,538 4.39%
<b>Total Income</b>	<b>10,913,850</b>	<b>11,601,716</b>	<b>12,114,261</b>	<b>12,540,977</b>	<b>12,940,515</b>

	2018-19	2019-20	2020-21	2021-22	2022-23
Employee Costs	8,104,023	8,566,016	8,813,794	9,075,957	9,345,986
IT & Communications	575,800	736,700	737,330	737,973	738,628
Promotions & Marketing	100,000	91,500	95,160	98,966	102,925
Administration	655,500	618,100	642,824	668,537	695,278
Library Materials	1,407,000	1,500,640	1,542,821	1,586,243	1,630,945
Furniture & Equipment	335,000	220,000	188,700	188,700	188,700
<b>Total Expenditure</b>	<b>11,177,323</b>	<b>11,732,956</b>	<b>12,020,629</b>	<b>12,356,377</b>	<b>12,702,463</b>

## 2.0 Financial Statements 2019–2023

Comprehensive Income Statement For the Years ending June 2019–2023					
	Note	Budget 2019–20	Forecast Est 2020–21	Forecast Est 2021–22	Forecast Est 2022–23
<b>Revenue</b>					
Council Contributions	1	8,363,505	8,781,681	9,089,040	9,361,711
State Government Grants	2	2,682,570	2,787,547	2,896,723	3,010,266
CFC Grant Funding		165,240	168,545	171,916	175,354
Interest on Investments		88,000	86,000	89,000	95,000
Other income		293,280	290,489	294,298	298,184
<b>Total Income</b>		<b>11,592,595</b>	<b>12,114,261</b>	<b>12,540,977</b>	<b>12,940,515</b>
<b>Expenditure</b>					
Employee Costs	3	8,566,016	8,813,794	9,075,957	9,345,986
IT & Communications	4	736,700	737,330	737,973	738,628
Library Materials	5	311,000	323,440	336,378	349,833
Promotions & Marketing		91,500	95,160	98,966	102,925
Administration		618,100	642,824	668,537	695,278
Depreciation		1,518,584	1,517,115	1,596,637	1,565,873
<b>Total Expenditure</b>		<b>11,841,900</b>	<b>12,129,663</b>	<b>12,514,449</b>	<b>12,798,524</b>
Net Gain(loss) disposal of plant & Equipment		9121	0	0	0
<b>Total comprehensive result</b>		<b>-240,184</b>	<b>-15,402</b>	<b>26,528</b>	<b>141,992</b>

Balance Sheet					
As at June 2019-2023					
	Note	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
<b>ASSETS</b>		\$	\$	\$	\$
<b>Current Assets</b>					
Cash Asset		70,000	70,000	70,000	70,000
Financial Assets		2,674,743	2,767,629	2,950,688	3,186,355
Receivables		50,000	60000	70000	80000
		2,794,743	2,897,629	3,090,688	3,336,355
<b>Non-Current Assets</b>					
Fixed Assets		4,353,844	4,244,809	4,086,738	3,990,677
<b>TOTAL ASSETS</b>		7,148,587	7,143,185	7,179,715	7,331,710
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Payables		470,879	482,500	496,000	510,000
Employee Entitlements		1,490,600	1,533,750	1,579,400	1,626,400
		1,961,479	2,016,250	2,075,400	2,136,400
<b>Non-Current Liabilities</b>					
Employee Entitlements		25,800	26,550	27,350	28,200
<b>TOTAL LIABILITIES</b>		1,987,279	2,042,800	2,102,750	2,164,600
<b>NET ASSETS</b>		5,161,308	5,100,385	5,076,965	5,167,110
<b>EQUITY</b>					
Members Contribution on Formation		2,051,239	2,051,239	2,051,239	2,051,239
Accumulated Surplus		3,110,069	3,049,146	3,025,726	3,115,871
<b>TOTAL EQUITY</b>		5,161,308	5,100,385	5,076,965	5,167,110



As at June 2019 – 2023			
	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
<b>2019</b>			
Bal at the beginning of the financial year	5,684,465		2,051,239
Comprehensive result	-282,973	3,350,253	
<b>Balance at end of financial year</b>	<b>5,401,492</b>	<b>3,350,253</b>	<b>2,051,239</b>
<b>2020</b>			
Bal at the beginning of the financial year	5,401,492		2,051,239
Comprehensive result	-240,184	3,110,069	
<b>Balance at end of financial year</b>	<b>5,161,308</b>	<b>3,110,069</b>	<b>2,051,239</b>
<b>2021</b>			
Bal at the beginning of the financial year	5,161,308		2,051,239
Comprehensive result	--15,402	3,094,666	
<b>Balance at end of financial year</b>	<b>5,145,905</b>	<b>3,094,666</b>	<b>2,051,239</b>
<b>2022</b>			
Bal at the beginning of the financial year	5,059,313		2,051,239
Comprehensive result	26,528	3,121,194	
<b>Balance at end of financial year</b>	<b>5,172,433</b>	<b>3,121,194</b>	<b>2,051,239</b>
<b>2023</b>			
Bal at the beginning of the financial year	5,172,433		2,051,239
Comprehensive result	141,992	3,263,186	
<b>Balance at end of financial year</b>	<b>5,132,495</b>	<b>3,263,186</b>	<b>2,051,239</b>

**Statement of Capital Works**  
**For the Years ending June 2019–2023**

	Note	Budget 2019–20	Forecast Est 2020–21	Forecast Est 2021–22	Forecast Est 2022–23
<b>Capital Expenditure</b>					
Library Materials	5	1,189,640	1,219,381	1,249,866	1,281,112
Motor Vehicles		35,000	0	0	0
Furniture & Equipment		185,000	188,700	188,700	188,700
		1,409,640	1,408,081	1,438,566	1,469,812

**Statement of Human Resources**  
**For the four years ending June 2023**

	Budget 2019–20	Forecast Est 2020–21	Forecast Est 2021–22	Forecast Est 2022–23
Staff Expenditure				
Employee costs – Operating	8,566,016	8,813,794	9,075,957	9,345,986
<b>Total Staff Expenditure</b>	<b>8,566,016</b>	<b>8,813,794</b>	<b>9,075,957</b>	<b>9,345,986</b>
	EFT	EFT	EFT	EFT
Staff Numbers	98.22	98.22	98.22	98.22
Permanent full time	36	36	36	36
Permanent part time	127	127	127	127

Statement of Cash Flows				
Year ended June 30, 2019–2023				
	Budget 2019–20 \$	Forecast Est 2020–21 \$	Forecast Est 2021–22 \$	Forecast Est 2022–23 \$
<b>Cash Flow from Operating Activities</b>				
<b>Income from:</b>				
Council Contributions	8,363,505	8,781,681	9,089,040	9,361,711
Government Grants	2,682,570	2,787,547	2,896,723	3,010,266
Interest Income	88,000	86,000	89,000	95,000
Overdue Fines	0	1	2	3
Other Income	458,520	459,033	466,214	473,538
	11,592,595	12,114,262	12,540,979	12,940,518
<b>Payments for:</b>				
Employee Costs	8,566,016	8,813,794	9,075,957	9,345,986
Library Materials	311,000	323,440	336,378	349,833
Computer Services	736,700	737,330	737,973	738,628
Other Costs	709,600	737,984	767,503	798,203
	10,323,316	10,612,548	10,917,811	11,232,650
Net Cash Inflow from Operating Activities	1,269,279	1,501,714	1,623,167	1,707,868
<b>Cash Flow from Investing Activities</b>				
<b>Payments for:</b>				
Proceeds for sale of Plant & Equipment	72,300	0	0	0
Payment for Books, Furniture, Plant & Equipment	-1,409,640	-1,408,081	-1,438,566	-1,469,812
<b>Net Cash (Outflow) from Investing Activities</b>	-1,337,340	-1,408,081	-1,438,566	-1,469,812
Net Increase/Decrease in Cash	-68,061	93,633	184,602	238,056
Cash at the beginning of the year	2,812,804	2,744,743	2,838,376	3,022,978
<b>Cash Held at End of Year</b>	2,744,743	2,838,376	3,022,978	3,261,033

## 3.0 Notes to the Strategic Resource Plan Financial report June 2019–2023

### 1 Council Contributions

Contributions are calculated based on the funding formula in the 2017 Regional Library Agreement. The latest available ABS Population figures are estimates as at June 2017. *(ABS figures released 2 May 2018).*

Contribution Allocation	Casey	Cardinia
Population	76.14%	23.86%
Usage	72.09%	27.91%
Average	74.115%	25.885%

Population	Budget 2019–20	Forecast Est 2020–21	Forecast Est 2021–22	Forecast Est 2022–23
City of Casey	326,820	342,866	356,555	369,214
Cardinia Shire	102,425	109,043	115,401	121,570
	<b>429,245</b>	<b>451,909</b>	<b>471,956</b>	<b>490,784</b>

Councils Contribution	Budget 2019–20	Forecast Est 2020–21	Forecast Est 2021–22	Forecast Est 2022–23
Population	429,245	451,909	471,956	490,784
Councils Contribution	8,363,505	8,781,681	9,089,040	9,361,711
Average Contrib per Capita	\$19.48	\$19.43	\$19.26	\$19.08

### 2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/Municipality. The current agreement expires June 30, 2019. The state funding is primarily calculated on population.

State Funding	Budget 2019–20	Forecast Est 2020–21	Forecast Est 2021–22	Forecast Est 2022–23
Population	429,245	451,909	471,956	490,784
State Funding	\$2,682,570	\$2,787,547	\$2,896,723	\$3,010,266
Average Contrib per Capita	\$6.25	\$6.17	\$6.14	\$6.13

### 3 Staff Resources

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

Additional staffing has been budgeted to take into account the extension of opening hours across the branches and the increased need for staff at Bunjil Library.

Human Resources	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Employee Costs	8,566,016	8,813,794	9,075,957	9,345,986
Total Staffing EFT	98.22	98.22	98.22	98.22
% of total expenditure	73.01%	73.32%	73.44%	73.56%
Population	429,245	451,909	471,956	490,784
Expenditure per capita	\$19.96	\$19.50	\$19.23	\$19.04

### 4 Information & Communications Technology (ICT)

The ICT road map informs investment in new the products and platforms used by CCL over the life of the Library Plan. CCL has realigned the operational and expenditure budget to better reflect the current operational requirements of the organisation and allow greater flexibility in service delivery.

Information & Communications Technology (ICT)	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Telecommunications	31,500	32,130	32,773	33,428
Data Communications	260,000	260,000	260,000	260,000
ILMS	220,800	220,800	220,800	220,800
Computer Software & Support	224,400	224,400	224,400	224,400
<b>Total ICT</b>	<b>736,700</b>	<b>737,330</b>	<b>737,973</b>	<b>738,628</b>
% of total expenditure	7.10%	6.91%	6.73%	6.54%
Population	429,245	451,909	471,956	490,784
Expenditure per capita	\$1.72	\$1.63	\$1.56	\$1.50



## 5 Library Resources and Materials

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

Library Resources	Budget 2019-20	Forecast Est 2020-21	Forecast Est 2021-22	Forecast Est 2022-23
Non-Capital	311,000	323,440	336,378	349,833
Capital	1,189,640	1,219,381	1,249,866	1,281,112
<b>Total Library Resources</b>	<b>1,500,640</b>	<b>1,542,821</b>	<b>1,586,243</b>	<b>1,630,945</b>
% of total expenditure	14.54%	14.54%	14.53%	14.52%
Population	429,245	451,909	471,956	490,784
Expenditure per capita	\$3.50	\$3.41	\$3.36	\$3.32

## 4.0 Member Council Contributions 2019-23

	2018-19			2019-20			2020-21			2021-22			2022-23		
Contribution Allocation	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia	Total	Casey	Cardinia
<b>Contribution Split</b>		<b>74.724%</b>	<b>25.276%</b>		<b>74.115%</b>	<b>25.885%</b>		<b>74.115%</b>	<b>25.885%</b>		<b>74.115%</b>	<b>25.885%</b>		<b>74.115%</b>	<b>25.885%</b>
<b>Income</b>															
Capital Replacement Reserves	285,000	212,962	72,038	290,000	214,934	75,066	70,000	51,881	18,119	30,000	22,235	7,765	0	0	0
Operations Income	280,200	209,376	70,824	302,400	224,125	78,275	290,489	215,297	75,192	294,298	218,120	76,178	298,184	221,000	77,184
Interest on Investments	105,000	78,460	26,540	88,000	65,221	22,779	86,000	63,739	22,261	89,000	65,963	23,037	95,000	70,410	24,590
CFC funding	162,000	121,052	40,948	165,240	122,468	42,772	168,545	124,918	43,627	171,916	127,416	44,500	175,354	129,964	45,390
Sub Total	832,200	621,850	210,350	845,640	626,749	218,891	615,033	455,834	159,199	585,214	433,733	151,481	568,538	421,374	147,164
<b>State Government Funding</b>															
Premiers Reading Challenge	57,000	42,592	14,408	58,140	43,091	15,049	58,140	43,091	15,049	58,140	43,091	15,049	58,140	43,091	15,049
State Subsidy	2,396,474	1,790,732	605,742	2,492,333	1,847,201	645,132	2,592,026	1,921,089	670,938	2,695,707	1,997,932	697,775	2,803,536	2,077,850	725,686
Local Priorities	127,016	94,911	32,105	132,097	97,904	34,193	137,381	101,820	35,560	142,876	105,893	36,983	148,591	110,129	38,462
Total State Funding	2,580,490	1,928,235	652,255	2,682,570	1,988,195	694,374	2,787,547	2,065,999	721,547	2,896,723	2,146,916	749,807	3,010,266	2,231,069	779,198
<b>Expenditure</b>															
Employee Costs	8,104,023	6,055,619	2,048,404	8,566,016	6,348,731	2,217,285	8,813,794	6,532,372	2,281,422	9,075,957	6,726,676	2,349,282	9,345,986	6,926,808	2,419,178
IT & Communications	575,800	430,259	145,541	736,700	546,008	190,692	737,330	546,475	190,855	737,973	546,951	191,022	738,628	547,437	191,191
Library Materials	311,000	232,390	78,610	311,000	230,499	80,501	323,440	239,719	83,721	336,378	249,307	87,070	349,833	259,280	90,553
Programs & Marketing	100,000	74,724	25,276	91,500	67,816	23,684	95,160	70,528	24,632	98,966	73,349	25,617	102,925	76,283	26,642
Administration	655,500	489,813	165,687	618,100	458,107	159,993	642,824	476,431	166,393	668,537	495,488	173,049	695,278	515,308	179,971
	9,746,323	7,282,805	2,463,518	10,323,316	7,651,159	2,672,156	10,612,548	7,865,524	2,747,023	10,917,811	8,091,771	2,826,040	11,232,650	8,325,116	2,907,535
<b>Capital Expenditure</b>															
Asset Replacement															
Library Material	1,096,000	818,971	277,029	1,189,640	881,706	307,934	1,219,381	903,748	315,633	1,249,866	926,342	323,524	1,281,112	949,501	331,612
Motor Vehicles	0	0	0	35,000	25,940	9,060	0	0	0	0	0	0	0	0	0
Furniture & Equipment	335,000	250,324	84,676	185,000	137,113	47,887	188,700	139,856	48,844	188,700	139,856	48,844	188,700	139,856	48,844
	1,431,000	1,069,295	361,705	1,409,640	1,044,759	364,881	1,408,081	1,043,604	364,477	1,438,566	1,066,198	372,368	1,469,812	1,089,356	380,456
Total Expenses Core Library Service	11,177,323	8,352,100	2,825,224	11,732,956	8,695,919	3,037,037	12,020,629	8,909,128	3,111,500	12,356,377	9,157,969	3,198,408	12,702,463	9,414,472	3,287,991
Population (ABS 24 Apr 2018)	416,064	316,233	99,831	429,245	326,820	102,425	451,909	342,866	109,043	471,956	356,555	115,401	490,784	369,214	121,570
Council Cont Prev Yr	7,614,900	5,741,275	1,873,625	7,786,160	5,818,100	1,968,060	8,363,505	6,198,639	2,164,866	8,781,681	6,508,571	2,273,109	9,089,040	6,736,371	2,352,668
<b>Council Cont</b>	<b>7,786,160</b>	<b>5,818,100</b>	<b>1,968,060</b>	<b>8,363,505</b>	<b>6,198,639</b>	<b>2,164,866</b>	<b>8,781,681</b>	<b>6,508,571</b>	<b>2,273,109</b>	<b>9,089,040</b>	<b>6,736,371</b>	<b>2,352,668</b>	<b>9,361,711</b>	<b>6,938,463</b>	<b>2,423,248</b>
Council Contribution increase on prior year	2.25%	1.34%	5.04%	7.42%	6.54%	10.00%	5.00%	5.00%	5.00%	3.50%	3.50%	3.50%	3.00%	3.00%	3.00%

## 5.0 Non-Financial Resources

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

There are five service points in the City of Casey:

- Cranbourne Library
- Doveton Library
- Endeavour Hills Library
- Hampton Park Library
- Bunjil Place Library

There are three service points operating in Cardinia Shire:

- Pakenham Library
- Emerald Library
- Cardinia Mobile Library

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 @CaseyCardiniaLibraries  
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CC19/2019 LIBRARY BUDGET 2019-2020

*Report prepared by Chris Buckingham and Emily Ramaswamy*

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**Purpose**

To provide an update on Casey Cardinia Libraries Library Budget 2019 – 2020 financial year.

*CCL Library Plan reference – 5.3.*

**Discussion**

The Library Budget 2019-20 details the resources CCL requires to meet the strategic objectives identified in the Action Plan 2019-2020.

*At the April 17, 2019 Board meeting it was resolved that:*

- 1. That the Board endorse the draft Library Budget 2019-20*
- 2. That CCL Budget 2019-20 be forwarded to member Councils for approval prior to final adoption by the Board in June 2019.*

Cardinia Shire Council considered and approved CCL Library Budget 2019-2020 at its Council meeting on Monday 17 June 2019.

City of Casey considered and approved CCL Library Budget 2019-2020 at its Council meeting on Tuesday 21 May 2019.

The 2019-20 Budget has been updated to reflect a correction in allocation of \$50k of Library Materials from Operational to Capital Expenditure in 2019-20 to match the increasing demand of Audiobooks from the community. The shift has caused little effect on the cash flow but has improved the net result for 2019-20 by \$42k.

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**RECOMMENDATIONS**

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1. That the Board adopt the Library Budget 2019-2020.



**Casey  
Cardinia  
Libraries**

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

# **Budget 2019 – 2020**

Adopted: June, 2019



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## 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

## 1.0 Executive Summary

The 2019–20 budget has been developed in consultation with key staff, Board members and Council Officers. A draft version of the budget was presented at the November 2018 Board meeting.

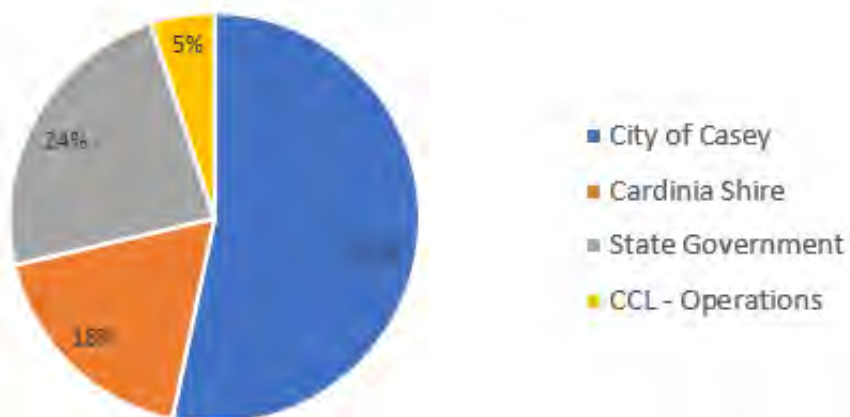
The financial statements have been prepared in accordance with the Local Government Act, maintaining a reporting framework that is consistent with the principles of sound financial management.

Casey Cardinia Libraries (CCL) is funded City of Casey and Cardinia Shire Council, and the State Government. It is funded according to the funding formula specified in the 2017 Casey Cardinia Regional Library Agreement. Member Council funding is calculated on population and usage across the region. The State Government funding is primarily based on population.

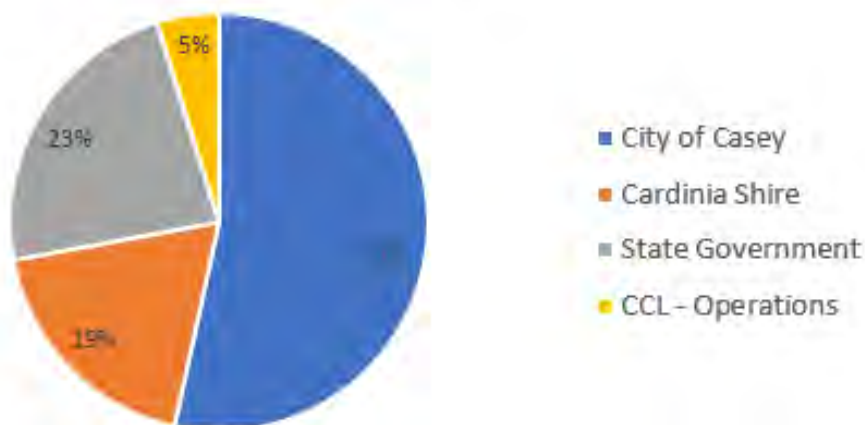
## Income

	Budget 2018-19	Budget 2019-20
City of Casey	5,818,100 53.31%	6,198,639 53.43%
Cardinia Shire	1,968,060 18.03%	2,164,866 18.66%
State Government	2,580,490 23.64%	2,682,570 23.12%
CCL - Operations	547,200 5.01%	555,640 4.79%
<b>Total Income</b>	<b>10,913,850</b>	<b>11,601,716</b>

Budget 2018-19

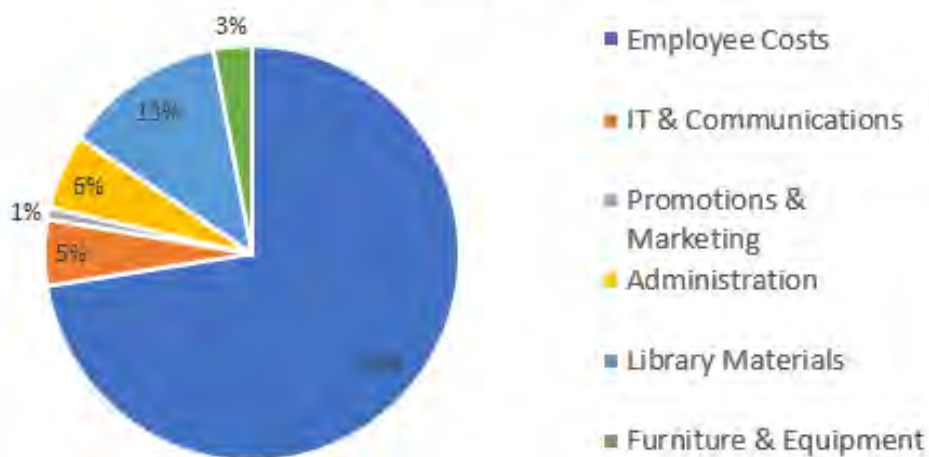


Budget 2019-20

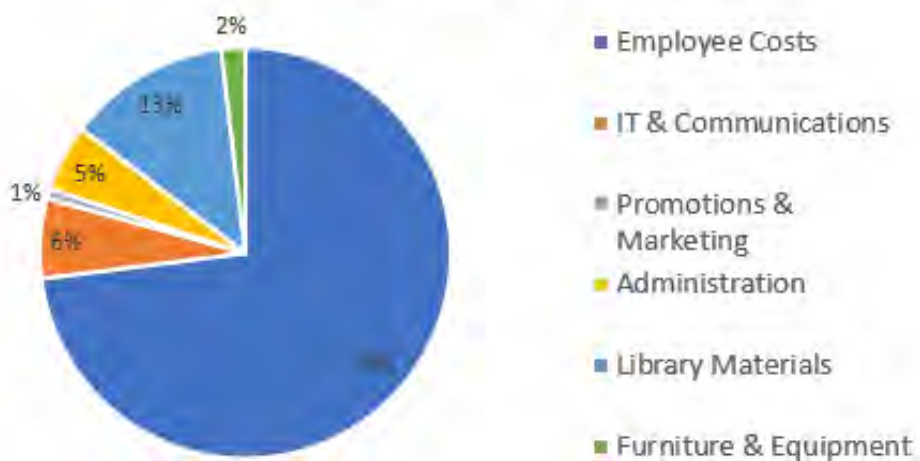


## Expenditure

Budget 2019-20



Budget 2019-20





## 2.0 Budgeted Financial Statements 2019–20

Comprehensive Income Statement For the Years ending June 2019–2023		
	Budget 2018–19	Budget 2019–20
<b>Revenue</b>		
Council Contributions	7,786,160	8,363,505
State Government Grants	2,580,490	2,682,570
CFC Grant Funding	162,000	165,240
Interest on Investments	105,000	88,000
Other income	280,200	293,280
Total Income	10,913,850	11,592,595
<b>Expenditure</b>		
Employee Costs	8,104,023	8,566,016
IT & Communications	575,800	736,700
Library Materials	311,000	311,000
Promotions & Marketing	100,000	91,500
Administration	655,500	618,100
Depreciation	1,450,500	1,518,584
Total Expenditure	11,196,823	11,841,900
Net Gain (loss) disposal of plant & Equipment	0	9,121
Total comprehensive result	-282,973	-240,184

Balance Sheet As at June 2019-2023		
	Budget 2018-19	Budget 2019-20
<b>ASSETS</b>	<b>\$</b>	<b>\$</b>
<b>Current Assets</b>		
Cash Asset	80,000	70,000
Financial Assets	2,732,804	2,674,743
Receivables	11,000	50,000
	2,823,804	2,794,743
<b>Non-Current Assets</b>		
Fixed Assets	4,462,788	4,353,844
<b>TOTAL ASSETS</b>	<b>7,286,592</b>	<b>7,148,587</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables	450,500	470,879
Employee Entitlements	1,410,200	1,490,600
	1,860,700	1,961,479
<b>Non-Current Liabilities</b>		
Employee Entitlements	24,400	25,800
<b>TOTAL LIABILITIES</b>	<b>1,885,100</b>	<b>1,987,279</b>
<b>NET ASSETS</b>	<b>5,401,492</b>	<b>5,161,308</b>
<b>EQUITY</b>		
Members Contribution on Formation	2,051,239	2,051,239
Accumulated Surplus	3,350,253	3,110,069
<b>TOTAL EQUITY</b>	<b>5,401,492</b>	<b>5,161,308</b>

**Statement of Change in Equity**  
**As at June 2019 – 2023**

	Total	Accumulated Surplus (deficit)	Member Contribution on Formation
<b>2019</b>			
Bal at the beginning of the financial year	5,684,465		2,051,239
Comprehensive result	-282,973	3,350,253	
<b>Balance at end of financial year</b>	<b>5,401,492</b>	<b>3,350,253</b>	<b>2,051,239</b>
<b>2020</b>			
Bal at the beginning of the financial year	5,401,492		2,051,239
Comprehensive result	-240,184	3,110,069	
<b>Balance at end of financial year</b>	<b>5,161,308</b>	<b>3,110,069</b>	<b>2,051,239</b>

**Statement of Capital Works**  
**For the Years ending June 2019–2023**

	Note	Budget 2018–19	Budget 2019–20
<b>Capital Expenditure</b>			
Library Materials	5	1,096,000	1,189,640
Motor Vehicles		0	35,000
Furniture & Equipment		335,000	185,000
		<b>1,431,000</b>	<b>1,409,640</b>

**Statement of Human Resources**  
**For the four years ending June 2023**

	Budget 2018–19	Budget 2019–20
Staff Expenditure		
Employee costs – Operating	8,104,023	8,566,016
<b>Total Staff Expenditure</b>	<b>8,104,023</b>	<b>8,566,016</b>
	<u>EFT</u>	<u>EFT</u>
Staff Numbers	90	98.22
Permanent full time	29	36
Permanent part time	123	127

Statement of Cash Flows Year ended June 30, 2019-2023		
	Budget 2018-19 \$	Budget 2019-20 \$
<b>Cash Flow from Operating Activities</b>		
<b>Income from:</b>		
Council Contributions	7,786,160	8,363,505
Government Grants	2,580,490	2,682,570
Interest Income	105,000	88,000
Overdue Fines	50,000	0
Other Income	335,200	458,520
	10,856,850	11,592,595
<b>Payments for:</b>		
Employee Costs	8,078,703	8,566,016
Library Materials	311,000	311,000
Computer Services	575,800	736,700
Other Costs	780,820	709,600
	9,746,323	10,323,116
Net Cash Inflow from Operating Activities	1,110,527	1,219,479
<b>Cash Flow from Investing Activities</b>		
<b>Payments for:</b>		
Proceeds for sale of Plant & Equipment	0	72,300
Payment for Books, Furniture, Plant & Equipment	-1,431,000	-1,409,840
<b>Net Cash (Outflow) from Investing Activities</b>	-1,431,000	-1,337,540
Net Increase/Decrease in Cash	-320,473	-68,061
Cash at the beginning of the year	3,133,277	2,812,804
<b>Cash Held at End of Year</b>	<b>2,812,804</b>	<b>2,744,743</b>

## 3.0 Notes to Budgeted Financial Statements year ending June 2019–2020

### 1 Council Contributions

Contributions are calculated based on the funding formula in the 2017 Casey Cardinia Regional Library Agreement. The Population figures are based on the ABS estimates as at June 2017. *(ABS figures released 2 May 2018)*

Councils Contribution	Budget 2018–19	Budget 2019–20
Population	416,064	429,245
Councils Contribution	7,786,160	8,363,505
Average Contribution per Capita	\$18.71	\$19.48
2018 State Average Contribution per capita	\$32.00	

Contribution Allocation	Casey	Cardinia
Population	76.14%	23.86%
Usage	72.09%	27.91%
Average	74.115%	25.885%

### 2 State Government Grants

The State Government establishes a funding agreement with each Library Corporation/municipality. The current funding agreement commenced July 1, 2018 and expires June 30, 2019. The state funding is primarily calculated on population. State Government funding has been budgeted with a 4% increase.

State Funding	Budget 2018–19	Budget 2019–20
Population	416,064	429,245
State Funding	2,580,490	2,682,570
Average Contribution per Capita	\$6.20	\$6.25

### 3 Staff Resources

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

Human Resources	Budget 2018-19	Budget 2019-20
Employee Costs	8,104,023	8,566,016
Total Staffing EFT	90	98.22
% of total expenditure	72.50%	73.01%
Population	416,064	429,245
Expenditure per capita	\$19.48	\$19.96
2018 State Average Expenditure per capita	\$26.43	

### 4 Information & Communications Technology (ICT)

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

The increase in operational expenditure is due to the requirement for more robust and adaptable security, this increase is offset by decrease in capital expenditure.

Information & Communications Technology (ICT)	Budget 2018-19	Budget 2019-20
Telecommunications	31,500	31,500
Data Communications	240,000	260,000
ILMS	220,800	220,800
Computer Software & Support	83,500	224,400
<b>Total ICT</b>	<b>575,800</b>	<b>736,700</b>
% of total expenditure	5.91%	7.10%
Population	416,064	429,245
Expenditure per capita	\$1.38	\$1.72



## 5 Library Resources and Materials

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

Library Resources	Budget 2018-19	Budget 2019-20
Non-Capital	311,000	311,000
Capital	1,096,000	1,189,640
<b>Total Library Resources</b>	<b>1,407,000</b>	<b>1,500,640</b>
% of total expenditure	14.44%	14.47%
Population	416,064	429,245
Expenditure per capita	\$3.38	\$3.50
2018 State Average Expenditure per capita	\$5.42	

## 4.0 Member Council Contributions 2019-20

Contribution Allocation	2018-19			2019-20		
	Total	Casey	Cardinia	Total	Casey	Cardinia
<b>Contribution Split</b>		<b>74.724%</b>	<b>25.276%</b>		<b>74.115%</b>	<b>25.885%</b>
<b>Income</b>						
Capital Replacement Reserves	285,000	212,962	72,038	290,000	214,934	75,066
Operations Income	280,200	209,376	70,824	302,400	224,125	78,275
Interest on Investments	105,000	78,460	26,540	88,000	65,221	22,779
CFC funding	162,000	121,052	40,948	165,240	122,468	42,772
Sub Total	832,200	621,850	210,350	845,640	626,749	218,891
<b>State Government Funding</b>						
Premiers Reading Challenge	57,000	42,592	14,408	58,140	43,091	15,049
State Subsidy	2,396,474	1,790,732	605,742	2,492,333	1,847,201	645,132
Local Priorities	127,016	94,911	32,105	132,097	97,904	34,193
Total State Funding	2,580,490	1,928,235	652,255	2,682,570	1,988,195	694,374
<b>Expenditure</b>						
Employee Costs	8,104,023	6,055,619	2,048,404	8,566,016	6,348,731	2,217,285
IT & Communications	575,800	430,259	145,541	736,700	546,008	190,692
Library Materials	311,000	232,390	78,610	311,000	230,499	80,501
Programs & Marketing	100,000	74,724	25,276	91,500	67,816	23,684
Administration	655,500	489,813	165,687	618,100	458,107	159,993
	9,746,323	7,282,805	2,463,518	10,323,316	7,651,159	2,672,156
<b>Capital Expenditure</b>						
Asset Replacement						
Library Material	1,096,000	818,971	277,029	1,189,640	881,706	307,934
Motor Vehicles	0	0	0	35,000	25,940	9,060
Furniture & Equipment	335,000	250,324	84,676	185,000	137,113	47,887
	1,431,000	1,069,295	361,705	1,409,640	1,044,759	364,881
Total Expenses Core Library Service	11,177,323	8,352,100	2,825,224	11,732,956	8,695,919	3,037,037
Population (ABS 24 Apr 2018)	416,064	316,233	99,831	429,245	326,820	102,425
Council Contribution Previous Year	7,614,900	5,741,275	1,873,625	7,786,160	5,818,100	1,968,060
<b>Council Contribution</b>	<b>7,786,160</b>	<b>5,818,100</b>	<b>1,968,060</b>	<b>8,363,505</b>	<b>6,198,639</b>	<b>2,164,866</b>
Council Contribution increase on prior year	2.25%	1.34%	5.04%	7.42%	6.54%	10.00%

## 5.0 Schedule of Fees and Charges: 2019-20

1. **Replacement membership cards: \$3.30** to replace a lost card.
2. **Replacement single disks (from sets):** A standard **\$17.00** per CD is made for the replacement of each individual damaged or lost CD from any talking book set.
3. **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. Minor damage incurs a charge of \$3.30.
4. **Computers and Electronic Resources:** Access to information via library computers, ie. the Internet, databases or CD-Roms is free.
5. **Photocopying and printing:**

Black & White Photocopying	Colour Photocopying	Scanning
<b>A4 20¢</b> ( <i>per single sided page</i> )	<b>A4 \$1.00</b> ( <i>per single sided page</i> )	<b>All sizes and colours</b>
<b>A3 30¢</b> ( <i>per single sided page</i> )	<b>A3 \$1.50</b> ( <i>per single sided page</i> )	<b>Free per page</b>

6. **Inter Library Loans:**

Tertiary/ Special and other charging libraries **\$16.50**

Victorian Public Libraries and other non-charging public libraries **\$5.00**

Swift Items are free

7. **Other Charges:**

Library Bags (New member Free), Replacement Bags **\$ 2.00**

Ear Buds **\$ 2.00**

USB Sticks **\$ 10.00**

Book clubs (per annum) **\$100.00**

8. **Library Meeting Room Hire:**

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

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

(Conditions apply – refer to the Bookings Policy)

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

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

9. Local History Reproduction Fees:

Contact: Local History Officer

At Cranbourne Library (03) 5990 0150

**Local History Schedule of Reproduction Fees**

As the custodian of the Casey-Cardinia Local History Archive, CCL charges a fee for the reproduction of material held in the Local History Archive. **This fee is not a copyright fee.** CCL does not hold the copyright for all material in the collection. It is the responsibility of the user to obtain permission from the copyright owner.

The fees stated below are for the publication of ONE item for ONE specified purpose. If another use is required, a new application must be made. A consent form outlining the exact purpose of the copied material and acknowledgment of the source must be completed.

All prices are per copy:

Black & White Photocopying	Colour Photocopying	Digital Image
<b>A4 20¢</b> <i>(per single sided page)</i>	<b>A4 \$1.00</b> <i>(per single sided page)</i>	<b>Hi Resolution \$11.00</b>
<b>A3 30¢</b> <i>(per single sided page)</i>	<b>A3 \$1.50</b> <i>(per single sided page)</i>	<b>Low Resolution \$5.50</b>

Casey Cardinia Libraries  
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 @CaseyCardiniaLibraries

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CC20/2019      ACTION PLAN 2019-2020

*Report prepared by Chris Buckingham*

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**Purpose**

To present the Board CCL Action Plan 2019-2020.

**Discussion**

*CCL Library Plan reference –5.3*

The Action Plan 2019-20 summarises key activities CCL has planned over the coming Financial Year to meet the strategic objectives that have been identified in the Library Plan 2019-2023.

CCL will provide a summary of achievements made through the Action Plan 2019-20 in the 2019-2020 Annual Report.

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**RECOMMENDATIONS**

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1. That the Board endorse CCL Action Plan 2019-2020.

## 1 . The Knowledge Well

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

Strategy		Key Action and Activity		Manager Responsible	Timeline	Targets and Outcomes
1.1	Create accessible physical and virtual spaces which inspire our community	1.1.1	Accelerated investment in our community spaces including acquisition of furniture, signage and equipment that meets community expectations	GMCE	Jun-2020	<ul style="list-style-type: none"> <li>• People visit our libraries and are happier for it</li> <li>• Increased library visitation and engagement (physical and digital)</li> <li>• Program and events attendance and number of programs and events</li> <li>• New service delivery models are explored</li> <li>• Greater feeling of pride and ownership for all residents and visitors</li> <li>• Library spaces are comfortable and appealing</li> <li>• Delivery of Facilities Development Plan by member councils</li> </ul>
		1.1.2	Improve accessibility to digital resources through our user focused website.	GMCE, GMDO	Jun-2020	<ul style="list-style-type: none"> <li>• Increased library visitation and engagement (utilisation of Digital Resources – assessed monthly)</li> <li>• Increased page impressions on centralised website page</li> <li>• The interface on CCL's online catalogue is improved</li> </ul>
1.2	Our core services are free and accessible to everyone in our community	1.2.1	Make sure our libraries are easy to navigate by people with disabilities and /or access issues	GMCE, GMOD	Ongoing	<ul style="list-style-type: none"> <li>• Our libraries are spaces where the community can gather, learn and grow</li> <li>• People feel welcome in our libraries</li> <li>• Our collection is current and well used – loans</li> <li>• We do not collect overdue fines for library items</li> <li>• People of all abilities and access requirements can use our libraries with relative ease</li> <li>• Library spaces, website, signage and events/programs are Disability Discrimination Act compliant and encourage participation</li> <li>• Our staff support and understand social inclusion</li> </ul>
		1.2.2	Programs and events reflect our diverse community	GMCE	Ongoing, events planned quarterly	<ul style="list-style-type: none"> <li>• Our events are reflective of our community, encourage lifelong learning, promote social inclusion and cultural harmony</li> <li>• Program and events attendance and number of programs and events</li> </ul>
		1.2.3	Deliver program and events that align with local festivals and event clusters	GMCE	Ongoing, seasonal	<ul style="list-style-type: none"> <li>• Seasonal Visitor Guide reflects alignment with local calendars</li> <li>• Cross promotion of local festivals and events through CCL channels</li> </ul>
		1.2.4	Review Fees and Charges to ensure equitable access to collections, services, programs and events	GMCE, GMF	Nov-2019	<ul style="list-style-type: none"> <li>• Our collection is current and well used – loans (Collections HQ)</li> <li>• Review of CCL Fees and Charges</li> </ul>

## 1 . The Knowledge Well

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

Strategy		Key Action and Activity		Manager Responsible	Timeline	Targets and Outcomes
1.3	Invest in ICT that enhances library user experience and enables greater staff productivity	1.3.1	Implement effective technologies and systems that enhance and ensure continuity of the user experience	GMDO	Ongoing	<ul style="list-style-type: none"> <li>• Our community can access our free services from almost any location</li> <li>• Increased utilisation of digital technology by staff and customers</li> <li>• Creation of a Service Level Promise for staff and community that ensures their needs are met in a timely and efficient way</li> <li>• Review and update SLA</li> <li>• CCL Digital Strategy is regularly reviewed and benchmarked</li> </ul>
		1.3.2	Ensure that our infrastructure and network is of the highest level to meet community demands and provides a positive experience including Wi-Fi Services across CCL	GMDO	Ongoing	<ul style="list-style-type: none"> <li>• <b>The fastest free Wi-Fi in the Casey Cardinia Region</b></li> <li>• We secure Wi-Fi Sponsorship and alternate revenue streams</li> <li>• Customer satisfaction</li> </ul>
		1.3.3	Provide ICT tools that enhance the capacity of staff to work efficiently and enhance customer experience	GMDO	Jun-2020	<ul style="list-style-type: none"> <li>• Rollout of SOLUS Gizmo's across the network</li> <li>• Successful rollout of new telephony</li> <li>• Increased utilisation of digital technology by staff and customers</li> <li>• Implement the new ILMS tender</li> </ul>
		1.3.4	Invest in the automation of routine and non-cognitive tasks for library staff	GMDO	Jun-2020	<ul style="list-style-type: none"> <li>• Instalation and application of Patron Kiosks; RFID book shelves patron returns; and RFID Stocktake Wands</li> </ul>
		1.3.5	Cybersecurity and Digital Governance	GMDO	Jan-2020	<ul style="list-style-type: none"> <li>• Creation, adoption and implementation of our security posture</li> <li>• Adoption of a Cyber Security Response Plan</li> </ul>
1.4	Operate as the vanguard of publicly available information technology and encourage people to use it effectively	1.4.1	Support community in development of digital literacy skills required for daily life (e.g. Centrelink, ATO, Census, and eGov sites)	GMOD	Ongoing	<ul style="list-style-type: none"> <li>• <b>Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology</b></li> <li>• <b>Our staff can provide expertise when and where our community needs it</b></li> <li>• <b>Our services and staff successfully adapt to the changing environment and continue to deliver relevant services that people need.</b></li> <li>• Training and support provided to staff and community to address learning needs (eg. Tech time, eGov support classes)</li> <li>• Relationships developed with Government bodies to anticipate and plan for changes</li> </ul>
		1.4.2	Increase engagement with the website and social media	GMCE	Apr-2020	<ul style="list-style-type: none"> <li>• CCL website is acknowledged by library users and community as an accessible and useful source of information; website hits and engagement continues to improve</li> </ul>
		1.4.3	Train staff in ICT to support digital literacy needs of our customers	GMOD	Ongoing	<ul style="list-style-type: none"> <li>• Our staff have strong ICT skills and the capacity to effectively support library users as they learn about new technology</li> <li>• Our staff can provide expertise when and where our community needs it</li> </ul>



## 2 Leadership and Innovation

Lead positive change through partnerships and teamwork.

Strategy		Key Action and Activity		Manager Responsible	Timeline	Targets and Outcomes
2.1	Build community appreciation of the work we do and value the services we provide	2.1.1	Communicate positive stories about CCL activities through local media and social media	GMCE	Weekly development and distribution of positive stories	<ul style="list-style-type: none"> <li>• Maintain Net Promoter Score between 55 and 65 (Biannual Community Survey)</li> <li>• Improved customer satisfaction (Statewide benchmarking survey)</li> <li>• Positive coverage in local media</li> <li>• Community feedback via social media, correspondence and website</li> <li>• Public recognition of CCL as an active contributor to community life</li> </ul>
		2.1.2	Consult and engage with community when looking for ways to improve our services	GMCE	Ongoing	<ul style="list-style-type: none"> <li>• Community feedback and advice is used as evidence to effect business improvement</li> </ul>
		2.1.3	Measure engagement with the community	GMCE	Biannual Community Survey	<ul style="list-style-type: none"> <li>• Maintain Net Promoter Score between 55 and 65 (Biannual Community Survey)</li> <li>• Improved customer satisfaction (Statewide benchmarking survey)</li> <li>• Public recognition of CCL as an active contributor to community life.</li> </ul>
2.2	Form robust partnerships with organisations that support literacy and lifelong learning	2.2.1	Ensure that we cultivate relationships that support our strategic directions across the community.	GMCE	Ongoing	<ul style="list-style-type: none"> <li>• Working relationships established with key community services including maternal child health services, childcare centres and kindergartens, local schools, tertiary education and training providers and other public libraries</li> <li>• Connect with new members and community groups through targeted outreach</li> <li>• Our partnerships deliver enhanced learning and well-being outcomes for the community</li> <li>• Increase library visitation (physical and digital) – assessed quarterly</li> <li>• Engagement with out services by partnering with complimentary organisations to deliver programs in branches</li> </ul>
2.3	Positively advocate for public libraries and be an active member of the Public Libraries Victoria (PLV) and Swift Library Consortium	2.3.1	Actively participate in and support the development of the public library sector	CEO, GMCE, GMOD	Ongoing	<ul style="list-style-type: none"> <li>• The growth and development of PLV and Swift including the delivery of a Statewide Library Management System</li> </ul>
		2.3.2	Speak at conferences and public engagements articulating CCL's role as a public library	CEO	Ongoing	<ul style="list-style-type: none"> <li>• Awareness and appreciation of the leadership role Casey Cardinia Libraries plays in a regional and State-wide context</li> <li>• 4 presentations per annum</li> </ul>
		2.3.3	Incorporate key messages advocating the value of public libraries in media releases and social media	GMCE	Ongoing	<ul style="list-style-type: none"> <li>• Active participation in the Libraries Change Lives Campaign The role of public libraries is embraced and understood by local community</li> <li>• Media release – every 2 – 4 weeks</li> <li>• Positive engagement with community through topical articles and posts</li> </ul>

### 3 Resilience

#### Strengthen capacity in our growing community.

Strategy		Key Action and Activity		Manager Responsible	Timeline	Targets and Outcomes
3.1	Strong connections with our community	3.1.1	Active participation in community life across Casey Cardinia region	GMCE	Ongoing, Membership reported quarterly	<ul style="list-style-type: none"> <li>• Demonstrated connection with community leaders, council stakeholders and relevant interest groups</li> <li>• Established volunteer programs that support literacy in our community</li> <li>• Positive community feedback via social media</li> <li>• Increased library membership</li> </ul>
		3.1.2	Deliver a marketing campaign promoting membership and engagement with CCL	GMCE	Varied	<ul style="list-style-type: none"> <li>• Increased library visitation and usage (physical and digital)</li> </ul>
		3.1.3	Establish volunteer engagement programs that support literacy in our community	GMCE	Ongoing	<ul style="list-style-type: none"> <li>• Volunteer Policy supported by staff and stakeholders</li> <li>• New volunteer programs auspiced by CCL that support literacy in our community</li> <li>• Casey Cardinia Libraries Friends Group participation</li> </ul>
		3.1.4	Giving Tree Campaign	GMCE	Dec-2019	<ul style="list-style-type: none"> <li>• Donations of food and gifts from the local the community</li> </ul>
3.2	Increased investment in new infrastructure and services that support our community	3.2.1	Engage with member Councils and seek opportunities for shared delivery and co-location of services	CEO	Ongoing	<ul style="list-style-type: none"> <li>• Successful advocacy for new libraries in target communities (Officer, Clyde and Cranbourne)</li> <li>• Successful advocacy for renewal and refurbishment of existing libraries</li> <li>• Cost of library service per capita remains stable</li> </ul>
		3.2.2	Increase fundraising through philanthropic funds, sponsorships and donations	CEO	Jun-2020	<ul style="list-style-type: none"> <li>• \$25,000 raised through non-traditional sources that support strategic directions of CCL</li> </ul>
3.3	Recognised contribution to community well-being and social equity	3.3.1	CCL staff understand and support social inclusion	GMOD	Ongoing	<ul style="list-style-type: none"> <li>• Delivery of a comprehensive Social Inclusion Strategy that supports our diverse community. Active contribution to the campaign against family violence</li> </ul>
		3.3.2	Tangible connection with development and delivery of relevant Council Plans and Strategies	GMOD	Ongoing	<ul style="list-style-type: none"> <li>• Representation on relevant committees and working parties with our member councils and other community agencies that support liveability in the Casey Cardinia Region</li> <li>• The capacity of our libraries to support emergency response and recovery activities in high risk communities</li> <li>• Successful attainment of commitments made through the State Government Take 2 Pledge Sustainability Program in partnership with member Councils</li> <li>• Participation in programs and campaigns that contribute to the liveability in the Casey Cardinia Region</li> </ul>

## 4 Literacies

### Encourage reading and lifelong learning.

Strategy		Key Action and Activity		Manager Responsible	Timeline	Targets and Outcomes
4.1	Deliver programs and activities that support literacy and lifelong learning	4.1.1	Plan and deliver library programs and activities that target all ages and community groups including CALD, ATSI and newly arrived communities	GMCE	Ongoing to June 2019, indicators reported monthly	<ul style="list-style-type: none"> <li>• <b>Number of programs devoted to encouraging literacy and lifelong learning</b></li> <li>• <b>Attendance at programs and activities</b></li> </ul>
		4.1.2	Establish Teen advisory board to consult with community on programs and services for young people	GMCE	Ongoing	<ul style="list-style-type: none"> <li>• Increased participation by young people in library programs</li> </ul>
		4.1.3	Develop Outreach library programs to extend services 'beyond the four walls'	GMCE	Ongoing	<ul style="list-style-type: none"> <li>• Implement Outreach Services Plan actions</li> <li>• Outreach activities are well resourced</li> <li>• Outreach activities reach people of all ages and stages</li> <li>• Increased library membership</li> </ul>
		4.1.4	Attract funding for continuation of Communities for Children 'Library Has Legs' Programs in Cranbourne and Cardinia	GMCE	Jun-2020	<ul style="list-style-type: none"> <li>• Deliver Communities for Children 'Library Has Legs' activities in Cranbourne and Cardinia</li> <li>• Facilitating Partners Anglicare/Windermere approve CfC programs for 2019-21 funding period</li> </ul>
4.2	Ensure collection is accessible and well used	4.2.1	Use Collections HQ (Collection Management tool) to assess, manage and improve collection performance	GMCE	Monthly reports, Quarterly LGRPF	<ul style="list-style-type: none"> <li>• <b>CCL items are free and accessible to our members</b></li> <li>• <b>Items from other libraries are free and accessible to our members</b></li> <li>• <b>Our collection exceeds key state-wide benchmarks for currency and usage</b></li> <li>• Branch Managers manage collection on a day to day basis</li> </ul>
		4.2.2	Enhance the presentation of lending materials in branch	GMCE	Ongoing	<ul style="list-style-type: none"> <li>• Average age of our collection is decreased</li> <li>• Create more visible retail displays</li> <li>• Maintain/increase physical loans</li> </ul>
		4.2.3	Ensure the size of our collections leave comfortable space for our community	GMCE	Ongoing	<ul style="list-style-type: none"> <li>• Use Collection HQ data to identify relevant and popular collections</li> <li>• Improve lounge and study spaces in branches, ensure good quality collections available to support community needs</li> </ul>
4.3	Host events and performances that inspire creativity	4.3.1	Utilise library spaces and surrounding environments to deliver a creative calendar	GMCE	Programs delivered in quarterly event schedules	<ul style="list-style-type: none"> <li>• <b>The number of people who attend creative events and performances at CCL</b></li> </ul>
4.4	Facilitate programs and activities that promote Science Technology Engineering Arts and Mathematics (STEAM) learning	4.4.1	STEAM programs are run in our branches daily throughout the region	GMCE	Ongoing	<ul style="list-style-type: none"> <li>• <b>Establishment of STEAM related programs and activities in every branch every day of the school week</b></li> </ul>
		4.4.2	School Holiday programs include STEAM activities	GMCE	Ongoing	<ul style="list-style-type: none"> <li>• Holiday programs delivered at all branches throughout the year with STEAM elements</li> </ul>
		4.4.3	Work with local education providers to complement school STEAM curriculum with programs in the libraries	GMCE	Ongoing	<ul style="list-style-type: none"> <li>• Programs developed that complement school curriculum</li> </ul>

## 5 Organisational Performance

Build an outstanding and innovative organisation.

Strategy		Key Action and Activity		Manager Responsible	Timeline	Targets and Outcomes
5.1	Embrace CCL values in everything we do	5.1.1	Implement the Workforce Development Plan	GMOD	Ongoing	<ul style="list-style-type: none"> <li>• CCL staff share belief in the value of the services we provide and the communities we support</li> <li>• CCL staff take calculated risks and embrace opportunities for growth</li> <li>• Staff engagement survey(s) show increased understanding and support of CCL values</li> </ul>
5.2	Create a people focused organisation that is quick to embrace new ways of doing things	5.2.1	Engage the CCL team in the Living Leadership Program	GMOD, GMCE, Leadership Team	Aug-2019	<ul style="list-style-type: none"> <li>• Adoption of new services and strategies that support best practice</li> <li>• New revenue streams established through partnerships with external agencies, grants, individual donors and corporate sponsors</li> </ul>
		5.2.2	Seek alternate revenue streams through partnerships with external agencies, individual donors and corporate sponsors	CEO, Leadership Team	Ongoing	<ul style="list-style-type: none"> <li>• \$100,000 additional revenue gained through grants and sponsorship</li> </ul>
		5.2.3	Empower conversations within the organisation that encourage creativity and innovation	CEO, Leadership Team	Ongoing	<ul style="list-style-type: none"> <li>• Adoption of new services and strategies that support best practice; Development of Customer Experience Framework</li> <li>• Adoption of new services and strategies that enable CCL to grow and improve services to our community</li> <li>• Intranet and Yammer are actively used by staff to share ideas</li> <li>• Consultative Committee fosters creativity and positively influences decision-making</li> </ul>
5.3	Compliance with statutory and funding requirements	5.3.1	Annual Budget	GMF	<p>June 2019 Budget Approval by CCL Board.</p> <p>Forwarded to Minister by August 31</p> <p>Quarterly Budget report to Board - April, July, October and January</p> <p>Draft Budget presented to the Board (Nov)</p> <p>Budget endorsement by the Board. (Feb/Mar)</p> <p>Public notice – request submissions. (May)</p>	<ul style="list-style-type: none"> <li>• All our activities are governed by sound financial and business management principles</li> <li>• Annual Budget comes within +/- 5% projections</li> <li>• Maintain working capital ratio above 1.3</li> </ul>

## 5 Organisational Performance

Build an outstanding and innovative organisation.

Strategy		Key Action and Activity		Manager Responsible	Timeline	Targets and Outcomes
		5.3.2	Compliance with legislative requirements	Executive Team	OHS – September 2019  Annual Financial Report – July  VAGO opinion (Aug/Sep)  Minister (Sep, 30)  Fringe Tax Benefit (Annual – May 21)  BAS – Quarterly	<ul style="list-style-type: none"> <li>• <b>Development and Delivery of Occupational Health and Safety Management System</b></li> <li>• Compliance with Local Government Act (1989)</li> <li>• Compliance with Industrial Relations and Human Resource practices.</li> <li>• Meeting financial legislative and reporting requirements</li> <li>• Service and license agreements with member councils maintained</li> </ul>
		5.3.3	Library Plan	CEO	April 2019  June 2019	<ul style="list-style-type: none"> <li>• <b>Review our Library Plan on an annual basis and undertake major renewal in 2021</b></li> <li>• Lodged on time and in accordance with Local Government Act (1989)</li> <li>• Complete development Action Plan for 2019-20</li> </ul>
		5.3.4	Strategic Resource Plan (SRP)	GMF	Endorsement by Board (April)  Forwarded to Member Councils for approval (May)  Public notice (May)  Adopted by CCL Board (June)  Copy to Minister before August 31.	<ul style="list-style-type: none"> <li>• Lodged on time and in accordance with Local Government Act (1989)</li> </ul>
		5.3.5	Complete DELWP Report for State Government Funding and the LGRPF (Quarterly)	GMCE, GMF	DELWP Final report due July 31  Budget Template completed August 31st  Progress report January 2019  LGRPF	<ul style="list-style-type: none"> <li>• Allocation of budgeted programs and services that meet State Government reporting requirements</li> <li>• LGRPF lodged on time and in accordance with guidelines</li> </ul>
		5.3.6	Review current systems for handling Human Resources	GMF, GMDO, GMOD	Sep-2019	<ul style="list-style-type: none"> <li>• <b>Review of business systems including Employee Records Management System</b></li> <li>• Delivery of Learning Management System (LITMOS)</li> </ul>
		5.3.7	Records Management Systemisation	GMOD, GMDO	Jun-2020	<ul style="list-style-type: none"> <li>• Delivery of Electronic Record Management System</li> <li>• Learning Management Development</li> </ul>

## OFFICERS' REPORTS

CC21/2019 FINANCE

*Report prepared by Emily Ramaswamy*

### Purpose

To provide the Board an update on CCL's financial performance as at May 31, 2019.

*CCL Library Plan reference - 5.3*

Income Statement Month Ended 31 May 2019	Total Budget 2018-19	Budget YTD May 2019	Actual YTD May 2019	Variance	% Actual Vs Budget
<b>Income</b>					
Council Contributions	7,786,160	7,137,313	7,137,314	1	0.0%
Government Grants	2,742,490	2,719,865	2,752,991	33,126	1.2%
Other Income	280,200	247,484	329,110	81,626	33.0%
Interest on Investments	105,000	94,940	88,051	-6,889	(7.3%)
	10,913,850	10,199,602	10,307,466	107,864	1.1%
<b>Expenditure</b>					
Employee Costs	8,104,023	7,415,294	7,455,237	-39,943	(0.5%)
Other Expenses	643,300	574,795	639,805	-65,010	(11.3%)
IT & Communications	574,180	494,593	661,992	-167,399	(33.8%)
Library Materials	311,000	296,028	266,680	29,348	9.9%
Promotions & Marketing	88,500	82,210	84,702	-2,492	(3.0%)
Depreciation	1,450,500	0	0	0	0
				-	
Total Expenditure	11,171,503	8,862,920	9,108,416	245,496	(2.8%)
Net Gain(loss) disposal of plant & equipment					
<b>Net result for the reporting period</b>	<b>-257,653</b>	<b>1,336,682</b>	<b>1,199,050</b>	<b>-137,632</b>	<b>(10.3%)</b>

### Discussion

#### Income

Interest on Investments is expected to fall short by \$15,000, due to lower than expected levels of cash invested and lower interest rates, but this is offset by higher than budgeted photocopying revenue and other additional revenue streams (e.g. secondment of General Manager, Digital Operations).

Total Income for the year is anticipated to be \$50,000 better than budget.

### Expenditure

Expenditure is currently over budget and expected to end the year \$200k overspent. This is largely due to 2 factors:

- Other expenses – the unplanned extension of the Acting Finance Manager for 7 months of the year at a cost to the organisation of \$87k and stationary is currently \$20k over the total budget for the year due to increased photocopying by branch patrons, in-house printing of the Events Booklet and additional program requirements.
- IT & Communications – this area is expected to be \$100k over budget for the year because of a strategic decision early in the year to reallocate some of the IT CAPEX budget towards OPEX. We will benefit over the following years with lower depreciation.

Total expenditure for the year is expected to come within 3% of budget.

	Total Budget 2018-19	Budget YTD May 2019	Actual YTD May 2019	Variance	% Actual Vs Budget
<b>Capital Expenditure</b>					
Library Materials	1,096,000	1,060,271	947,787	112,484	10.6%
Motor Vehicles	0	0	0	0	0.0%
Furniture & Equipment	335,000	335,000	107,727	227,273	67.8%
Furniture & Equipment – IT	285,000	285,000	45,957	239,043	
Furniture & Equipment – Libraries	50,000	50,000	61,770	-11,770	
<b>Capital Expenditure for the reporting period</b>	<b>1,431,000</b>	<b>1,395,271</b>	<b>1,055,514</b>	<b>339,757</b>	<b>24.4%</b>

### Capital Expenditure

Library Materials is currently underspent, but this is a timing only variance and expected to be in line with budget by end of year.

Furniture & Equipment – IT is expected to be \$100,000 underspent at year end, in line with the shift to operational expenditure outlined above.

Furniture & Equipment – Libraries is expected to be \$20,000 overspent at year end, additional replacement furniture was needed.



Balance Sheet As at 31 May 2019	
	\$
<b>ASSETS</b>	
<b>Current Assets</b>	
Cash Asset	664,688
Receivables	-147,209
Other Financial Assets	2,719,223
	3,236,702
<b>Non-Current Assets</b>	
Fixed Assets	4,353,804
<b>TOTAL ASSETS</b>	<b>7,590,506</b>
<b>LIABILITIES</b>	
<b>Current Liabilities</b>	
Payables	318,013
Provisions	1,350,143
	1,668,156
<b>Non-Current Liabilities</b>	
Employee Entitlements	17,519
<b>TOTAL LIABILITIES</b>	<b>1,685,675</b>
<b>NET ASSETS</b>	<b>5,904,831</b>
<b>EQUITY</b>	
Members Contribution on Formation	2,051,239
Accumulated Surplus	3,853,592
<b>TOTAL EQUITY</b>	<b>5,904,831</b>

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING  
Wednesday 26 June 2019

**Credit Card Expenditure**

Card Holder	Transaction Date	Detail	\$
<b>Chief Executive Officer</b>			
April Statement	26/03/2019	Fed Square Parking - Meetings	\$16.00
	27/03/2019	Fed Square Parking - Meetings	\$16.00
	29/03/2019	Marriott Parking - Meetings	\$25.50
	31/03/2019	Airport Parking - SA Libraries Visit	\$38.00
	31/03/2019	Suburban Taxi - SA Libraries Visit	\$31.44
	3/04/2019	Fed Square Parking - Meetings	\$48.00
	8/04/2019	Melbourne Marriott Parking - Meetings	\$25.50
	10/04/2019	Silverback Cargo - Spill kits - OH&S	\$745.18
	11/04/2019	Fed Square Parking - Meetings	\$64.00
	12/04/2019	The General Food Store Emerald - Coffee	\$8.50
	16/04/2019	IFSTAYS - Accommodation	\$301.45
	16/04/2019	Fed Square Parking - Meetings	\$32.00
	17/04/2019	Voyager One Pty Ltd - Phone Charger	\$15.00
	23/04/2019	Fed Square Parking - Meetings	\$18.00
<b>Total April 2019</b>			<b>\$1,384.57</b>
May Statement	3/05/2019	Coles Express - Petty Cash Pre-Paid Vouchers	\$100.00
	6/05/2019	Melbourne Onstreet Parking - Meetings	\$8.28
	6/05/2019	Melbourne Onstreet Parking - Meetings	\$14.00
	6/05/2019	Melbourne Onstreet Parking - Meetings	\$5.25
	8/05/2019	Wilson Parking Melbourne - Meetings CBD	\$12.15
	8/05/2019	Myki Flinders Street - Meetings CBD	\$50.00
	14/05/2019	Melbourne Onstreet Parking - Meetings	\$8.00
	14/05/2019	Melbourne Marriott - Meetings CBD	\$25.50
	21/05/2019	Myki Warragul Station - Meetings CBD	\$50.00
<b>Total May 2019</b>			<b>\$273.18</b>
<b>TOTAL</b>			<b>\$1,657.75</b>

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Digital Operations</b>			
April Statement	27/03/2019	Wilson Parking Melbourne - Swift meeting	\$86.06
	27/03/2019	Crown Melbourne Parking - Swift meeting	\$6.00
	28/03/2019	JB HiFi Cranbourne - Sony Top Up Cards	\$900.00
	2/04/2019	Netflix.com- 1month subscription (fire relief)	\$17.99
	3/04/2019	Coles Narre Warren - Petty cash vouchers	\$150.00
	3/04/2019	Woolworths - Petty cash vouchers	\$100.00
	3/04/2019	Woolworths - Petty cash vouchers	-\$50.00
	3/04/2019	Woolworths - Petty cash vouchers	\$50.00
	4/04/2019	The Big Issue - Subscription	\$89.80
	5/04/2019	Adobe Creative Cloud - Monthly Creative Cloud Subscription	\$197.10
	9/04/2019	City of Casey - Parking Fine	\$81.00
	10/04/2019	JB HiFi Pakenham - Headphones	\$139.90

**CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING**  
**Wednesday 26 June 2019**

	11/04/2019	Crown Parking - Swift meeting parking	\$6.00
	11/04/2019	Wilson Parking - Swift meeting parking	\$86.06
	11/04/2019	Cafe 60 - PLV and Swift meeting coffee	\$19.50
	11/04/2019	Australian Specialty Paper - Stationary	\$505.56
	14/04/2019	Microsoft - 365 Subscription	\$673.20
	19/04/2019	Wilson Parking - Swift parking meeting	\$52.65
	23/04/2019	Visionect D.O.D. - monthly fee	\$39.08
<b>Total April 2019</b>			<b>\$3,149.90</b>
May Statement	3/05/2019	CfC Desk - Value Office Furniture	\$329.00
	5/05/2019	Adobe Creative Cloud - Adobe	\$197.10
	7/05/2019	Mitre 10 - Mitre 10	\$31.49
	9/05/2019	Swift meeting parking - Crown Melbourne	\$6.00
	17/05/2019	Bunnings - Bunnings	\$142.65
	21/05/2019	Mobile outfitters - Mobile outfitters	\$60.00
	21/05/2019	Phone case - Telstra Shop	\$35.00
	21/05/2019	BYO JET - BYO JET Travel	\$540.30
	22/05/2019	Parking - Crown casino	\$17.00
	23/05/2019	Visionect D.O.O. - Visionect	\$40.09
<b>Total May 2019</b>			<b>\$1,398.63</b>
<b>TOTAL</b>			<b>\$4,548.53</b>

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Customer Experience</b>			
April Statement	26/03/2019	Bunnings Warehouse - Plant - Cranbourne Library	\$9.87
	27/03/2019	Qantas Airways - Flight - Hedley Thomas	\$636.70
		Podcaster event	
	27/03/2019	QV Carpark Melbourne - Parking - SLV Leadership forum	\$19.00
	29/03/2019	Big W Pakenham - Beans for branch bean bags	\$49.00
	31/03/2019	Facebook - Promotion for library events	\$30.90
	2/04/2019	Ikea Springvale - Children's furniture - Endeavour Hills Library	\$607.85
	2/04/2019	Trybooking Monash Health - Training session	\$81.00
	3/04/2019	Littlebird.com.au - Paper circuits - maker space youth activity	\$110.23
	4/04/2019	Jigsaw Store - Puzzles - Hampton Park Library	\$80.90
	12/04/2019	QV Carpark Melbourne - Shared Leadership panel - parking	\$20.00
<b>Total April 2019</b>			<b>\$1,645.45</b>
<b>TOTAL</b>			<b>\$1,645.45</b>

May Credit Card transactions for General Manager, Customer Experience have not been included as the account breakdown was not available at the time of writing this report. These transactions will be included in the August Board Meeting Agenda.

### **Procurement Policy**

The purpose of the Procurement Policy is to:

- Provide a procurement framework that seeks to achieve best value in price,
- Provide consistent, competitive and transparent process, and
- Minimise and manage risks in procurement.

CCL is required under the Local Government Act 1989 Section 186A to prepare, approve and comply with a Procurement Policy encompassing the principles, processes and procedures applied to all purchases of goods and services. The Procurement Policy is reviewed annually; it was last reviewed and adopted by the Library Board in June 2018. Minor amendments to Attachment 1 Delegation of Authority were adopted in February 2019.

### **Audit**

Interim Audit visit with RSM took place on 3<sup>rd</sup> and 4<sup>th</sup> June 2019. Interim Audit Management Letter has been attached, highlighting 2 Audit Action items which CCL are now working to address:

- The requirement of an up to date SLA with City of Casey for the performance of finance functions.
- Implementation of a financial report preparation plan, to help streamline the year end function.

### **Bank Reconciliation**

A Bank Reconciliation is available on request.

### **Conclusion**

The budget is currently with on track at the end of May with expected variances and CCL is in a sound financial position.

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### **RECOMMENDATIONS**

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1. That the Finance Report be noted.
2. That the Board approve the Procurement Policy 2019.



Casey  
Cardinia  
**Libraries**

# PROCUREMENT POLICY



# PROCUREMENT POLICY



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## 1 PURPOSE

1.1 The purpose of this Policy is to:

- provide policy and guidance to Casey Cardinia Libraries (CCL) to ensure consistency and control over Procurement activities;
- demonstrate accountability to stakeholders;
- provide guidance on ethical behaviour in public sector purchasing;
- support best practice in purchasing; and
- increase the probability of obtaining the best outcome for CCL when purchasing goods and services.

### Values

1.2 Fairness – procurement is to be fair and equitable to all CCL staff, and potential and existing suppliers.

## 2 SCOPE

2.1 The Procurement Policy is made under Section 186a of the Local Government Act 1989 guideline applies to all staff employed by Casey Cardinia Libraries.

2.2 The Policy applies to all contracting and procurement activities at CCL and is binding upon Board Members, Library Officers, temporary employees, contractors and consultants while engaged by CCL.

2.3 All CCL's procurement activity is subject to the applicable:

- Legislative and regulatory provisions
- Promulgated guidelines (including Victorian Local Government Best Practice Procurement Guidelines 2013).

2.4 The key legislative requirements include:

- Section 186 of the Local Government Act (LGA) (Power to enter into Contracts)
- Section 186A of the LGA (Procurement Policy)
- Sections 208C of the LGA (Best Value Principles); and sections 77-80, and 95 (Conflict of Interest)
- Competition and Consumer Act 2010.

## 3 POLICY STATEMENT

The following principles apply to all aspects of CCL's procurement.

### Value for Money

3.1 All persons engaged in purchasing decisions must aim to obtain best value-for-money for CCL.

Value-for-money will take into account all of the relevant costs and benefits of each proposal throughout the entire procurement cycle. While cost will be a major consideration, goods, services



and works will also be selected on the basis of the degree of compliance with specified quality standards.

CCL will enhance its value-for-money outcomes through the use of competitive process wherever possible.

CCL will seek to minimise the cost of procurement by:

- Ensuring that all procurement needs, and outcomes are clearly defined
- Packaging works and services in a manner that encourages competition
- Measuring ongoing performance, savings and benefits by conducting buying and tendering process efficiently
- Ensuring contracts are managed effectively and efficiently.

## **Ethics and Probity**

- 3.2 CCL's procurement activities shall be performed with integrity and in a manner able to withstand the closest scrutiny.

All persons engaged in CCL procurement must exercise the highest standards of probity and will:

- Treat potential and existing suppliers with fairness and equality
- Not seek or receive personal gain
- Maintain confidentiality of commercial information such as contract prices and other sensitive information
- Deal with suppliers in an honest and impartial manner that does not allow conflicts of interest
- Provide all suppliers and tenderers with the same information and equal opportunity
- Be able to account for all decisions and provide feedback on them.

## **Conflict of Interest**

- 3.3 Board Members and members of staff (and all persons engaged in procurement on CCL's behalf) have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest (section 77 – 80, 95 LGA).

Board Members and Library Officers shall at all times avoid situations in which private interests conflict or might reasonably be perceived to conflict or have potential to conflict with their CCL duties.

## **Fair and Honest Dealing**

- 3.4 All prospective providers must be afforded an equal opportunity to tender or quote. Impartiality must be maintained throughout the procurement process.

The commercial interest of existing and potential providers must be protected. Confidentiality of information provided by existing and prospective providers must be maintained at all times.

Confidentiality includes but is not limited to prices, discounts, rebates, profit and manufacturing and product information.

## **Accountability and Transparency**

- 3.5 All persons engaged in procurement must be able to explain and provide evidence of the process followed in purchasing on behalf of CCL. The test of adequate accountability is that an independent third party must be able to clearly see that a process complying with this Policy has been followed and that the process is fair and reasonable.

A consistent approach will be undertaken in all procurement across CCL. Procurement activities will be conducted in a fair, honest and open manner, demonstrating the highest of integrity consistent with the public interest.

## **Responsible Financial Management**

- 3.6 The principles of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds shall be established prior to the commencement of any procurement action for the supply of goods, services or works. (*Refer to other policies that interact with procurement [Purchase Orders](#) and [Use of CCL Credit Cards](#)*).

Library Officers must not authorise the expenditure of funds in excess of their financial delegation.

## **Gifts and Hospitality**

- 3.7 No Board Member or member of CCL staff shall, either directly or indirectly solicit or accept gifts or presents from any member of the public involved with any matter that is connected with the duties of the officer, or in which CCL is interested. Staff are referred to the CCL's Gifts and Hospitality Policy for details. [5.27 Gifts and Hospitality Policy](#)

Board Members and member of staff (and all persons engaged in procurement on CCL's behalf) must adhere to relevant CCL Policies and Procedures on Gifts and Hospitality.

## **Procurement Thresholds and Competition**

- 3.8 Purchase of all goods and services with an estimated expenditure exceeding \$150,000 shall be undertaken by public tender as per the thresholds contained in the Local Government Act.

The thresholds must represent the estimated value of the whole of term of the contract i.e. the initial term plus the value of any options to extend the initial contract term and are to be inclusive of GST.

As an alternative however, purchases can be made through an approved purchasing scheme provided that the particular scheme has been nominated by CCL to act on its behalf and CCL has been nominated in the purchasing scheme's tender documentation and a competitive tendering process has been undertaken.

Should the CEO consider that the nature of the requirement and the characteristics of the market are such that the public tender process would lead to a better result for the CCL, public tenders may be called for purchase of goods, services and works for which the estimated expenditure is below these thresholds.

## **Quotations, Specification and Tenders**

3.9 Purchases below the Local Government Act public tender thresholds shall be undertaken as follows:

- Purchases with value between \$500 and \$3,000
  - Purchase order must be raised.
  - Only one quotation required.
- Purchases with value between \$3,001 and \$10,000
  - Purchase order must be raised.
  - Two written quotations required to be recorded.
- Purchases with value between \$10,001 and \$150,000
  - Purchase order must be raised.
  - Minimum of three written quotations required to be recorded.
- All pricing is inclusive of GST.

As an alternative, procurement can be made through an annual supply contract, a service supplier contracted to CCL or through a Government approved agent under ministerial order.

The situation may arise where insufficient quotations can be obtained to satisfy the above requirements.

This may occasionally occur where there are few suppliers for the goods, services or works being sought or the work is highly specialised. In this case, the details of the contacted suppliers must be recorded, or recommendation and an appropriate comment recorded and an exemption from procurement process be sought.

## **Internal Controls**

3.10 CCL will establish and maintain a framework of internal controls over procurement processes that will ensure:

- More than one CCL employee is involved in each transaction
- Transparency in the procurement process
- A clearly documented audit trail exists for procurement activities
- Appropriate authorisations are obtained and documented

- Systems are in place for appropriate monitoring and performance measurement
- Ensure contract and arrangement are managed effectively and efficiently.

All persons engaged in procurement activities must diligently apply all internal controls.

## **Risk Management**

- 3.11 CCL will manage all aspects of its procurement activities in such way that all risks, including occupation health and safety, are controlled to the standards required by law.

## **Sustainability**

- 3.12 CCL is committed to achieving environmental sustainability and ensuring it monitors and reports on:
- activities and programs that have an impact on or contribute to the environment
  - supporting the principles of sustainable procurement within the context of purchasing on a value-for-money basis.

Value-for-money purchasing decisions made by CCL are made on the basis of whole-of-life cost and non-price factors impact of CCL procurement on environment.

## **Support of Local Business**

- 3.13 CCL is committed to buying from local business where such purchases may be justified on value-for-money grounds.

# **4 RESPONSIBILITIES**

## **Compliance, monitoring and review**

- 4.1 The next annual review of this document is scheduled to be presented to the Board at the June 2020 Board meeting.

## **Reporting**

- 4.2 No additional reporting is required.

## **Records management**

- 4.3 Staff must maintain all records relevant to administering this policy in a recognised recordkeeping system.

## 5 DEFINITIONS

CCL	Casey-Cardinia Library Corporation trading as Casey Cardinia Libraries (CCL) being a legal entity under Local Government Act 1989.
Board Members	individuals holding office on the CCL Board.
Library Officers	the Chief Executive Officer and staff of CCL appointed by the Chief Executive Officer.

- 5.1 Terms not defined in this document may be in the CCL [glossary](#).

## 6 RELATED LEGISLATION AND DOCUMENTS

### Our Governance Documentation

[3.02 Purchase Orders](#)

[3.06 Use of CCL Credit Cards](#)

[5.27 Gifts and Hospitality Policy](#)

### Our Forms and Templates

[Corporate Gift Register](#)

### Other Related Documentation

[Competition and Consumer Act 2010](#).

Legislative and regulatory provisions

Promulgated guidelines (including [Victorian Local Government Best Practice Procurement Guidelines 2013](#)).

[Section 186 of the Local Government Act \(LGA\) \(Power to enter into Contracts\)](#)

[Section 186A of the LGA \(Procurement Policy\)](#)

[Sections 208C of the LGA \(Best Value Principles\)](#)

[Sections 77-80, and 95 \(Conflict of Interest\)v](#)

## 7 FEEDBACK

- 7.1 CCL staff and members may provide feedback about this document by emailing [governance@ccl.vic.gov.au](mailto:governance@ccl.vic.gov.au).

## 8 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	General Manager, Finance
Advisory Committee to Approval Authority	General Manager, Finance

Approval and Review	Details
Administrator	Executive Assistant
Next Review Date	June 2020

Approval and Amendment History	Details
Original Approval Authority and Date	General Manager, Finance
Amendment Authority and Date	June 2019
Notes	This document is updated annually and adopted by the Library Board.

### Attachment 1 – Delegations of Authority

#### Chief Executive Officer

- Purchase orders to the value of \$149,999
- Contracts to the value of \$149,999
- Appointment to register of pre-qualified suppliers
- Approval of electronic payroll signoff
- Credit Card access (\$5,000)

#### General Manager Customer Experience

- Purchase orders to the value of \$30,000 (Library materials and equipment)
- Purchase orders to the value of \$5,000 (Promotions/Marketing)
- Contracts to the value of \$10,000 per year with a life up to 2 years
- Credit Card access (\$5,000)

#### General Manager Digital Operations

- Purchase orders to the value of \$50,000 (IT hardware and software)
- Contracts to the value of \$10,000 per year with a life up to 2 years
- Credit Card access (\$5,000)

#### General Manager Finance

- Purchase orders to the value of \$75,000
- Contracts to the value of \$10,000 per year with a life up to 5 years
- Approval of electronic payroll signoff
- Credit Card access (\$5,000)

#### General Manager Organisational Development

- Purchase orders to the value of \$10,000 (Training & Employee costs)
- Approval of electronic payroll signoff
- Credit Card access (\$5,000)

#### Community Programs & Engagement Coordinator

- Purchase orders to the value of \$20,000 (Library materials & Program Costs)
- Purchase orders to the value of \$5,000 (Promotions/Marketing)
- Contracts to the value of \$10,000 per year with a life up to 2 years

#### Information Services Coordinator

- Purchase orders to the value of \$20,000 (Databases, Hardware and Software)
- Contracts to the value of \$10,000 per year with a life up to 2 years

All authority granted is to within allocated and approved budgets.



## Attachment 2 – Casey Cardinia Libraries Bank Signatories

The Board approved and nominated appropriate Officers as signatories to support the day-to-day operations and management of Casey Cardinia Libraries. The Board approved the following Officers as signatories at the 27 February 2019 Board meeting:

Chief Executive Officer, Casey Cardinia Libraries

- Christopher Cleeve Buckingham

General Manager Finance, Casey Cardinia Libraries

- Emily Rachel Louise Ramaswamy

Chief Financial Officer, City of Casey

- Bernard John Rohan

Council Officer, City of Casey

- Glenn Andrew Patterson, Chief Executive Officer

Council Officer Board member, Cardinia Shire

- Tracey Parker, General Manager, Community Wellbeing, Cardinia Shire

*Note: Westpac advise that any two signatories are to sign jointly.*

Authorised Officers to issue instructions only, regarding term deposits:

- General Manager Finance, Casey Cardinia Libraries
- Financial Accountant, City of Casey
- Senior Finance Officer, City of Casey



Victorian Auditor-General's Office

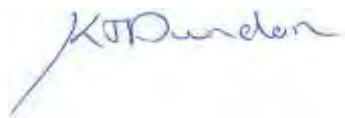
Casey-Cardinia Regional Library Corporation  
**Interim Management Letter**  
for the year ending 30 June 2019

## Background

I enclose for your information the interim management for the year ending 30 June 2019. The interim management letter provides a summary of audit findings from the interim phase of our audit. This letter will be discussed at the Board meeting on 26 June 2019.

## Acknowledgement

I also take this opportunity to thank your executive team and staff for the time they made available to us during the interim phase of our audit.

A handwritten signature in blue ink, reading "Kristie Dundon".

Yours sincerely

Kristie Dundon  
Partner, RSM  
*VAGO Audit Service Provider*

Dated: 19 June 2019  
Melbourne, Victoria

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# Introduction

We have completed the interim phase of the 2018-19 audit and now bring to your attention our findings from that phase of the audit. As part of our reporting, we include our assessment on the significance of the findings. The criteria we consider in this assessment is included in **Appendix A**. Findings can fall into the following categories:

- internal control findings
- financial reporting findings
- business improvement opportunities and other findings.

## Internal control findings

As part of our audit, we assess the design and implementation of internal controls relevant to financial reporting. If we intend to rely on these controls, we test how effectively they are operating.

Any weaknesses in internal control identified during our audit is communicated to you through our management letters.

## Financial reporting findings

As part of our audit, we may identify weaknesses in management's approach to financial reporting resulting in potential material misstatement. This includes, but is not limited to, non-compliance with the Australian Accounting Standards and/or other reporting frameworks.

### *Reporting and tracking internal control and financial reporting findings*

As part of this communication we include:

- our assessment as to the significance of the finding
- recommended actions
- management comments and expected implementation dates.

We have discussed all findings with management. The nature and rating of the finding determines our expectations in relation to management acceptance and our monitoring of the implementation of remedial actions.

## Scope of our audit

We did not carry out a comprehensive audit of all processes and systems of internal control you maintain or seek to uncover all deficiencies, breaches and irregularities in those systems and processes. Inherent limitations in any process and system of internal control may mean that errors or irregularities might not be detected.

As explained in the audit strategy presented to the Board in June 2019, the objective of the audit is for the Auditor-General to express an opinion on the financial report. Although the audit considers internal controls relevant to preparing the financial report, this is done in order to design audit procedures that are appropriate in the circumstances and not for the purpose of expressing an opinion on the effectiveness of those controls. Our planned approach, including level of reliance on internal controls, was communicated in our audit strategy.

## Reports to Parliament

The Auditor-General may include items listed in this letter in a report to Parliament. We will send you a draft of the relevant material included in this report and ask for your comments before the report is tabled in Parliament. High rated findings may be specifically identified and reported in the Parliamentary reports.

# Summary of audit findings

The table below summarises all 'open' (current and prior period) management letter issues, and prior period issues that have been resolved in the current period. Open items include all findings that are 'unresolved', 'partially resolved' or 'substantially resolved' as at the date of this letter.

Finding first raised (month / year)	Reference	Findings	Rating	Classification of deficiency			Resolved / unresolved	Management acceptance	Agreed implementation date
				Internal control	Financial reporting	Financial statement areas grouping			
Open issues (current and prior period)									
June 2019	2019.1	Formalised service level agreement with the City of Casey	Moderate	-	X	Other	Unresolved	Yes	31 July 2019
September 2018	2018.1	Financial statements preparation and establishment of quality control better practices	High	-	X	Other	Unresolved	Yes	30 June 2019

# Detailed audit findings—open issues

Ref	Description of finding and implication	VAGO recommendation on new findings and update on open items	Response from management
2019.1	<p><b>Formalised service level agreement with the City of Casey</b></p> <p>During the interim visit, we noted that the most recent written agreement regarding the support services provided by the City of Casey to the Corporation is currently outdated. As outlined in the Audit Strategy, the Corporation is responsible for creating clear service level agreements and monitoring their effectiveness.</p> <p>Whilst we acknowledge the City of Casey is audited by VAGO, this does not provide specific assurance to the Corporation in relation to the processing of Corporation transactions.</p>	<p>We recommend that an up to date service level agreement with the City of Casey be established which outlines clear responsibilities, timeframes, fees etc. The service level agreement should be periodically reviewed to ensure up to date and reflective of current operating procedures.</p> <p>The Corporation should also consider what level of controls assurance is required from the City of Casey, such as in the form of a formal control's assurance report (i.e. pursuant to ASAE 3402 <i>Assurance Reports on Controls at a Service Organisation</i>).</p>	<p><b>Recommendation:</b> Accepted</p> <p><b>Responsible officer:</b> Chris Buckingham CEO</p> <p><b>Implementation date:</b> 31 July 2019</p> <p>We support the recommendation made by the Auditor.</p>



Ref	Description of finding and implication	VAGO recommendation on new findings and update on open items	Response from management
2018.1	<p><b>Financial statements preparation and establishment of quality control better practices</b></p> <p>Over the course of the audit and linked to the better practice elements outlined in the focus area around timeliness and quality of financial reporting processes, we observed:</p> <ul style="list-style-type: none"> <li>→ whilst key dates were agreed for commencement of the year-end audit (6 Aug), there was a significant delay in provision of a complete draft of the year-end financial statements (24 August 2018), indicating a lack of formalised preparedness for the year end audit, impacting the ability of management to achieve internal, statutory and audit deadline</li> <li>→ Lack of quality review on key balances reconciliation. This results a number of audit adjustments have been found during the audit process.</li> </ul> <p>We acknowledged that the above observations were impacted by a significant change of personnel within the finance team, and the implementation of a new model for reporting.</p> <p>The delays in provision of critical financial information also compresses the audit time thereby creating delays that may impact the ability of the Corporation to meet its statutory deadlines.</p>	<p>We recommend that the Corporation shall ensure appropriate planning and quality control process are implemented over the year-end financial report and audit preparation. This includes, but not limited to</p> <ul style="list-style-type: none"> <li>→ Development of financial report preparation plan which incorporates a detailed plan of the processes, resources, milestones, oversight and quality assurance requirements relating to the financial report preparation</li> <li>→ Shell account should be reviewed in detailed and tailored to the Corporation. Ideally as part of the quality control and assurance process, the accounts are reviewed by Board'; and</li> <li>→ Rigorous quality control and assurance processes in place during the preparation process.</li> </ul> <p><b>Audit update from interim visit:</b></p> <p>We note the appointment of a new General Manager – Finance during 2018-19 which should assist in ensuring a more formalised year-end approach.</p> <p>We will consider the year-end process during 2018-19 and provide a final update on this matter as part of our final management letter. As such, this matter remains unresolved at the time of issuing this report.</p>	<p><b>Recommendation:</b> Accepted</p> <p><b>Responsible officer:</b> Chris Buckingham, CEO</p> <p><b>Implementation date:</b> 30 June 2019</p> <p>We support the recommendation made by the Auditor and look forward to a more streamlined process in 2018-19.</p>

# Appendix A. Rating definitions and actions

We have rated our findings as follows:

Rating	Description of rating	Management action required
High	<p>This issue represents:</p> <ul style="list-style-type: none"> <li>→ a material misstatement in the financial report which has occurred, or an issue which could potentially result in a modified audit opinion if not addressed as a matter of urgency by the entity, or</li> <li>→ a control weakness which could cause or is causing a major disruption of the process or the entity's ability to achieve process objectives in relation to financial reporting and comply with relevant legislation.</li> </ul>	<ul style="list-style-type: none"> <li>→ Requires executive management to correct the misstatement in the financial report, or address the issue, as a matter of urgency to avoid a modified audit opinion.</li> <li>→ Requires immediate management intervention with a detailed action plan to be implemented within one month.</li> </ul>
Moderate	<p>This issue represents:</p> <ul style="list-style-type: none"> <li>→ a misstatement in the financial report that is not material and has occurred, or that may occur, the impact of which has the possibility to be material, or</li> <li>→ a control weakness which could have or is having a moderate adverse effect on the ability to achieve process objectives and comply with relevant legislation.</li> </ul>	<ul style="list-style-type: none"> <li>→ Requires management intervention with a detailed action plan implemented within three to six months.</li> </ul>
Low	<p>This issue represents:</p> <ul style="list-style-type: none"> <li>→ a misstatement in the financial report that is likely to occur but is not expected to be material, or</li> <li>→ a minor control weakness with minimal but reportable impact on the ability to achieve process objectives and comply with relevant legislation.</li> </ul>	<ul style="list-style-type: none"> <li>→ Requires management intervention with a detailed action plan implemented within six to 12 months.</li> </ul>

CC22/2019

BUILDINGS AND FACILITIES

*Report prepared by Chris Buckingham and Beth Luppino*

**Purpose**

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

*CCL Library Plan reference – 1.3, 3.2 and 4.2*

**Discussion**

**Facilities Development Plan 2019–2022**

At the February Board meeting, the Board adopted our Facilities Development Plan 2019–2022. Attached is an updated Facilities Development Plan that includes some updates for Cardinia branches and mobile library. Updates include drainage works, furniture, plumbed water fountain and recarpeting of Pakenham library; renewal of site signage for Cardinia Mobile library; internal layout changes, renewal of amenities and external painting at Emerald library. This is in response to additional investment by Cardinia Shire in library renewal in 2018–2019 and 2019–2020.

**Emerald Hills Hub update**

The Hills Hub development next door to the Emerald library is progressing well. Works continue to have some impact on library operations, but Council and the builders have been communicating well and responsive to suggestions and concerns.

The Hub will be an asset to the Emerald and surrounding areas- it will house the U3A, the Men's Shed and the Toy Library. It will have a large hall, gallery, meeting rooms and consultation spaces.

The proximity of the Hub to the library will encourage stronger connections with community groups and will allow CCL to have larger scale programs and events in the hall. It also creates a 'learning precinct' for community of all ages to enjoy.

The Worrell recreation reserve next to the library will also be renewed in the coming year.

CCL will support an application from Cardinia Shire Council for refurbishment of the Emerald Library through the Living Libraries Infrastructure Fund in the new financial year.

### **Toomah Community Centre**

Toomah Community Centre is a contemporary building located next to the Cardinia Railway Station. It is operated by Windemere on behalf of Cardinia Shire Council (CSC). It supports the community with a range of allied health and social support services, along with community groups who hire spaces in the facility for special interest activities such as the Scouts.

Key tenants include:

- Windemere
- Outlook
- Ways
- On Track cafe

The growing community living in the Cardinia Road area do not have easy access to public library services. The closest existing branches are Pakenham and Bunjil Place (approximately 7 and 15 km from Toomah Community Centre respectively).

While there are ample opportunities for physical recreation in the area, the capacity to engage in a cultural and or community setting is limited to Toomah Community Centre, the neighbouring shopping centre and the Officer Club. Site inspections and conversations with Windemere suggests there is significant potential for a small library located in the North West of the Community Centre.

Initial observations suggest that CCL and CSC could convert the existing space into a functioning pocket library with minimal capital expenditure. Given the pocket library would be co-located inside a well-established community setting with other key partners, there is an opportunity to run the service at a relatively low cost.

Both Cardinia Shire and Casey Cardinia Libraries have recognised the need for a Public Library in Officer. The Cardinia Road development falls within the catchment area for the proposed new library.

It is anticipated that the Officer Library may take up to five years to complete. In the interim, the Toomah Pocket Library could help demonstrate the need for the larger branch and encourage the growing community to develop positive visitation patterns now.

Suggested opening hours are 9am – 5pm Monday to Friday with extended opening hours on Thursday and possible Friday evenings until 9pm. CCL estimate that with the right service mix the Toomah Pocket Library could attract 50,000+ visitors per annum.

CCL and Cardinia Shire Council are continuing conversations to establish the best way forward from a funding perspective.

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### ***RECOMMENDATIONS***

1. That the Buildings and Facilities report be noted.
2. That the Board note the updates in the updated adopted Facilities Development Plan 2019–2022.



Casey  
Cardinia  
**Libraries**

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

# **Facilities Development Plan 2019 – 2022**

**Adopted: February 2019**

**Amended: May 2019**

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## 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

## 1. Introduction

Casey Cardinia Libraries play a vital role building happier, healthier and more resilient communities in our region. We contribute to lifelong learning, provide safe public spaces, enable access to digital technology and strengthen communities.

Public libraries deliver significant socio-economic returns on investment. The most recent SGS Report on the economic impact of public libraries in Victoria ([Libraries Work!](#)) show that for every dollar invested in Casey Cardinia Libraries the community receives a return of \$5.00. This is significantly higher than the State average which is \$4.30

This Facilities Development Plan provides an overview of Council assets used by Casey Cardinia Libraries (CCL) and identifies the short, medium and long-term needs of the network. It also includes recommendations for new and refurbished library facilities in the region.

CCL welcomes the opportunity to work in partnership with Member Councils to further develop planning for the development of library facilities and identify opportunities for innovation, efficiency and creativity within existing branches.

## 2. Regional Overview

CCL is one of Victoria's largest public library services. We support a rapidly growing and diverse community of more than 440,000 people which is growing at 4.5% per annum.

Our libraries are located at Cranbourne, Doveton, Emerald, Endeavour Hills, Hampton Park, Narre Warren (Bunjil Place) 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 2017-18 Casey Cardinia Libraries had more than 120,000 members, made over 2.5 million loans (physical and digital) and received 2.1 million visits across the network.

Forecasts estimate that the population in the City of Casey and Cardinia Shire councils will exceed 650,000 within the next twenty years. Much of this population growth will occur in new communities.

The CCL Library Plan 2018 – 22 anticipates that:

- Membership and visits will continue to grow
- Borrowing of physical items will remain stable and
- Library users continue to explore different ways of consuming information including eBooks and Audio Books.

The location and accessibility of our libraries is as important as the size of the branches. Our community tells us that they see their local library as a safe and welcoming space. They value up-to-date, relevant books, magazines and audio-visual materials; comfortable furniture, fast free Wi-Fi and interesting programs.



There is a growing trend towards clustering of services and facilities supported by Local, State and Federal Governments. Our libraries can play a key role as a driver of visitation and engagement in Cultural precincts, Community Service Hubs and Economic Development Zones.

While the CCL network provides good coverage for established communities in the region, there is a pressing need for new library services in new and recently formed precincts such as Officer and Clyde. The combination of fast-growing, dense, multicultural and youth-focused communities make these areas a focal point. Public libraries are places to build social capital and create free and comfortable 'living rooms' and learning spaces. (People Places – A guide for Public Library Buildings in NSW – 3rd ed.) For both these localities, there lies opportunity to create joint-use or colocated facilities to achieve both economic and community benefits.

Member Councils recognise that service delivery overlaps across the region irrespective of local government boundaries. There are tangible benefits to taking a regional approach to the development of new library services.



### 3. Roles and Responsibilities

The 2017 Regional Library Agreement defines the responsibilities of the Member Councils and CCL with respect to development, management and maintenance of library infrastructure.

Councils are responsible for the provision of buildings (including furniture and fittings), building maintenance, cleaning and payment of utilities in their respective municipalities.

Future development of libraries in the region is dependent on good planning and co-operative investment.

In addition to recurrent funding agreements, the State Government has funding available for new or improved developments through the Living Libraries Infrastructure Program. Projects may be funded up to the value of \$750,000 per project.

There are also opportunities to leverage additional State and Federal Government support by integrating library developments with other key regional services.

There is also the capacity to negotiate investment through Developer Contribution Plans.

## 4. Strategic Considerations

### Budgets and Funding

The ongoing support and commitment of City of Casey, Cardinia Shire and State Government are critical to our success. We also continue to seek new partnerships with business and community that generate revenue and create efficiencies eg Federation University Study Spaces.

### Growth and Social Trends

The Casey Cardinia region is growing and diversifying swiftly. This results in a greater need for well-located library services that meet informational needs, support lifelong learning and social inclusion and fostering cultural harmony in our region.

Increased housing in our region, with limited public transport to some of these areas, creates a need for localised library services that create opportunities for social connection. The ability for library services to combat isolation and connect people with learning opportunities is well documented. The positioning of library branches in accessible areas (people can walk to them and, or easily catch public transport) is critical.

There is growing recognition that public libraries play a vital role providing safe welcoming public spaces as a healthy alternative to pubs and pokie venues.

### Best Practice

Victoria has a strong network of public libraries. CCL is engaged at a statewide level to ensure we meet best practice in our facilities and also in programs, library collections and technology.

['People Places – A guide for Public Library Buildings in NSW \(3rd ed.\)](#) continues to be the key benchmarking document for the development of new libraries and maintenance of existing facilities in Australia.

### Technology

There is unprecedented change in the way people gather and absorb information. Public libraries have a responsibility to make sure that everyone can access information freely. We also need to ensure that new and refurbished libraries can adapt easily to meet the evolving needs of our communities.

### Sustainability

CCL has taken Victoria's TAKE2 climate change pledge and has committed to delivering a range of outcomes that will reduce waste and environmental impact of the business. We will continue to work with the Sustainability Teams of both Member Councils in order to meet these commitments.

## 5. Objectives and Desired Outcomes

Objectives	Desired Outcomes
<ul style="list-style-type: none"> <li>Develop a forward program for refurbishment of existing libraries and construction of new library facilities across the region.</li> </ul>	<ul style="list-style-type: none"> <li>Library services are delivered across the region in an equitable way that addresses community needs.</li> </ul>
<ul style="list-style-type: none"> <li>Develop agreed processes for refurbishment and replacement of Council owned assets under the management of CCL.</li> </ul>	<ul style="list-style-type: none"> <li>Agreed process is confirmed for replacement and refurbishment of Council owned assets under the management of CCL.</li> </ul>
<ul style="list-style-type: none"> <li>Review and enhance spaces in existing branches to ensure community needs are being met.</li> </ul>	<ul style="list-style-type: none"> <li>Increased community satisfaction with the physical spaces provided by CCL.</li> </ul>
<ul style="list-style-type: none"> <li>Linkages between CCL and other Council facilities and services are leveraged and enhanced.</li> </ul>	<ul style="list-style-type: none"> <li>Connecting infrastructure such as footpaths, visitor signage, roads and carparks meet the needs of users</li> <li>Public transport services are promoted and improved. CCL works with member Councils to advocate for improved services</li> <li>Libraries help drive visitation and engagement with other key Council services eg Maternal Child and Health</li> </ul>
<ul style="list-style-type: none"> <li>Library services across the network display consistent signage that aligns with Casey Cardinia Libraries identity and reflect the character of the community they serve.</li> </ul>	<ul style="list-style-type: none"> <li>A consistent look and feel for our libraries that raises the profile of our services in a way that resonates for our community and properly acknowledges the support of Council.</li> </ul>

## 6. Branch Overview and Needs

### 6.1 Bunjil Place Library

Bunjil Place opened in October 2017.

The Bunjil Place Library is almost 2,000 square metres over three levels, with specialised children's, information technology and youth spaces, and bespoke book displays. The library is fully integrated in the main complex and serves approximately 10,000 visitors per week.



#### Ongoing Building Maintenance Requirements

Renewal of furniture and ongoing maintenance of the facility is a priority consideration given the high levels of visitation. Existing furniture is showing signs of wear and tear. Replacement of meeting room furniture and tech facilities is also a priority for 2018-19. Wayfinding signage will also be enhanced as part of a precinct upgrade.

#### Strategic Considerations

Enhancing new technology to continuously improve the Customer Experience – 'self-returns shelf' technology, visitor counters to track movement and use of the space, hand-held Smart Mobile Devices to bring services direct to the customers.

#### Future Building Requirements

Technology upgrades, acoustic engineering and after-hours returns chute improvements.



## 6.2 Cardinia Mobile Library

The Cardinia Mobile Library is the busiest in Victoria. Between 50 – 55,000 people visit the service every year. It serves the communities of: Garfield; Bunyip Primary School; Bunyip Main Street (Saturdays); Tynong; Beaconsfield: Upper Beaconsfield; Gembrook; Cockatoo; Lang Lang Primary School, Maryknoll; Nar Nar Goon and Koo Wee Rup.



### 2018 Outcomes

CCL worked closely with Cardinia Shire to design concepts for a new CMO vehicle.

The new trailer will be completed in 2019.

Funding is being provided by Cardinia Shire and State Government via a Living Libraries Infrastructure Program grant.

### Strategic Considerations

New trailer will prioritise customer experience, comfort and accessibility.

There are opportunities to leverage Telstra's 5G Network to deliver greater digital access for the communities we visit.

### Ongoing Building Maintenance Requirements

Post implementation, the new trailer will require regular maintenance.

### Future Building Requirements

#### Short term (twelve months)

- Upgrade and refresh signage at permanent stops
- Underground power at Cockatoo carpark location
- Ongoing assessment of community needs and timetable adjustments





## 6.3 Cranbourne Library

Cranbourne Library is located at the Casey Complex in Cranbourne East and is approximately 1,440 square meters.

### 2018 Outcomes

Cranbourne Library underwent works in 2018 improving the library's appearance internally and externally. The works were funded by City of Casey and the State Governments Living Libraries Infrastructure Funding Program grants.



The library foyer has been refurbished to create more space and remove barriers to access.

The large circulation and information desk was removed and replaced with a smaller more welcoming service pod. The branch layout has also been improved with revamped study spaces and a tech bar, making more room for students and business people.

The meeting room concertina wall was replaced by glazed glass that makes the room more accessible as a quiet space when it is not booked.

An additional study zone has been created through our ongoing partnership with Federation University. The zone provides branded study carrels, power access and a stand-up collaboration table.



### Strategic Considerations

Cranbourne Library serves the rapidly growing southern and coastal areas of Casey. The current location of the library is not central to the shopping precinct, and majority of visitors come by car.

While there should be a strong synergy between the major tenants in the Cranbourne Indoor Leisure Complex, the physical layout of the precinct does not support a sense of connection or cohesion.

Proximity to residents and accessibility by public transport should be a key consideration in future expansion or relocation of the library.

There are no other libraries serving the Southern parts of the City of Casey. This means a number of new and emerging communities are missing out on access to core library services.

### Challenges and Opportunities

- The building is in a relatively high-profile location.
- More work needs to be done to create stronger linkages with other key recreational assets in the precinct.

The age and condition of current building will need to be addressed in the near future.

A new building for Cranbourne Library needs be considered as part of future planning and asset renewal, with additional space and innovative capacity to engage a rapidly growing community.

### Future Building Requirements

#### Short term (twelve months)

- Library signage needs updating to raise profile of the service to passing traffic. The current building is set back from Berwick-Cranbourne road. While the building itself is signed, and has benefited from recent painting, the existing Casey Complex sign that marks the entrance service road is subtle and needs improvement.

#### Medium term (1-4 years)

- Relocate to a new purpose-built library designed to meet growing demand for services or consider expansion within the existing building footprint. Before expansion into existing building, consideration must be given to current building issues – for example, uneven air conditioning throughout the building, leaks and underfloor damp. CCL will work with City of Casey to explore collocating and joint-use opportunities Eg. With Council Customer Services, arts services, youth or maternal and child health services.

#### Longer term (5 years+)

- Consideration needs to be given to the potential influence of new libraries in the Cranbourne Town Centre, Clyde and/ or other nearby Precincts in future planning particularly with regard to increased visitation and usage of surrounding services and shops; and transport/parking requirements.



## 6.4 Doveton Library

Doveton Library is near the Autumn Place Shopping Centre and is approximately 320 square metres in size.

The neighbouring kindergarten and Maternal Child Health centre are located in the new Autumn Place Community Hub, adjacent to the library.



The library serves an area with high levels of public housing built in the 1950s. A large proportion of the community speak a language other than English at home. The Doveton Community has a high level of social and economic disadvantage and has a SEIFA index score of 825.8 with only four percent of Australian suburbs having a higher rate of disadvantage. This creates high need for study spaces, free wi-fi, literacy programs and safe, comfortable spaces.

The CCL Collections Team partially operate from this library.

The primary challenge for this library is limited floor space and lack of signage and street presence for passing traffic.

### 2018 Outcomes

- External Painting of building
- Renewal of study and meeting room furnishings
- Landscaping of gardens around library entrance

### Strategic Considerations

Contemporary libraries provide space for small group activities, study zones and spaces where people can conduct research and collaboration. This is not possible in the current building footprint.

City of Casey has adopted a master plan for [Autumn Place](#) after a community consultation process. This plan sees a new library incorporated into a community hub at Stage 2 of the Master Plan. The potential additional uses for the Hub include the library, community meeting rooms, and other non-government services.

CCL recommends that at least 800 square metres is allocated for the new library in order to meet the needs of the community.

### Challenges and Opportunities

The completion of Stage 1 Autumn Place does raise the profile of the precinct for passing traffic, however there is now a clear and present gap in quality between Council owned assets.

### Future Building Requirements

#### Short term (twelve months)

- More power points and a charging station for mobile devices.
- Revamped signage to promote the service to passing traffic.



Medium term (1-4 years)

- New library to be constructed as a part of Autumn Place Community Facility Precinct.

## 6.5 Emerald Library

Emerald Library is a community facility serving the Hills district and surrounding areas. The library faces onto a sports oval and is 420 square metres in size.

The library will be co-located with the new Hills Hub which will be completed in 2019. As part of the redevelopment of the precinct, Emerald Library will get a new North facing reading garden at the main entrance.



Short-term plans for the library also include an improved foyer and enlarged Children and Family space. It is envisaged that the meeting room will be repurposed to accommodate this

### 2018 Outcomes

- Renewal of internal library shelving to create more space for community

### Challenges and Opportunities

Services and activities offered are limited by the space available. Children and families are frequent visitors to the library, but their ability to stay for extended periods is affected by the lack of space. We want our community to relax and spend time in the library.

With the completion of the Hills Hub (which will include bookable community meeting space) the current library meeting room will be transformed into a children's library space. This will open additional space in the current floor plan for study, internet access, and learning.

The appearance of the building, gardens, windows and general surrounds significantly influence the quality of the visitor experience. Emerald Library visitation has experienced disruption as part of the Hills Hub project. However, the completion of the project will enable community to access the new reading garden and improved foyer and library spaces.



### Future Building Requirements

#### Short term (twelve months).

- Cardinia Shire have committed to
  - Refurbishing the library foyer, toilet facilities and circulation/information area in 2019
  - repurposing the current library meeting room to accommodate an enlarged Children and Family space.
- The remaining space in the library will be converted to study space, and the fit out will be supported by Federation University
- External painting and fascia upgrade (painted sections) to tie in with Hills Hub precinct

- External directional signage upon completion of Hills Hub project to ensure community awareness of library across the precinct
- Circulation desk – downsize to create more space for community in the library water fountain
- Additional power points to new study area
- Designated Staff amenity installation

Medium term (1-4 years)

- Improved lighting in the lower carpark

## 6.6 Endeavour Hills Library

Endeavour Hills Library is located at the rear of the Endeavour Hills Shopping Centre and is co-located with the Endeavour Hill Leisure Centre, plaza and skate park. It is 730 square metres in size.

The library serves an increasingly diverse population.

The number of people speaking languages other than English is growing, persons post-retirement age are high in numbers, and yet nearly a quarter of the population are school age.



### 2018 Outcomes

- Improved study and learning spaces
- New study booths and nooks for quiet use
- Tech bar at the front of the library with improved power access
- Bean bags, umbrellas and seats outside the library, that help activate the plaza spaces

### Strategic Considerations

There has been some momentum generated by precinct partners to activate the plaza. Collaborative events have and will be continuing to be part of the focus for precinct partners.



**Endeavour Hills Community Precinct Master Plan**, Stage 2 works have now begun, with the redevelopment of the skate park and gardens outside the library.

There is a significant opportunity to increase visitation by working more closely with the Endeavour Hills Shopping Centre. Access between the commercial and community precincts needs improvement.

### Challenges and Opportunities

Council has undertaken major works to redevelop the carpark and the entries to the Library and Leisure Centres, introducing a “pop up” café and creating an open town square.

There are plans to collocate the Endeavour Hills Neighbourhood Centre with the library in a new two-storey building

### Future Building Requirements

#### Short term (twelve months)

- CCL signage needs updating to promote the library service to passing traffic
- The redevelopment of the skate park and other community assets in the precinct will disrupt access

- The physical link between the Endeavour Hills Shopping Centre and the library needs to be enhanced (accessible footpaths)

#### Medium term (1-4 years)

- Toilets require renewal
- Reduce the size of the customer service desk and make space for Young Adult section
- New colour scheme internally and externally

#### Longer term (5 years+)

- Expand the library building and collocate with the Endeavour Hills Neighbourhood Centre.



## 6.7 Hampton Park Library

Hampton Park Library is part of the Hampton Park Retail precinct. It is collocated with the Casey Youth Centre and next to the Hampton Park Community Hall. The library is within walking distance from several schools. It is 730 square metres in size.

### 2018 Outcomes

- Renewal of soft furnishings
- Installation of more efficient library shelving that creates more space for community

### Strategic Considerations

The library serves a community with diverse and complex needs. A significant number of residents speak languages other than English at home. There is also a high percentage of youth and children in the local population who spend many hours in the library every day.

Council have articulated plans for a new library as part of the redevelopment of the Hampton Park Central Community Precinct Master Plan, which will inform the need for refurbishment of the existing library. Depending on how far away the new library is, the existing branch will have a continuing need for upkeep and renewal.

### Challenges and Opportunities

A feature of the Hampton Park Library is the high windows in the raised roof line that require regular cleaning (currently schedules annually). The external walls are rendered and need to be de-cobwebbed and painted, as do all the internal walls of the foyer.

A silent study area is often requested by patrons and is not available due to the current layout of the building. The meeting room is the only closed off space and this often used for programs or external bookings.

There is a lack of visual connection between the Library and the shopping precinct.

### Future Building Requirements

#### Short term (twelve months)

- Meeting room minor upgrade (repaint, install kitchenette)
- Public toilets minor upgrade (repaint)
- After hours return chute – replace external section



#### Medium term (1-4 years)

- Fence/Wall in front garden section of building (alongside Youth Services) and create a reading garden / outside space
- Built in courtyard area between staff kitchen and outside meeting room and create new branch office
- Remove walls to existing office and create bigger workroom for staff
- Branch will need repainting inside and out within 5 years

#### Long term (5 years+)

- A new Library will be built as part of the new Hampton Park Community Precinct



## 6.8 Pakenham Library

The Pakenham Library is part of an integrated public facility which includes a community hall, large supper room and the local branch of U3A. The library is 1,200 square metres in size.



### 2018/19 Outcomes

- Council funded the 'opening up' of the meeting room with a large window which has improved lighting and aesthetics while creating a line of sight from the main customer area.
- The acoustics within the library have been addressed to improve significant noise issues, based upon customer feedback.
- Lighting has been improved throughout the facility
- Solar panels have been installed to offset energy consumption
- Communications cupboard has been moved out of the community meeting room to address noise issues, and has been upgraded to reduce energy consumption

### Challenges and Opportunities

The Pakenham Library is located close to the Pakenham CBD and shopping precinct. The facility serves the community well. The furniture and fittings are showing signs of wear and much of it needs to be replaced to keep the contemporary look and feel of the library. The Pakenham Library and Supper room were used as the Emergency Centre during the 2019 Bushfires. The carpets need replacing in the library, library meeting room, foyer and supper room and this is a priority for 2019.

### Strategic Considerations

Pakenham Library is heavily used by a very wide cross section of the community. There is a need to ensure that people feel safe and welcome when they enter the library. Cardinia Shire have committed to making the foyer lighter and more welcoming.

There is significant growth in the number of young families in the area and as such demand for study space, internet and Wi-Fi access is increasing.



### Future Building Requirements

#### Short term (twelve months)

- Cardinia Shire have committed to:
  - Painting the walls and replacing carpet in the foyer (outside the library)
  - Replacement of floor coverings in the library
  - Electrical safety works (OHS) floor box power treatment in the library
  - Recharge stations/Tech bar in study area water fountain in the foyer

- Drainage and downpipe upgrade to rectify stormwater drainage outside library meeting room and emergency exit area
- Foyer and library furniture upgrade
- Accessible toilet – enlarge to allow scooter access

#### Medium term (1-4 years)

- Upgrade Returns chute
- Reading garden and courtyard outdoor furniture
- Sail Shades for reading garden

#### Long term (5+ years)

- The library footprint will need expanding in order to meet the growing needs of the community
- Acoustic wall for study area (glazed)

## 7. Advocacy for Major Branch Works and New Facilities

CCL will work with the Member Councils on the planning development of future library facilities.

CCL will support the Member Councils with advocacy and applications for funding grants from State and Federal sources.

The City of Casey has indicated a willingness to replace or completely refurbish libraries in Doveton, Endeavour Hills and Hampton Park as part of integrated community facilities.

The needs of the Cranbourne and Clyde communities are a high priority as the population growth accelerates.

Cardinia Shire Council has identified Officer as the preferred location for its next public library.

### 7.1 Future Service Points

#### Clyde

A major suburban development is occurring at Clyde/Clyde North.

The City of Casey has identified a range of community facilities to be provided as part of the Clyde development. Included in this is a public library branch. No specific size has been specifically determined but a minimum of 1200 square metres will be required in order to meet community needs.

A Library branch located at Clyde will directly serve the growing community located at Clyde and Clyde North. It will also alleviate pressure on the current Cranbourne Library.

#### Cranbourne

There has been sustained interest in the development of a new library in the Cranbourne Central Activity District. While it may seem on face value to be too close to the existing library in Cranbourne East, it is conceivable that it will provide greater proximity for communities in Cranbourne West and Lynbrook.

It may provide a valuable interim solution to the increased pressure on the existing Cranbourne branch and give planners additional flexibility when finalising the Casey Complex renewal.

#### Officer Community Hub

Cardinia Shire has included a library branch for the township of Officer in its medium-term planning (3-5 years). The original development plan for Officer identified an 1800 square metre library branch as part of a civic precinct adjacent to the new Council Offices (which were opened in late 2014).

Cardinia Shire has developed (as part of a preliminary grant application process) a proposal for a Community Hub to be located near the Council Offices and within walking distance of the Education Precinct.

## 8. Conclusions and Recommendations

The way our communities use our facilities is rapidly changing. This means we need to think carefully about the way we use space within the branches and adopt new technology.

We also need to be judicious in the way we plan the development of new assets. Member Councils appreciate the vital role libraries play in new communities, but aside from commitments made through existing Precinct Structure Plans there are no concrete timeframes for construction or refurbishment of new libraries in the region.

There is a pressing need for new libraries in Officer and Clyde. The Cranbourne Library should be redeveloped. Consideration also needs to be given for a new library in the Cranbourne Central Activity District.

There is growing recognition of the role libraries play in integrated community service facilities as drivers of visitation and engagement. As new libraries are built and existing libraries renewed, we need to ensure that the spaces we create are flexible and capable of adapting to changing community needs.

## Appendix 1 – Further resources – Industry standards

ALIA guidelines for Library building can be found on *Guidelines, Standards and Outcome Measures for Australian Public Libraries July 2016* Page 45

<https://www.alia.org.au/sites/default/files/Guidelines%20Standards%20and%20Outcome%20Measures%20for%20Australian%20Public%20Libraries.pdf>

ALIA recommends People Places: A Guide for Public Library Buildings in New South Wales, State Library of New South Wales, 3rd ed., June 2012. as a guideline. This also provides a tool on predicting a library space needed by a community forecast.

[http://www.sl.nsw.gov.au/sites/default/files/people\\_places\\_0.pdf](http://www.sl.nsw.gov.au/sites/default/files/people_places_0.pdf)

For more information on libraries and community and creative places, please see Victorian Public Libraries 2030 Strategic framework

[http://plvn.net.au/sites/default/files/20130527%20FINAL%20VPL2030%20Full%20Report\\_web.pdf](http://plvn.net.au/sites/default/files/20130527%20FINAL%20VPL2030%20Full%20Report_web.pdf)

CC23/2019

INFORMATION, DIGITAL SERVICES AND TECHNOLOGY

*Report prepared by Daniel Lewis*

## Purpose

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

*CCL Library Plan reference 1.2, 1.3, 1.4, 3.1, 4.1, 4.3, 5.2 and 5.3*

## Discussion

### Identity

*Forming access and security around the user, applying protection that secures the connection without inhibiting the user experience and flow.*

### User-based Sign-On (CCL Library Plan Reference 1.2, 1.3 1.4, 4.3 and 5.3)

We have been working to connect all our software packages required by staff to our Federated Azure Active Directory Services. This provides staff with one set of user credentials to access any software package we utilise as opposed to one for each.

Shared utilisation of resources, mainly fixed branch PC's where multiple staff use the device across the day has been a barrier to securely stored credentials.

Recent advances in technology, notably Windows 10 and the Azure framework have provided new opportunities by using Azure Password-less. This would enable the staff member's Signal Sign On (SSO) credentials to be securely stored within the operating system (reducing security risk to an absolute minimum). It also provides the end-user with access to all software packages. It removes login pages using the windows authentication for pass-through access instead.

This technology is new, and we are working with Microsoft to identify the potential for this technology to be adopted within CCL and then develop a transition and rollout plan to empower staff. This project could lead to marketing and brand awareness opportunities with Microsoft wanting to showcase this technology in action. Further updates and opportunities will be provided as we explore the technology.

### Infrastructure

*The physical connection of devices and systems to facilitate the transport of information and data across our services.*

### Public Access Laptops – Digital Literacy, Be Connected, Code Club, Minecraft Education and More (CCL Library Plan reference 1.2 and 1.3)

In April 2019, we secured a grant through Be Connected Activation Grants. This will partially fund the release of new event laptops for digital literacy training.

The grant together with partnerships including HP will allow us to roll out 10 public access laptops for staff run events. This will enable staff to run more STEAM events across the region. Devices will be purchased in June 2019 and rolled out by September 2019.

#### Enhanced Infrastructure Strategy (CCL Library Plan reference 1.2 and 1.3)

June 2019 was an exciting month for opportunities in the digital space. EduTECH in Sydney showcased upcoming educational technology. Google announced their new game streaming service (Stadia), this may impact the library's bandwidth.

Stadia is a cloud gaming service operated by Google, claimed to be capable of streaming video games up to 4K resolution at 60 frames per second with support for high-dynamic-range. It streams to players via Google's data centres across the globe provided they are using a high-speed Internet connection. It will be accessible through the Google Chrome web browser – on computers, laptops, tablets, smartphones, and even standard TV's (with the Google Chromecast).

Stadia is not like Netflix, it requires users to purchase games to stream via Stadia rather than pay for access to a library of games.

Stadia will enable all our current technology to become high end gaming devices (capable of running AAA level games) but at the cost of increased bandwidth. Our network can be scaled up to handle this need, at a cost.

#### Insights

*If data is the new crude oil, then Insights is the refined fuel that runs any organisation. Insights encompasses how we collect data (through software) and how we refine or contextualise our raw data to make informed decisions and strategic thinking.*

#### Enhanced Meeting Room Bookings (CCL Library Plan reference 1.2, 1.3, 3.1, 4.1, 4.3 and 5.2)

Meeting rooms across the region have been managed inhouse by branches and the finance team. There have been different systems to manage the booking from the historic pen and paper to more recent individual Google calendars.

Changes in processes over the years have delivered some efficiencies. There is still room for improvement. We have opted for a solution using Office 365. Staff can utilise Office 365 – Outlook Exchange Calendars to manage room bookings and availability. The community will have external access to Office 365 Bookings, this creates a user friendly/community facing booking systems for our internal resource calendars.

The transition commenced in March at Pakenham alongside testing of our new meeting room availability devices (JOAN). These are positioned outside the meeting room to provide the community with a quick visual of our resources without using floor staff time.

**Digital Journey Map and Roadmap** (*CCL Library Plan reference 1.3*)

Digital Services are undertaking a strategic review and identification of projects that will take CCL into the 2020 and beyond. This review will focus on our existing framework and technology to further support staff and enhancing the current digital experience to create a full “Digital Branch” for the community to utilise.

The ICT Journey Map and Roadmap have been retitled as the Digital Journey Map and Roadmap, these will be presented to the Board at the August Board meeting..

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***RECOMMENDATIONS***

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1. That the Information, Digital Services and Technology Report be noted.



CC24/2019

PEOPLE AND CULTURE

*Report prepared by Melissa Martin*

## Purpose

To provide the Board with an update on team development and staffing opportunities.

*CCL Library Plan reference – 1.2,1.3 1.4, 3.3, 4.1, 5.1, 5.2 and 5.3.*

## Discussion

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

Efforts to create a socially inclusive and diverse workforce that is reflective of our community continue. We have recruited two new part time staff through our partnership with Outlook Employment.

### Enterprise Agreement (*Library Plan reference 5.3*)

CCL's current Enterprise Agreement concludes in November 2019. Negotiation of a new Enterprise Agreement has commenced. The process so far has been cordial and constructive.

### Training and Development (*Library Plan reference 1.2, 1.3, 1.4, 3.3, 5.1, 5.2*)

In late 2018 staff were asked to complete a Skills and Strengths audit. Information from this has been used to help inform and update the Workforce Development Plan. Key actions for implementation for 2019–2020 are included in the Plan. The Training Plan 2019–2020 will be built around identified staff and industry needs.

Staff have recently had the opportunity to attend training sessions including: Manage conflict through Negotiation, Refresher Fire Warden training and Disability Awareness training (created by Outlook Employment for rollout to all CCL staff).

LITMOS – Online Learning Management platform has been launched for all staff. First modules for training include Child Safety and modules on respectful work relationships.

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## RECOMMENDATIONS

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1. That the People and Culture Report be noted.
2. That the Board note the Workforce Development Plan 2019–2020.



Casey  
Cardinia  
**Libraries**

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

# **Workforce Development Plan 2019**

**June 2019**

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## 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

## Introduction

One of the key goals in the 2019–2023 Library Plan is to build an outstanding and innovative organisation (Goal 5).

This plan guides how CCL will *create a people focused organisation that is quick to embrace new ways of doing things*. (Action Plan 5.2)

Effective workforce development is about determining what skills and strengths our staff need to perform their job well and how we can plan and train our workforce for the future needs of our community.

We will ensure that our recruitment, training and people development activities are well informed and built on evidence.

CCL recognise that every member of the CCL team brings a unique set of skills and attributes. We believe that a positive, strength-based approach to personal and professional development is the most effective way to build the capacity of our workforce.

We want our employees to be engaged and enthusiastic about their work. As the community's needs evolve and grow, we will support our workforce to acquire the skills and attributes they need to be successful.

CCL has more than 120,000 members and received over 2.2million visits across the network. CCL employs approximately 172 people (90 FTE) across 7 libraries and a mobile library service.

Our staff employment conditions are maintained in accordance with the Casey–Cardinia Library Corporation Enterprise Agreement Number 8. 2016 – 2019. The negotiation of the new Enterprise Agreement (November 2019) is an opportunity to formalise the principles and goals in this Plan.

## Our Community

CCL is one of Victoria's largest public library services. We support a rapidly growing and diverse community of more than 440,000 people which is growing at 4.5% per annum. We are funded principally by the City of Casey, Cardinia Shire and the Victorian State Government.

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

Forecasts estimate that the population in the City of Casey and Cardinia Shire councils will exceed 660,000 by 2031. Much of this population growth will occur in new communities.

## Strategic Considerations

### Our Core Business Functions

#### Customer Experience:

Provide wayfinding services, facilitate safe spaces, assist with use of library equipment, collection management, respond to information enquiries, reader advisory, IT assistance, home library service, local history access and support.

#### Collections

Plan, purchase, process, and manage physical and digital items.

#### Children and Youth Services

Programming, outreach, holiday activities, readers advisory and early literacy initiatives

#### Events and Programs

Literacy support programs, lifelong learning initiatives, recreational and educational workshops and events, information technology support

#### Administration

Building and asset maintenance, human resource management, staff training & development, compliance with OHS requirements.

#### Finance

Accounts receivable, accounts payable, debtor management, invoicing, report preparation, accounting, development of long-term financial plans, develop, monitor and control budgets, corporate governance, support audits, manage payroll, compliance with workplace regulatory requirements, contract management

#### Industry development

Partnerships, promotion, participation in state wide and national industry bodies and initiatives

### Future Trends

Australian public libraries play an essential role in communities. They 'support the information, education, cultural and recreational needs of local communities, and occupy a central place in community life.'

There is a growing emphasis on making public libraries safer more welcoming spaces. New technology will continue to have a profound impact on community expectations of our staff. There is a shift from public libraries providing information management towards customer experience and the soft skills of people management.

*'Victorian public libraries in 2030 are likely to feature elements of both the Creative Library and the Community Library... In both the Creative and Community scenarios, the opportunity for public libraries is to continue the transition from passive, product-based environments to ones that deliver active, service-based experiences.'* ([Victorian Public Libraries 2030 – Strategic Framework: 2013](#)).

The jobs of the future are cognitive and non-routine. We need to consider how we get the best value from our people.

Library staff will increasingly engage and interact with the community in the library, online and outside our four walls. They will act more as way-finders than curators. Their performance will be increasingly measured by the quality of the visitor experience in our libraries. The provision of great customer service is in our DNA, but service delivery models need to be challenged, in order to meet the changing needs of our customers.

### Technological change

In years past, the library was one of the only ways people could freely access information. People now have unparalleled access to information. Many people struggle to successfully navigate their way through too much information. There are also challenges for people as they seek to discern whether information is incorrect or biased.

Library professionals are expected to be in the vanguard of technological change. The curation of content is no longer as important as helping people find their own way to the information they need.

### Early Literacy

Public libraries are the recognised agency for the development of early literacy. We have a vital role to play building a culture of lifelong learning and securing positive social and economic outcomes for our community.

### Economic Environment

Rapid population growth and more complex community needs have placed significant pressure on CCL's capacity to deliver via traditional service models.

Public libraries invest approximately 70% of their total budget in staffing. There is sustained pressure to actively seek efficiencies that ensure value for money for our community.

Globally libraries have been closed and/or stripped of professional staff in favour of volunteers due to funding pressures. This has led to local sensitivities about the deployment of volunteers in public libraries. CCL has established a volunteer strategy where volunteers add value to our services and programs rather than take the place of any paid position.

### Demographics

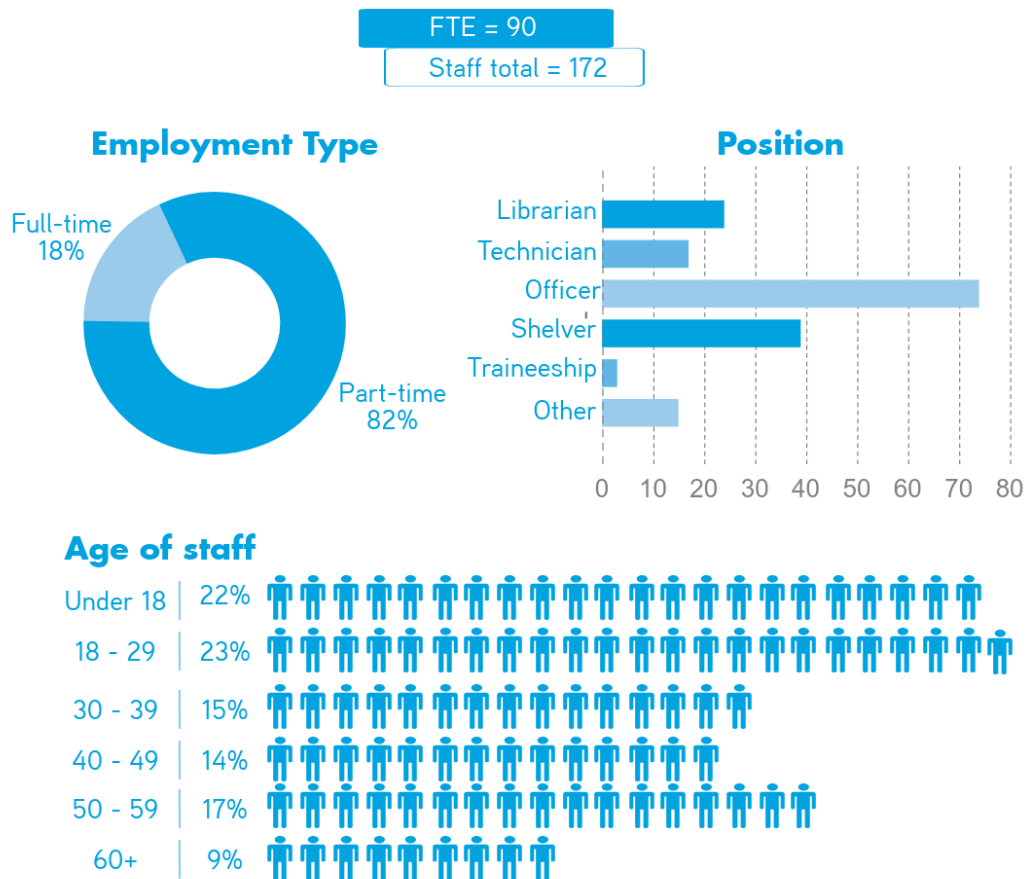
Population growth means that our libraries will need to go through a process of physical renewal over the next 5 – 10 years. It is highly likely that new libraries will be built in the region.

There is a strong expectation that staff will spend more time engaging with the community and providing specialised services rather than manual processing tasks.

Our community is diverse. More than a quarter of residents were born in non-English speaking countries. Key languages other than English include Sinhalese, Persian/Dari, Arabic, Spanish, Hindi and Mandarin. More than 8,500 Afghan-born people live in Casey; this is nearly half of all Afghan-born people in Victoria. Staff with the ability to speak languages other than English is already in high demand in the service and the expectation is that this demand will increase.

Casey Cardinia has a larger number of couple's with-children households 43% with further 12% single parent households. There are also a higher percentage of residents than the Melbourne average providing unpaid childcare. Demand will increase for suitably qualified Youth staff to cater to this important demographic.

## Our Current Workforce Profile



## Skills and Strengths Audit

Key observations from our recent skills audit staff informed us that our staff have a broad variety of skills they are keen to share such as:

- Teaching: technology, sharing skills gained from personal hobbies,
- Creativity: art, photo/video, music, performing arts skills
- Children and Youth Services: running programs, literacy

It is important to empower our staff to use their strengths and harness their skills, sharing knowledge and experience with their team members or members of the community through passive learning, formal and informal training as well as scheduled library programs.

The skills audit also revealed that our staff are lifelong learners and are keen for opportunities to increase their knowledge and skills. Many staff felt they had strengths in areas listed below whilst other staff felt that they would benefit from further learning on similar skills.

Skills such as:

- Technology: further IT skills, coding, console games
- People skills: leadership, engaging with community, dealing with difficult people
- Programs: running programs, presentation skills, teaching others



## Staff Retention and Workforce demand

### Forecasts and supply analysis for the next 1-5 years

There does not appear to be any significant short-term pressure on public libraries with respect to sourcing talent for general library roles. Library professionals tend to be long term employees. Staff turnover in the sector is relatively low and employment conditions are good.

Our overall staff turnover at CCL was significantly higher than previous years in 2018 – 2019, but still relatively low at 16.56%. Excluding shelvers who are secondary aged (15-17 years) working on a part-time basis in a contract role our staff turnover is lower at 9.52%.

There are some contributing factors:

- Our staff derive significant motivation from providing meaningful community service
- Most staff live in the communities they serve. They have connections with the area.
- Library staff at CCL are employed on a permanent basis with the exception of Trainees and Shelters.

In the medium to long term (3-5 years), pressure on staffing may increase. Natural attrition from retirement with 9% of staff over 60 will occur as well as staff taking up work opportunities elsewhere. Opening of new libraries in the next 3-5 years will also create a demand for new staffing.

Victorian Public Libraries have an ageing workforce. Employment of new staff and natural attrition means that CCL has increased the number of staff aged 18-49 by 10 percent with a slight increase in staff over age 50 by 2 percent

Large public libraries like CCL will always need some specialist staff; however the focus will be on recruiting and developing people who are flexible, adaptable and willing to grow. Socially intelligent people with a passion for early literacy, lifelong learning and providing inclusive customer experience to our diverse community.

### Mobile Library

CCL operates a very busy mobile library. It can be challenging to recruit operators due to the requirement for a heavy rigid truck licence and outstanding interpersonal skills. Our mobile library operator workforce is aging, so we need to actively recruit people who will help minimise the risk of a service shortfall.

## Key Observations

- Our workforce needs to evolve rapidly to meet the changing needs of our community.
- CCL needs to invest in equipment and technology that enable qualified staff to do more cognitive non-routine work and less non-cognitive routine work.
- There will be an increased focus on delivery of programs and experiences that encourage early literacy and lifelong learning in our community.
- CCL will continue to look for ways to increase staff productivity and flexibility, while respecting commitments made in the current Enterprise Agreement.
- CCL needs to maintain a strong volunteer policy which gives people the opportunity to make a meaningful contribution to community without undermining the role of professional library staff.
- CCL will focus on recruiting additional Mobile Library operators and/or training existing staff

# Future Workforce Development

## Library Plan 2019 – 2023

The CCL Action Plan 2019–20 outlines the strategies, actions and indicators required to meet the goals expressed in the Library Plan.

The links between this document and the Action Plan are as follows.

### Strategy

5.1 Embrace CCL values in everything we do

### Key Action and Activity

5.1.3 Develop a Workforce Plan to empower staff and harness skills and expertise

The Library Plan specifies five goals. Using these goals, we can plan how to evolve and grow our workforce.

- [The Knowledge Well](#)  
Create safe and welcoming places where everyone can gather, learn, share and grow.
- [Leadership and Innovation](#)  
Lead positive change through partnerships and teamwork.
- [Resilience](#)  
Strengthen capacity in our growing community
- [Literacies](#)  
Encourage reading and lifelong learning.
- [Organisational Performance](#)  
Build an outstanding and innovative organisation

## Future Workforce Priorities

### Recruitment

Focus will be on recruiting socially intelligent people with a passion for inclusion, early literacy, lifelong learning and willing to embrace our diverse community. Staff employed and volunteers of CCL will be reflective of the community they serve.

### The Knowledge Well

#### Where are we now?

- Many Library staff are working in a mobile environment, the change in systems and processes is significant and has created efficiencies in work practices.
- Most staff have a good understanding of the technology and devices that are used by the library and by our customers. There are still a significant number of staff who are not confident supporting a variety of IT enquiries.
- Increased automation means that staff have more time to support library users and add value to the community. The development of new skillsets and the alteration of some roles will continue to be monitored and adapted as required.
- An increase in the availability of digital literacy skill learning opportunities for patrons is dependent on an increase in staff capability.

## Recommendations

- Ensuring all staff are mobile
  - Office 365 training
  - LYNDACOM
- Ensuring consistent level of customer service for digital enquiries
  - TAILs training
  - JumpStart program
  - 'Play' time with new technology
  - Information Services training
- Enhanced delivery of information workshops
  - Workshop facilitation training
  - Presentation skills
  - Program delivery skills

## Leadership and Innovation

### Where are we now?

- Customer satisfaction surveys continue to be a source of positive feedback and used for developing relevant training.
- A new customer service dynamic for CCL will evolve as a result of the rollout of enhanced Customer Experience training
- CCL's social media presence has improved, but there are still opportunities for further development. Staff will need support creating engaging content.
- CCL has several different partnerships across the community. Staff must have the skills to nurture and deepen these connections.

## Recommendations

- To develop a new customer focused service dynamic
  - Customer Experience Training
- Increase engagement with online community
  - Social Media training
- Improved partnerships with external organisations
  - Partnership training
  - Community engagement training
- Support and contribute to a strong public library sector
  - PLV seminars and SIG participation

## Resilience

### Where are we now?

- As our communities grow, more libraries will be needed. This will lead to the employment of more staff and the upskilling of our people
- The library contribution to community well-being is defined more broadly than it has been in the past. Staff require targeted training to help meet the needs of the vulnerable people in our communities
- Exploring alternative funding sources creates a corresponding need for new skillsets in grant writing and other fundraising activities.

## Recommendations

- Increase our capacity to deliver an excellent service to social groups outlined in the Social Inclusion Strategy
  - Identifying and servicing vulnerable communities
  - ASTI cultural competence training
  - Cultural sensitivity training
  - Disability awareness training
  - Attendance at community summits regarding community concerns
- Enhanced customer focused skills for new and existing staff
  - Induction training
  - Refresher training
  - Customer Experience
- Enhance CCL's ability to access alternate and additional funding streams
  - Grant writing workshops

## Literacies

### Where are we now?

- The current youth team provides excellent programs. The increased number of young families in the region means that more staff may be required in this area. This may mean upskilling or reskilling staff
- The new emphasis on STEAM programs mean staff will have to build a corresponding skill set to deliver programs with these objectives.
- Currently only a few Adult programs at CCL focus on literacy. Training in adult education may be necessary
- CCL's reader development skills and reader advisory skills are mixed.
- Collections HQ is a new tool and staff have yet to master the full potential of the program
- The Code Club initiative is working well but it involves a deeper understanding of technology and more developed teaching skills than previous programs. Staff involved have the opportunity to share their skills with team mates to enable the expansion of this program.

## Recommendations

- Maintain and increase our services to a growing youth and young family population
  - Reading Matters
  - Youth forums
  - STEAM focussed training
- To continue our engagement with community literacy
  - Readers Advisory training
  - Community Literacy initiatives
- Improved collection management and increased circulation of materials
  - Collections HQ training
  - Forum for discussion of the program at BMTL
- Increased availability of innovative programs for our community
  - Opportunities to work with and observe innovative programs in other library services

- Coding training

## Organisational Performance

### Where are we now?

- The organisation is going through a period of rapid change. Our people are adjusting with varying levels of success
- CCL values have been established but are still being embedded in staff practices and attitudes
- The Child Safe Standards are recognised and supported by CCL. All staff need to go through training

### Recommendations

- All staff aware of their responsibilities in regard to interactions with children
  - Child Safe Standards training
- Staff members are supported to fulfil their leadership potential
  - Shared Leadership Program
  - CCL Living Leadership Program
  - Day to Day Staff Supervision training
  - Workplace relations training
- CCL complies with all relevant workplace legislation and expectations
  - Fire Warden training
  - Emergency Management training
  - Child Safe Standards training
  - Know your award
  - OHS / Manual handling training
  - Anti-Discrimination training
- Positive leadership and personal development to encourage staff to be their best and reach their full potential
  - Health and Well Being Program
  - EAP
  - Acting opportunities available for staff
  - Career Path planning
  - Performance Management
  - Secondment opportunities

## Review and Recommendations

The Workforce Development Plan helps ensure that every team member feels valued in making a tangible contribution to delivering our Library Plan 2019 – 23. Our people are happy, healthy, capable and confident in the workplace.

For CCL Workforce Development Plan to be successful, the following ingredients are important:

- Resources devoted to training our people are increased and refocussed
- Staff have time to pursue relevant training
- Staff are energised and enthused by their work and embrace change
- Workforce development plan reviewed and updated on an annual basis
- Our structure reflects our community's needs

## Key Actions for Implementation 2019–2020

- CCL wide focus on supporting social inclusion, particularly cultural awareness training and family violence prevention (Ongoing)
- Continued roll out of the Living Leadership program, further embedding our values and expectations of staff (August 2019)
- Continue focussed ICT training and development for all staff to ensure we meet community need for informal leadership in the adoption of new technology (Ongoing)
- Development of a structured volunteer program (December 2019)
- A regular intake of trainees (12-month contracts) to help ensure workforce diversity and provide greater capacity to meet community demand (March 2020)
- Recruitment of staff in partnership with OUTLOOK employment (July 2019)
- Design and implementation of automated processes for return of borrowed items
- Recruit mobile library operators (March 2020)
- CCL wide focus on empowering staff to share skills and train team members in their areas of strength (Ongoing)

## Measures of Success

- The workforce development plan is reviewed every twelve months and referred to as the key planning guide for the development of our people
- Training and development needs identified in the workforce development plan are implemented in a timely and impactful way
- Staff survey results reflect increased engagement with CCL and our values
- Our workforce more closely reflects the demographic profile of the community we serve

CC25/2019

OPERATIONS

*Report prepared by Melinda Rogers*

## Purpose

To provide the Board with a summary of CCL's monthly performance.

*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*)

The trend in recent months is positive, with May recording more than 108,000 physical visits and over 208,000 physical loans. Even with the school holidays and the Easter closed period in April, we still performed well. The April school holiday program was popular.

eLoans continue to perform well, up considerably year on year. Again, with Freegal, Bolinda eAudiobooks and eBooks and RB Digital usage continuing to increase from last year. Freegal remains extremely popular with streaming contributing to its huge growth year on year. Our recent additional promotion for Kanopy, Freegal and RB Digital is evident.

We continue to run sessions in branch for the community informing them of the different resources available, how to access and utilise them; these have been popular. We have subscribed to new RB Digital Magazine titles which are proving popular including Woman's Day.

Our membership continues to grow month on month, we have almost reached 127,000 members. We have gained over 4,300 members since the beginning of 2019. Bunjil Place Library gained over 1,200 members in April and May, Cranbourne more than 880 and Pakenham almost 600.



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

Website visits are slightly down on the same time last year but remain steady. The library app continues to gain in popularity; members access their accounts directly from the app eliminating the need to use our website. May saw over 8,500 sessions. Bookmyne usage is tapering off as members make the transition to the more inclusive App.

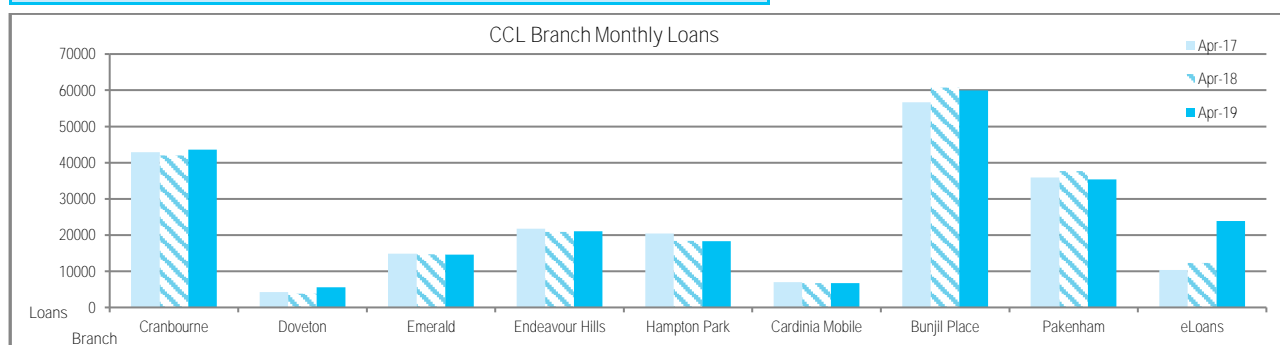
Internet use and Wi-Fi use is steady and consistent with the same period last year. Some branches have seen slight reductions in usage year on year for the quarter. Doveton has seen strong growth for both Wi-Fi and internet usage.

Community engagement continues to grow with our social media and newsletter. Our newsletter is now going to more than 58,200 email addresses. There was a spike in the click through rate in May (17.9%).

## Year on Year Performance Comparison April 2017 - 19.

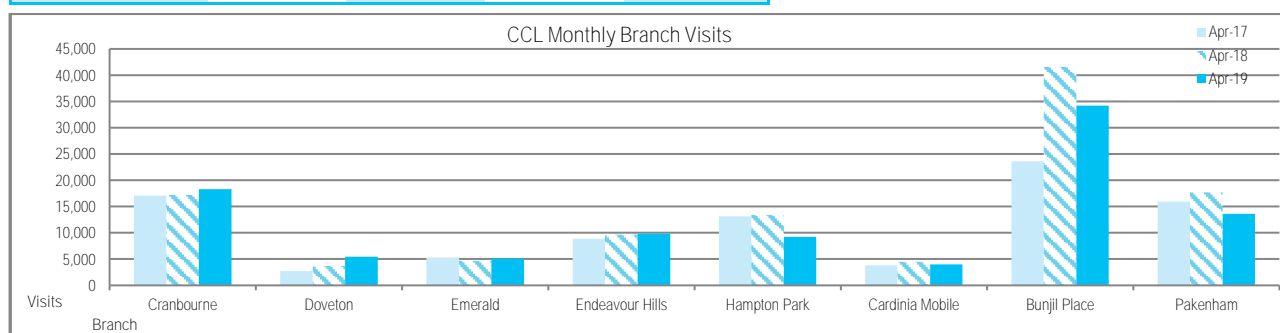
## Loans

Branch	Apr-17	Apr-18	Apr-19	% Variation 2018/ 19
Headquarters	1,334	1,025	1,017	-0.8%
Cranbourne	42,889	41,963	43,572	3.8%
Doveton	4,283	3,801	5,609	47.6%
Emerald	14,850	14,686	14,570	-0.8%
Endeavour Hills	21,750	20,894	21,071	0.8%
Hampton Park	20,383	18,377	18,323	-0.3%
Cardinia Mobile	7,017	6,731	6,751	0.3%
Bunjil Place	56,707	60,732	59,987	-1.2%
Pakenham	35,911	37,697	35,340	-6.3%
<b>Region</b>	<b>205,124</b>	<b>205,907</b>	<b>206,240</b>	<b>0.2%</b>
eLoans	10,366	12,320	23,910	94.1%
<b>Total Loans</b>	<b>215,490</b>	<b>218,227</b>	<b>230,150</b>	<b>5.5%</b>



## Visits

Branch	Apr-17	Apr-18	Apr-19	% Variation 2018/ 19
Cranbourne	17,104	17,233	18,293	6.2%
Doveton	2,715	3,676	5,483	49.2%
Emerald	5,297	4,680	5,118	9.4%
Endeavour Hills	8,867	9,674	9,850	1.8%
Hampton Park	13,157	13,385	9,223	-31.1%
Cardinia Mobile	3,815	4,455	3,995	-10.3%
Bunjil Place	23,597	41,553	34,203	-17.7%
Pakenham	15,962	17,705	13,643	-22.9%
<b>Region</b>	<b>90,514</b>	<b>112,361</b>	<b>99,808</b>	<b>-11.2%</b>
Website	31,352	42,085	39,099	-7.1%
Enterprise	31,352	34,935	30,533	-12.6%
Bookmyne	1,805	2,086	1,033	-50.5%
CCL App		2,434	7,446	205.9%
Total Virtual	64,509	81,540	78,111	-4.2%
<b>Total Visits</b>	<b>155,023</b>	<b>193,901</b>	<b>177,919</b>	<b>-8.2%</b>





## Digital Services – April 2019

### Internet Bookings

Branch	No. of PCs	Apr-18	Apr-19	% Variation 2018/ 19
Cranbourne	14	1,724	2,083	20.8%
Doveton	12	577	1,278	121.5%
Emerald	8	431	455	5.6%
Endeavour Hills	14	1,108	1,337	20.7%
Hampton Park	16	1,620	1,951	20.4%
Cardinia Mobile	2	4	2	-50.0%
Bunjil Place	18	3,331	3,222	-3.3%
Pakenham	16	1,981	2,000	1.0%
<b>Total</b>	<b>100</b>	<b>10,776</b>	<b>12,328</b>	<b>14.4%</b>
Total year to date		113,943	121,514	6.6%

### Wireless Network Bookings

Branch	Apr-18	Apr-19	% Variation 2018/ 19
Cranbourne	3,420	4,200	22.8%
Doveton	930	1,350	45.2%
Emerald	930	810	-12.9%
Endeavour Hills	2015	1,710	-15.1%
Hampton Park	2,370	1,500	-36.7%
Cardinia Mobile	0	90	0.0%
Bunjil Place	2,908	2,881	-0.9%
Pakenham	2,730	1,740	-36.3%
Total	15,303	14,281	-6.7%
Total year to date	168,935	161,487	-4.4%

### Electronic Resources

	Apr-18	Apr-19	% Variation 2018/ 19
Bolinda eAudiobooks	4,836	7,401	53.0%
Bolinda eBooks	4,449	5,832	31.1%
Choice	53	55	3.8%
Cloud Library	184	316	71.7%
Freegal Music	1,316	6,822	418.4%
Kanopy	0	712	-
RB Digital eAudiobook	80	229	186.3%
RB Digital eMagazines	867	2,404	177.3%
Tumblebooks	535	139	-74.0%
<b>Total</b>	<b>12,320</b>	<b>23,910</b>	<b>94.1%</b>

### E-Learning

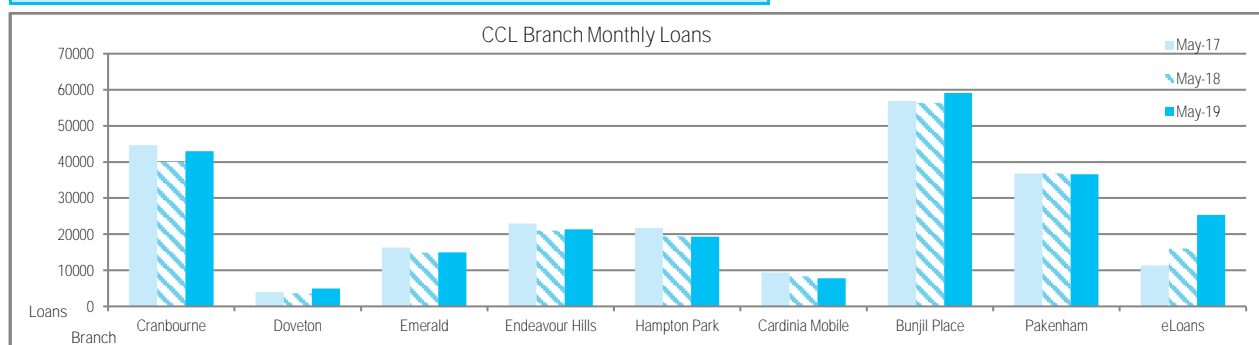
	Apr-18	Apr-19	% Variation 2018/ 19
Busy Things	9,171	7,569	-17.5%
Lynda.com (*sessions)	156	832	433.3%
Road to IELTS	5	26	420.0%
Studiosity (Your Tutor)	69	34	-50.7%
<b>Total</b>	<b>9,401</b>	<b>8,461</b>	<b>-10.0%</b>



## Year on Year Performance Comparison May 2017 - 19

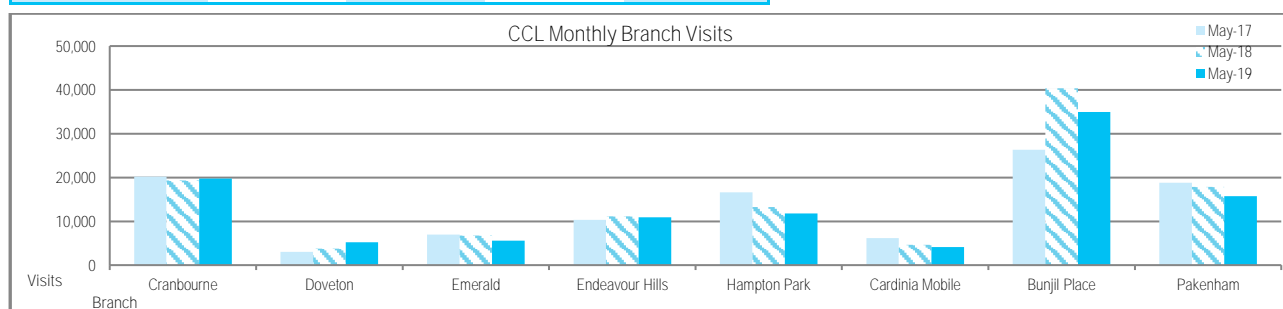
## Loans

Branch	May-17	May-18	May-19	% Variation 2018/ 19
Headquarters	1,558	1,211	1,002	-17.3%
Cranbourne	44,684	40,018	42,977	7.4%
Doveton	3,965	3,598	4,979	38.4%
Emerald	16,338	14,905	14,982	0.5%
Endeavour Hills	22,972	21,002	21,381	1.8%
Hampton Park	21,749	19,406	19,320	-0.4%
Cardinia Mobile	9,337	8,284	7,783	-6.0%
Bunjil Place	56,883	56,357	59,111	4.9%
Pakenham	36,745	36,843	36,576	-0.7%
<b>Region</b>	<b>214,231</b>	<b>201,623</b>	<b>208,111</b>	<b>3.2%</b>
eLoans	11,299	16,002	25,313	58.2%
<b>Total Loans</b>	<b>225,530</b>	<b>217,625</b>	<b>233,424</b>	<b>7.3%</b>



## Visits

Branch	May-17	May-18	May-19	% Variation 2018/ 19
Cranbourne	20,179	19,315	19,778	2.4%
Doveton	3,051	3,736	5,213	39.5%
Emerald	6,994	6,744	5,577	-17.3%
Endeavour Hills	10,349	11,154	10,882	-2.4%
Hampton Park	16,596	13,278	11,783	-11.3%
Cardinia Mobile	6,164	4,610	4,093	-11.2%
Bunjil Place	26,296	40,377	34,973	-13.4%
Pakenham	18,828	17,881	15,765	-11.8%
<b>Region</b>	<b>108,457</b>	<b>117,095</b>	<b>108,064</b>	<b>-7.7%</b>
Website	33,878	43,895	40,569	-7.6%
Enterprise	32,474	34,757	32,967	-5.2%
Bookmyne	2,253	2,034	1,368	-32.7%
CCL App	-	2,586	8,515	229.3%
Total Virtual	68,605	83,272	83,419	0.2%
<b>Total Visits</b>	<b>177,062</b>	<b>200,367</b>	<b>191,483</b>	<b>-4.4%</b>



## Digital Services – May 2019

### Internet Bookings

Branch	No. of PCs	May-18	May-19	% Variation 2018/ 19
Cranbourne	14	2,024	2,357	16.5%
Doveton	12	568	1,278	125.0%
Emerald	8	475	470	-1.1%
Endeavour Hills	14	1,343	1,571	17.0%
Hampton Park	16	1,741	2,300	32.1%
Cardinia Mobile	2	2	0	-100.0%
Bunjil Place	18	3,502	3,366	-3.9%
Pakenham	16	2,407	2,369	-1.6%
<b>Total</b>	<b>100</b>	<b>12,062</b>	<b>13,711</b>	<b>13.7%</b>
Total year to date		126,005	135,225	7.3%

### Wireless Network Bookings

Branch	May-18	May-19	% Variation 2018/ 19
Cranbourne	4,608	4,929	7.0%
Doveton	992	1,612	62.5%
Emerald	1,147	992	-13.5%
Endeavour Hills	2480	2,232	-10.0%
Hampton Park	2,976	2,542	-14.6%
Cardinia Mobile	0	155	0.0%
Bunjil Place	3,159	3,320	5.1%
Pakenham	3,193	2,728	-14.6%
<b>Total</b>	<b>18,555</b>	<b>18,510</b>	<b>-0.2%</b>
Total year to date	187,490	179,997	-4.0%

### Electronic Resources

	May-18	May-19	% Variation 2018/ 19
Bolinda eAudiobooks	5,124	7,873	53.6%
Bolinda eBooks	4,376	6,165	40.9%
Choice	78	68	-12.8%
Cloud Library	187	316	69.0%
Freegal Music	4,993	7,063	41.5%
Kanopy	0	600	-
RB Digital eAudiobook	94	210	123.4%
RB Digital eMagazines	906	2,810	209.2%
Tumblebooks	244	217	-11.1%
<b>Total</b>	<b>16,002</b>	<b>25,313</b>	<b>58.2%</b>

### E-Learning

	May-18	May-19	% Variation 2018/ 19
Busy Things	8,618	8,910	3.4%
Lynda.com (*sessions)	647	1,057	63.4%
Road to IELTS	32	13	-59.4%
Studiosity (Your Tutor)	88	80	9.1%
<b>Total</b>	<b>9,385</b>	<b>10,060</b>	<b>7.2%</b>



## RECOMMENDATIONS

1. That the Operations Report be noted.

CC26/2019

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, 2.3, 3.1, 4.2, 4.4 and 5.2*

Programs and events at CCL help promote the library as a community space where people of all ages can 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

Partnerships (*Library Plan reference 2.3*)

### Case study – Autumn Place Precinct Activation

Since the opening of the new Autumn Place Community Hub earlier this year, Doveton Team Leader Verona Atalla and her team have been actively establishing relationships with precinct partners. Working closely with the City of Casey Hub and Doveton Neighbourhood Learning Centre staff, and supported by the Friends of Doveton Library, Verona has led the delivery of a range of activities and events to engage local families.

The kindergarten now brings 50 children over to the library for fortnightly visits to encourage a love of reading and sense of belonging in the library. All Autumn Place Kindergarten students now have a library membership and are participating in the 1000 Books Before School program. Youth Services Officer Naomi Woodward also delivers regular Storytimes at the Kinder, and Verona talks to their parents about the library at pick-up time. This is a wonderful example of community engagement, making contact at several service points to build ongoing relationships with families.

Shared Leadership (*Library Plan reference 5.2*)

Facilitated by Sue Upton and John Martin of Upton Martin Consulting, the Shared Leadership Program is a unique opportunity for enthusiastic future leaders from the Victorian Public Library Sector. This challenging program is focused on increasing the leadership capabilities of participants, now and for the future, through theoretical, practical and experiential learning opportunities.

Places in this program are hard-won, and library services across the state (including State Library Victoria) compete for this opportunity for selected team members.

The program helps participants to:

- grow professionally, resulting in increased motivation and confidence
- develop and practise enhanced leadership and teamwork skills

- establish and consolidate peer networks across the Victorian public and State Library sector
- be better prepared to take the next step in their career

CCL is extremely proud to announce that two members of our team were selected for the 2019 program. Cenza Fulco, Coordinator Community Engagement, and Leanne Hornibrook, Collections Librarian were both successful in their applications. It is unusual for two team members from one service to be offered a place, so their success is testament to their high-quality applications. Part of the requirement is for participants to work on sector-wide issues in a group project. We are looking forward to the outcomes of this and seeing what influence Cenza and Leanne can have on our library services moving forward.

#### **STEAM Grant** (*Library Plan reference 4.4*)

National Science Week is Australia's annual celebration of science and technology. It provides an opportunity to acknowledge the contributions of Australian scientists to the world of knowledge. It also aims to encourage an interest in science pursuits among the general public, and to encourage younger people to become fascinated by the world we live in.

CCL has been awarded a grant of \$2,500 for STEAM programs at Doveton, Endeavour Hills, Cranbourne, Pakenham and Bunjil Place Libraries during National Science week. With this grant we will deliver five events including Robotics Workshop with the Brainary at Doveton Library, Mad About Science's the Big Science Show at Pakenham and Endeavour Hills Library, and Fizzle and Pop Show by Twisted Science at Cranbourne and Bunjil Place Library.

This grant is auspiced by the Science Week Victorian Coordinating Committee and The Royal Society of Victoria.

#### **Libraries Change Lives Campaign** (*Library Plan reference 2.3*)

Libraries Change Lives (LCL) continues to gain momentum as community embraces this campaign. CCL Facebook posts regularly feature our community stories, and we are encouraging visitors to fill out postcards in-branch with their own words.

Mangoong's Story:

*"I migrated from South Sudan about 8 years ago and have been learning and practicing my English ever since. I have been visiting Hampton Park library for a year now. I think the library is important for everyone. I came to the ukulele sessions the library ran on Thursday evenings and I made many friends. It is great to meet people from different cultural backgrounds and with many languages. I am studying to be a health care worker and help people with disabilities. I use the computers to complete my assessments, the staff are very friendly, they help me and they are very good to me." #librarieschangelives*



**Program Attendances for CCL – April 2019 – May 2019** (*Library Plan reference 3.1*)

April 2019 Program Attendances

**Attendances at Youth Activities**

Branch	Apr-18	Apr-19
Cranbourne	883	896
Doveton	361	500
Emerald	376	277
Endeavour Hills	875	837
Hampton Park	955	946
Cardinia Mobile	625	309
Bunjil Place	1,509	1,450
Pakenham	888	641
<b>Total</b>	<b>6,472</b>	<b>5,856</b>

**Attendances at Adult Activities**

Branch	Apr-18	Apr-19
Cranbourne	1	23
Doveton	30	45
Emerald	21	273
Endeavour Hills	14	119
Hampton Park	96	35
Cardinia Mobile	0	0
Bunjil Place	41	83
Pakenham	296	29
<b>Total</b>	<b>499</b>	<b>607</b>



May 2019 Program Attendances

**Attendances at Youth Activities**

Branch	May-18	May-19
Cranbourne	2,181	1,636
Doveton	289	583
Emerald	757	703
Endeavour Hills	1,283	1,167
Hampton Park	1,494	1,318
Cardinia Mobile	937	941
Bunjil Place	2,788	2,401
Pakenham	1,477	1,025
<b>Total</b>	<b>11,206</b>	<b>9,774</b>

**Attendances at Adult Activities**

Branch	May-18	May-19
Cranbourne	45	283
Doveton	78	28
Emerald	39	78
Endeavour Hills	58	69
Hampton Park	102	250
Cardinia Mobile	0	0
Bunjil Place	108	210
Pakenham	88	87
<b>Total</b>	<b>518</b>	<b>1,005</b>



**Collections** (*Library Plan reference 4.2*)

Our Sinhalese collection has been recently expanded. As a result, we have seen an enormous increase in the number of loans for this collection, and the Languages Other Than English Collection (LOTE) as a whole. Along with the expansion of the collection, we have also 'floated' parts of the LOTE collection over the past 6 months. This enables members from all of our branches to see, browse and borrow from more language collections.

Over the past six months the circulations for Sinhalese fiction have increase by 500% - from 259 circs during Oct 18 - Dec 19 (pre-floating) to 1321 circs during April - June. The trial for floating the LOTE collection ends this month, but given the community take-up, we will continue to offer this service.

**Customer Experience** (*Library Plan reference 5.2*)

**Nexus Survey Results**

The Nexus report summarises results from a survey of 2,541 people (aged 14 years or older) living within the boundaries of the 10 organisations that comprise the Regional Libraries Syndicate of 2019. As in previous years, the objective of the survey is to track the resident population's usage, perceptions and satisfaction with their public library services and compare these with results for the Total Syndicate.



In general, the 2019 survey reflects that, regardless of their own library use, people place high importance on the provision of a comprehensive library service being provided in their Council area, with 92% rating a score of 6 or higher on a scale from 1 “Not at All Important” up to 10 “Very Important”. The Total Syndicate mean rating this year is 8.64 out of a possible 10, marginally down on the 8.83 recorded in 2016.

Within Casey-Cardinia, the corresponding mean rating this year is 8.67, above the 8.53 recorded in 2016, and above both the Total Syndicate and Total Metro means this year. 91% of Casey-Cardinia respondents rate the importance for a comprehensive library service being provided in their Council area, a score of 6 or higher.

Within Casey-Cardinia during 2019, the performance ratings were also positively high ranging from 7.66 to 8.52. For possible improvement in performance, there are two services that are high in importance (above average), but where performance with the service provided by Casey-Cardinia is below average – Parking and Ease of using the library catalogue. While we have limited influence over parking, we will advocate to member Councils to improve options for library users. Feedback regarding the catalogue is noted and we foresee improvements to this through the SWIFT tender process, as the ILMS is upgraded.

In Casey-Cardinia, 61% of respondents rated a score of 10 or 9 and 33% a score of 8 to 6 indicating that 94% would be likely to recommend the library service to their friends, family or colleagues.

Further detail is available in the attached NEXUS report.

### **Marketing and Promotions** *(Library Plan reference 3.1)*

A key focus for May-June has been the “Very Hungry Caterpillar” CEO Sleepout campaign which:

- Raises awareness of the role and value of libraries within the community as welcoming, supportive and inspiring places
- Reaches target audiences beyond our existing catchment
- Connects libraries with fundraising for a well identified, purposeful cause
- Raises the profile of the CEO as a connected, progressive and credible leader, creating community trust and interest in CCL
- Raises much needed funds to support homeless people



We are now using Hubspot for CCL audience engagement activities:

- All SMS and email notifications (reminders, invoices, overdue, holds etc) have been rewritten in a friendly, engaging tone aligned with the CCL brand
- We have been able to dissect the electronic newsletter to better understand what our audiences are interested in
- A targeted email was sent out to only those patrons who would potentially be affected by disruptions caused by refurbishments at Pakenham Library. This has provided us with the

learnings we need to further target CCL audiences according to branch/demographics/interests etc

- Respondents from the April community survey who indicated interest in volunteering were sent a targeted email to invite them to join Friends of CCL

Although early days with this tool, it's clear that Hubspot will provide us with a powerful and sophisticated way to connect with existing and future audiences

### Statistics (April 2019 – May 2019)

#### CCL Website

	March	April	May
Visits	41,535	39,099	40,569

#### CCL App

	March	April	May
Sessions	7,432	7,446	8,515

#### Social Media

Followers	March	April	May
Facebook	3,329 (reach 38,845; engagement 3081)	3,362	3,428
Twitter	446	452	458
Instagram	416	445	462

#### Electronic Direct Mail (EDM) – Monthly Newsletter

	March	April	May
Went to	48,075	47,201	58,240
Open Rate	17.6%	15.9%	17.7%
Click Through Rate	8.3%	7.5%	17.9%

#### Lynda.com

	April	May
Active Users	832	1,057

### **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.

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### **RECOMMENDATIONS**

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1. That the Customer Experience Report be noted.



**Victorian Regional Library  
Corporations Network  
Community Survey - April 2019**

A Market Research Report  
prepared for

**Casey-Cardinia Library Corporation**

*Nexus Contact: Ms Kerry Waddell  
Regional Libraries Contact: Mr Chris Buckingham  
p9381, 23 May 2019*

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## 2019 Questionnaire

# 1. Summary

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**Context:** This report summarises results from a survey of 2,541 people (aged 14 years or older) living within the boundaries of the 10 organisations that comprise the Regional Libraries Syndicate of 2019. As in previous years, the objective of the survey is to track the resident population's usage, perceptions and satisfaction with their public library services and compare these with results for the Total Syndicate.

Eight members of the 2019 Syndicate participated in the 2016 survey; while Wimmera and Goldfields are new to the survey this year. One implication of changes in participation each survey, is that averages for the Total Syndicate can vary slightly over time owing to differences in geographic and demographic coverage. However, such variations continue to be surprisingly small. For that reason, we have also included a Total Metropolitan (1,624) and Total Rural sample (917) in the tables and bar charts this year.

**Library Usage:** The latest survey estimates that 47% of residents (aged 14 years or older) across the total area served by the 2019 Syndicate have used a public library within the last 12 months, this is down on the 50% average for the previous three surveys. Despite immense changes in technology in recent years, library usage amongst the general population remains fairly constant.

A further 43% of residents surveyed in 2019 claimed to have used a public library sometime, but not in the last 12 months, this leaves 10% of residents who claimed to have never used a public library, significantly more than the 6% recorded in 2016.

Amongst public library users in the last 12 months, 53% felt that the library provides low or no cost entertainment and 46% thought it helps them to relax. In addition, the library gets them out of the house (38%), supports their learning (37%) and provides a place for them to study (29%); while more than 20% indicated that the library is a recreational outlet for them, helps them to be creative and helps them engage with the community.

**Importance:** The 2019 survey reflects that, regardless of their own library use, people place high importance on the provision of a comprehensive library service being provided in their Council area, with 92% rating a score of 6 or higher on a scale from 1 "*Not at All Important*" up to 10 "*Very Important*". The Total Syndicate mean rating this year is 8.64 out of a possible 10, marginally down on the 8.83 recorded in 2016.

Within **Casey-Cardinia**, the corresponding mean rating this year is 8.67, above the 8.53 recorded in 2016, and above both the Total Syndicate and Total Metro means this year. 91% of Casey-Cardinia respondents rate the importance for a comprehensive library service being provided in their Council area, a score of 6 or higher.

The following table lists the **10 Most Important Service Aspects** (based on mean scores) amongst library users of a public library in the last 12 months for the Total Syndicate and within Casey-Cardinia.

Total Syndicate	Casey-Cardinia
1. Staff Courtesy & Helpfulness	1. Staff Courtesy & Helpfulness
2. Opening Hours	2. Ease of Locating a Book or Information
3. Range & Quality of Books for Adults	3. Range & Quality of Books for Adults
4. Ease of Locating a Book or Information	4. Staff Knowledge
5. Lending Services (loan period, reserve)	5. Opening Hours
6. Staff Knowledge	6. Parking
7. Ease of Using the Library Website	7. Lending Services (loan period, reserve)
8. Ease of Using the Library Catalogue	8. Ease of Using the Library Catalogue
9. Parking	9. Ease of Using the Library Website
10. Reference & Information Services	10. Reference & Information Services

**Satisfaction:** Users of a public library in the last 12 months were asked to rate their satisfaction with the overall service provided at the library. This was elicited using a 10 point scale similar to that used for Importance, but with the options from 1 “*Not at All Satisfied*” to 10 “*Very Satisfied*”. The mean satisfaction rating obtained for the Total Syndicate was 8.63, above the 8.48 recorded in 2016.

Within **Casey-Cardinia**, the corresponding mean rating this year is 8.64, above the 8.59 recorded in 2016, and similar to this year’s Total Syndicate and Total Metro means (both 8.63). 97% of public library users in Casey-Cardinia rate satisfaction with the overall service provided a score of 6 or higher.

Further, those who had used a public library in the last 12 months were asked to think about the performance of their library in providing the services (previously rated on importance) using a scale from 1 “*Very Poor*” to 10 “*Excellent*”. Mean scores were calculated for each service, removing the “Don’t know” responses. During 2019, performance means for the 22 services rated by the Total Syndicate ranged from 7.57 to 8.53 out of a possible 10.

Within **Casey-Cardinia** during 2019, the performance means were also positively high ranging from 7.66 to 8.52. For possible improvement in performance, there are two services that are high in importance (above average), but where performance with the service provided by Casey-Cardinia is below average – Parking and Ease of using the library catalogue

The following table lists the **10 Highest Performing Services** (based on mean scores) amongst library users for the Total Syndicate and within Casey-Cardinia.

Total Syndicate	Casey-Cardinia
1. Staff Courtesy & Helpfulness	1. Lending Services (loan period, reserve)
2. Staff Knowledge	2. Staff Courtesy & Helpfulness
3. Lending Services (loan period, reserve)	3. Opening Hours
4. Access to Wi-Fi	4. Access to Wi-Fi
5. Internet Access provided at the Library	5. Range & Quality of Books for Adults
6. Ease of Locating a Book or Information	6. Presentation of the Library Building
7. Presentation of the Library Building	7. Staff Knowledge
8. Reference & Information Services	8. Reference & Information Services (=8)
9. Range & Quality of Books for Adults	9. Internet Access provided at the Library (=8)
10. Opening Hours	10. Ease of Using the Library Website

Users of a public library in the last 12 months were asked, based on their last experience, how likely they would be to recommend the library service to their friends, family or colleagues. Answers were rated using a scale from 1 to 10 where 1 represented “*Not Likely at all*” to 10 representing “*Very Likely*”. 95% of respondents in the Total Syndicate rated the likelihood to recommend the library service a score of 6 or higher this year

In **Casey-Cardinia**, 61% of respondents rated a score of 10 or 9 and 33% a score of 8 to 6 indicating that 94% would be likely to recommend the library service to their friends, family or colleagues.

The following pages contain more information on the key findings of the survey results. The Excel Detailed Tables, which provide further breakdowns by region and demographics have been provided in a separate document.

## 2. Context

---

### 2.1 Background

This 2019 survey is the latest in a series which have been conducted almost annually since 2010. The survey's intention is to track usage of public libraries and attitudes towards them; by residents of the regions served by the Syndicate's members. In addition, the survey provides a useful vehicle for collecting background information to help understand trends, for example, ways in which the library assists people's lifestyle.

This year the following library regions were included in the survey:

	Expected Sample	Actual Sample	Population Aged 14+
<b>TOTAL</b>	<b>2,500</b>	<b>2,541</b>	<b>1,803,419</b>
<b>Total Metropolitan</b>	<b>1,600</b>	<b>1,624</b>	<b>1,436,483</b>
Bayside	200	202	85,739
City of Boroondara	300	304	150,902
Casey-Cardinia	300	304	338,006
Eastern Region	300	301	360,757
Monash	200	205	167,791
Yarra Plenty	300	308	333,288
<b>Total Rural</b>	<b>900</b>	<b>917</b>	<b>366,936</b>
Corangamite	300	301	73,897
Goldfields	200	205	161,554
Goulburn Valley	200	210	86,595
Wimmera	200	201	44,890

As indicated, the expected sample of 300 interviews were conducted for each larger region and 200 for the five less populated regions. The actual sample column shows that in some instances, library region samples have been exceeded due to telephone interviews and the on-line panel interviews running concurrently.

The sample in each region was weighted to represent the population based on the LGV survey returns submitted by the library services and the percentage of people aged 14 years and older recorded in ABS profile.id for each region. It is estimated that there is over 1.8 million people (aged 14 years and older) resident in the 2019 Syndicate region.

## 2.2 Note on the Survey

### 2.2.1 Survey Design

Over the last nine surveys, for greater cost-efficiency and also wider coverage, the majority of interviews (where possible) have been undertaken via the internet, with the remainder conducted by a team of experienced telephone interviewers.

As in previous years, all people aged 14 years or older resident in the defined regions were eligible for an interview. The total of 2,541 interviews was obtained as follows:

	Sample	Internet	CATI
<b>TOTAL</b>	<b>2,541</b>		
<b>Total Metropolitan</b>	<b>1,624</b>		
Bayside	202	130	72
City of Boroondara	304	208	96
Casey-Cardinia	304	265	39
Eastern Region	301	301	-
Monash	205	205	-
Yarra Plenty	308	290	18
<b>Total Rural</b>	<b>917</b>		
Corangamite	301	85	216
Goldfields	205	182	23
Goulburn Valley	210	106	104
Wimmera	201	18	183

A random sample of 300 interviews for some library regions has a maximum plus or minus sampling tolerance of 6% at the 95% confidence level. That is, for a Yes/No type question, 95% of random samples could be expected to yield estimates which are within a maximum  $\pm 6\%$  of the true population value.

A sample size per region of 200 for some library regions, has a maximum plus or minus sampling tolerance of 8% at the 95% confidence level.



Results relating to sub-samples, say of the approximate 140 recent users of public libraries in a region, have a maximum plus or minus sampling tolerance of 9% at the 95% confidence level. Such tolerances would also broadly apply to overall results defined by males vs. females or older vs. younger residents in each region.

Exploring further implies correspondingly wider tolerances, owing to smaller sample bases. For example, a sub-sample of 100 has a maximum  $\pm 10\%$  sampling tolerance at the 95% confidence level.

For the full sample of 2,500 interviews (Total Syndicate), the maximum sampling tolerance is  $\pm 1.5\%$  at the 95% confidence level.

The reader is reminded that the survey does not cover public library users (or non-users) if they are resident outside the defined library region. On the other hand, the survey does cover the views of residents in a region regardless of whether they have recently entered a library or not.

Syndicate members' regions were defined by Nexus using region suburbs and their post codes. Dynata, an ESOMAR accredited provider of internet panels in Australia selected and supplied random samples of residents for interview via the internet within these geographic guidelines. To better obtain a representative sample, minimum quota by age and gender were advised by Nexus for each region.

Both the internet and telephone surveys ran from the 15 April – 2 May 2019. The latter was conducted by Q & A, an ESOMAR accredited provider of CATI in Australia and Nexus' fieldworkers using internet controlled in-home CATI; and a telephone database for random selection of residents. Both the internet and CATI surveys used Dynata software, for consistency of data between samples and over time.

After quality control checks, respondents' verbatim answers were coded into categories of answers to enable aggregation into tables and charts. Data was weighted to population totals by library region using six age/gender cells per region, to reduce any sampling bias. Data coding, chart generation; analysis and report writing were conducted in-house by Nexus Research.

### **2.2.2 Interview Content**

Core questions on the population's library usage and their perceptions of public libraries have remained relatively fixed over the survey period to enable comparisons and to track trends. In addition, questions are included on importance of library aspects and satisfaction with the library's performance in these areas, to identify particular regions' strengths and potential weaknesses.

A copy of the questionnaire is appended at the end of this report. The Detailed Tables have been provided in a separate volume and were used as the basis of this report.

### **2.2.3 Analysis & Reporting**

Results in this report are generally given in terms of projections to population figures (rather than to sample sizes) since this is the true focus of the survey. Weighting helps to avoid bias, for example, arising from older members of the community being more likely at home (and available for telephone interview) or younger residents being less accessible generally (and thus under-represented unless appropriately weighted).

Where ratings from 1 to 10 have been generated for specific questions, mean scores have been calculated (excluding those who indicated "Don't know") for the Total Syndicate and library regions. Means have been generated for Importance, Satisfaction and Performance of the library in providing a particular service.

The Detailed Tables (provided separately) show both the relevant sample base and the estimated population aged 14 years and older (in 000's) for each column of data. For ease of reference, the question numbers in the Detailed Tables correspond with the report chart numbers and also the 2019 questionnaire.

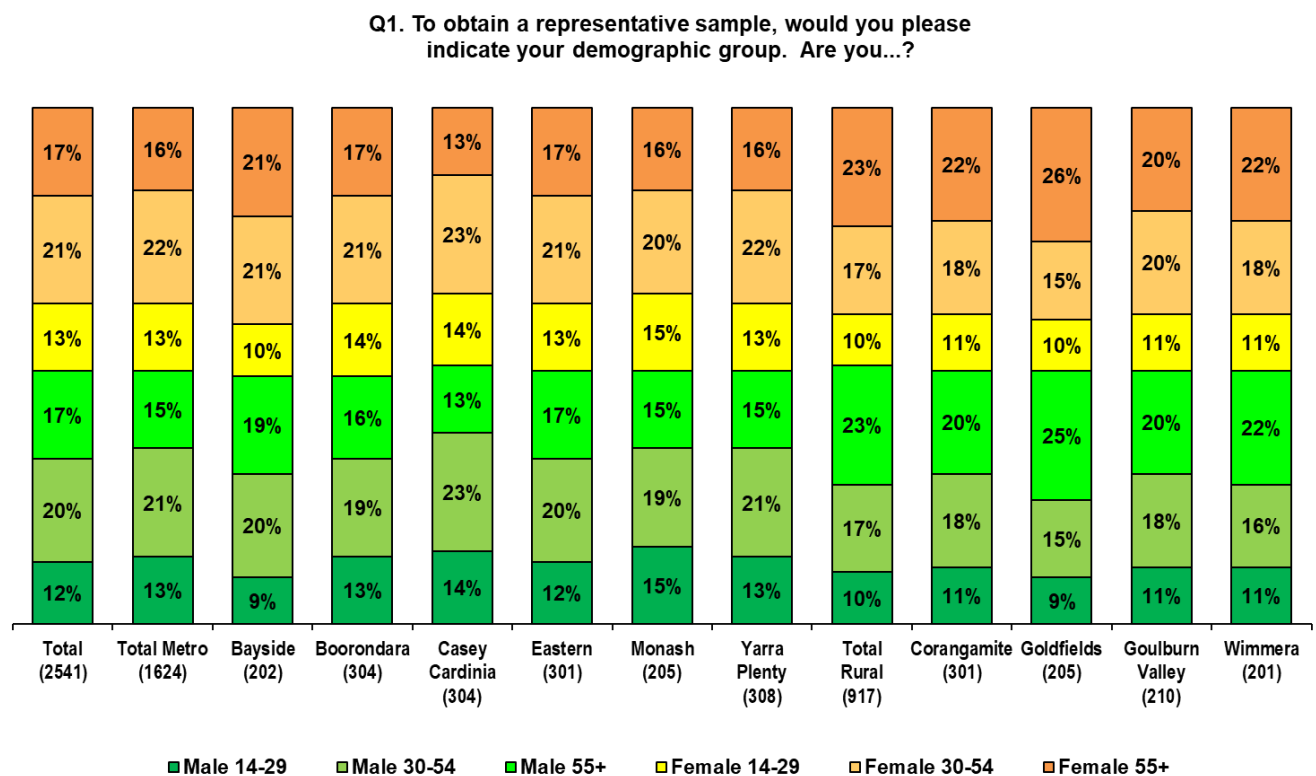
## 2.3 The General Population Profile

### 2.3.1 Age/Gender

The following chart summarises the age/gender profile of the resident population within each Syndicate member's region, for the 2019 Library Syndicate in total, Total Metropolitan and Total Rural samples. The sample sizes for each region are included at the base of the bars.

Females represented 51% of the sample and males 49%. Younger respondents aged 14-29 years accounted for 25% of the sample, those aged 30-54 years (41%) and residents aged 55 years or older (34%) this survey.

The **Casey-Cardinia** age/gender profile has a higher percentage of people aged 30-54 years (46%) and fewer aged 55 years or older (26%) when compared with the Total Syndicate and the Total Metro sample.

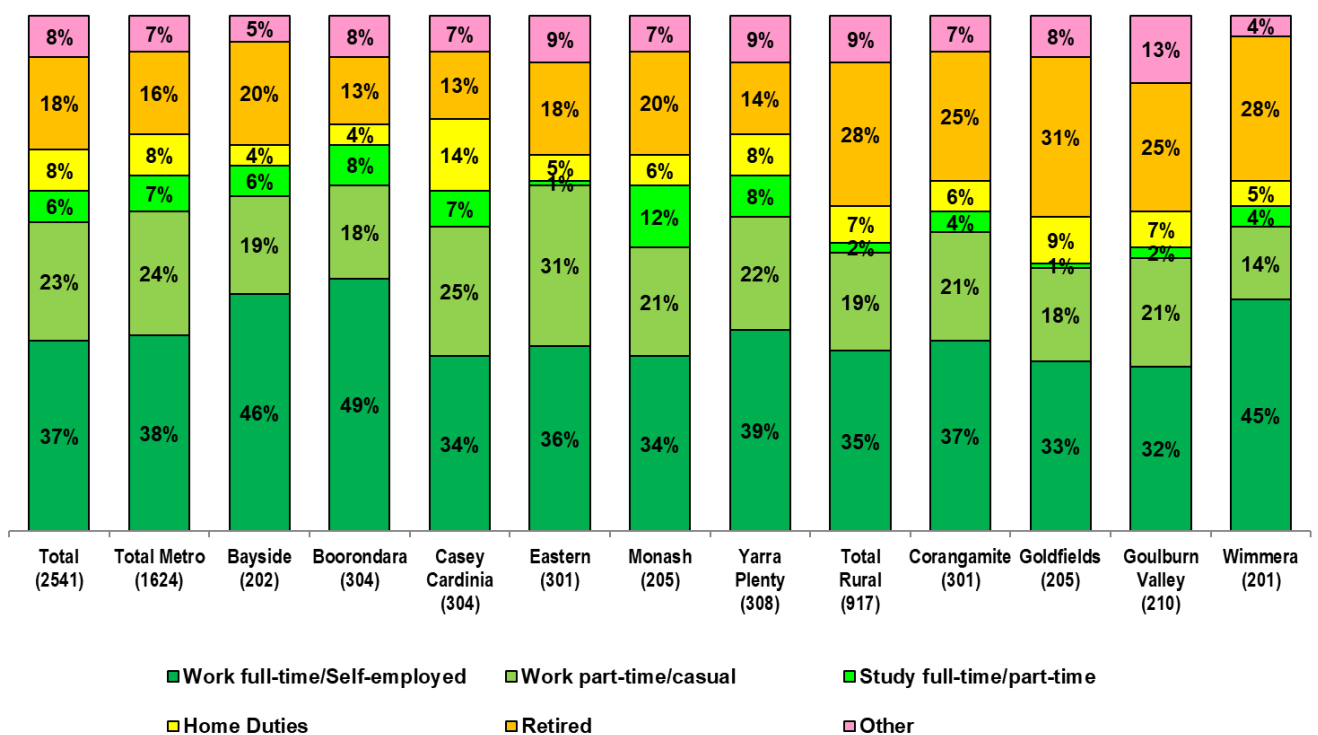


### 2.3.2 Occupation

The following chart displays the distribution of respondents' occupations for the Total Syndicate and within each library region. In total, 37% of respondents were in full time employment or self-employed, 23% in part-time or casual work and 18% were retired. Further, 8% were involved in home duties, 6% were students and 5% of the "Other" group were unemployed.

**Casey-Cardinia** had fewer full time workers (34%) and retired respondents (13%); and a higher percentage of people in home duties (14%) than in the Total Syndicate and Total Metropolitan sample.

Q29. What is your occupation status currently?



### **2.3.3 Aboriginal or Torres Strait Islander**

A new question was introduced this year to establish identity. 1% of the respondents identified as an Aboriginal or Torres Strait Islander, while 1% preferred not to say and 98% of the sample did not identify as an Aboriginal or Torres Strait Islander.

Similar findings that were established in **Casey-Cardinia** this year.

### **2.3.4 Language**

In total, 90% of respondents spoke English most often at home, with more than 30 other languages represented in the sample, with Chinese language variants being the most prevalent. See the Detailed Tables for individual languages indicated by respondents.

Further, 97% of respondents indicated that the main language they prefer to read in is English.

85% of residents living in **Casey-Cardinia** spoke English most often at home, with more than 20 other languages spoken most often at home (see Detailed tables for more information). Nonetheless, 97% of Casey-Cardinia residents prefer to read in English.

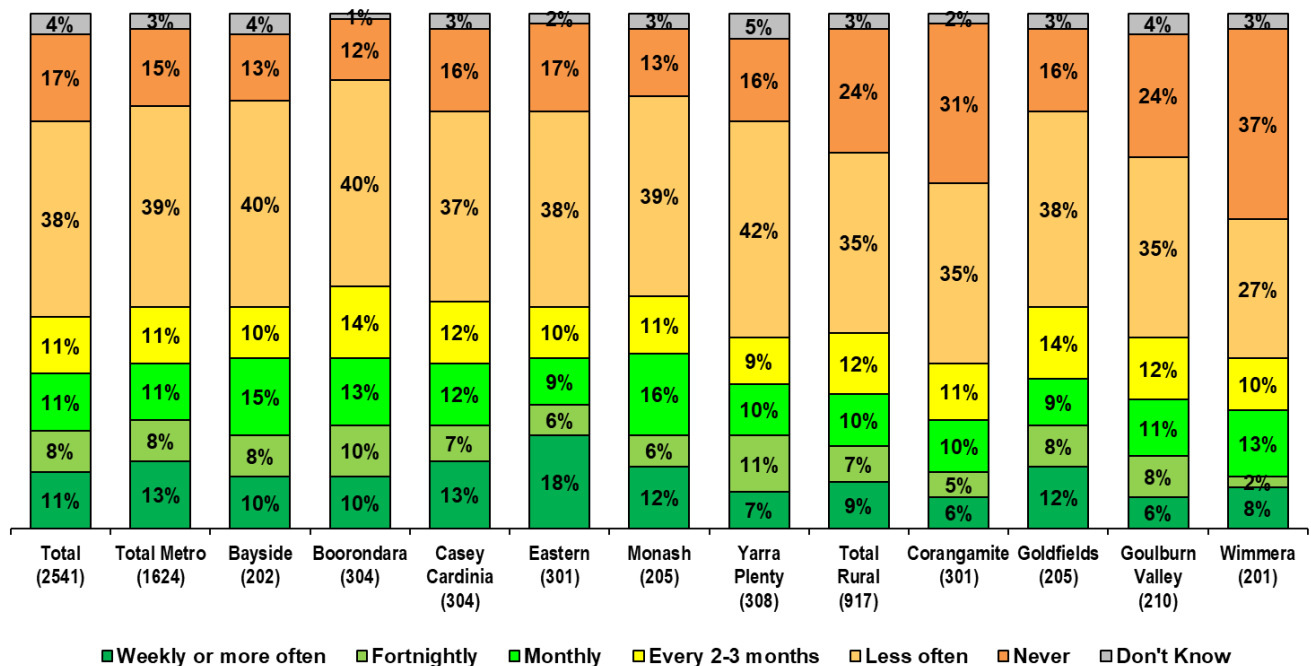
### 3. Overall Library Behaviour

#### 3.1 Frequency of Visiting/Using the Library

People were asked on average, how often they visit/use the library. Frequency ranged from weekly or more often (11%), fortnightly (8%), monthly (11%), every 2-3 months (11%) to less often (38%). Further, 17% of respondents indicated that they never visit/use the library (but may have, just not in the last 12 months) and 4% were uncertain.

Visiting/use of the library in **Casey-Cardinia** was very similar to that of the Total Syndicate with 20% visiting fortnightly or more often, 12% monthly, 12% every 2-3 months and 37% less often. Further 16% of respondents never visit/use the library and 3% were uncertain this year.

Q6. On average how often do you, yourself, visit/use the Library?



Mean scores were calculated using the following values - *two or more times a week* (104), *weekly* (52), *fortnightly* (26), *monthly* (12), *every 2-3 months* (5), *less often* (2). This resulted in the average frequency of visiting/using the library, amongst those who visit/use a library being 16.2 times a year, compared with 18.3 times a year within Casey-Cardinia.

### **3.1.1 Other Adults**

When asked “how often do other adults in the household visit/use the library?”, frequency ranged from weekly or more often (7%), fortnightly (5%), monthly (9%), every 2-3 months (8%) to less often (22%). Further, 26% of respondents indicated that other adults in the household never visit/use the library, 18% had no other adult in the household and 5% were uncertain.

Within **Casey-Cardinia**, 30% of respondents had other adults in the household who never visit/use the library, 18% had no other adult in the household or they were unsure of their visiting/use frequency and 52% had another adult in the household who visited/used the library.

The average frequency of other adults visiting/using the library, amongst those who visit/use in the Total Syndicate is 15.2 times a year, compared with 16.9 times a year within Casey-Cardinia.

### **3.1.2 Other Young People**

Similarly, when asked “how often do other young people visit/use the library?”, frequency ranged from weekly or more often (7%), fortnightly (6%), monthly (6%), every 2-3 months (7%) to less often (12%). Further, 16% of respondents indicated that other young people in the household never visit/use the library, 42% had no other young people in the household and 4% were uncertain.

Within **Casey-Cardinia**, 12% of respondents had other young people in the household who never visit/use the library, 43% had no other young people in the household or they were unsure of their visiting/use and 45% had other young people in the household who visited/used the library.

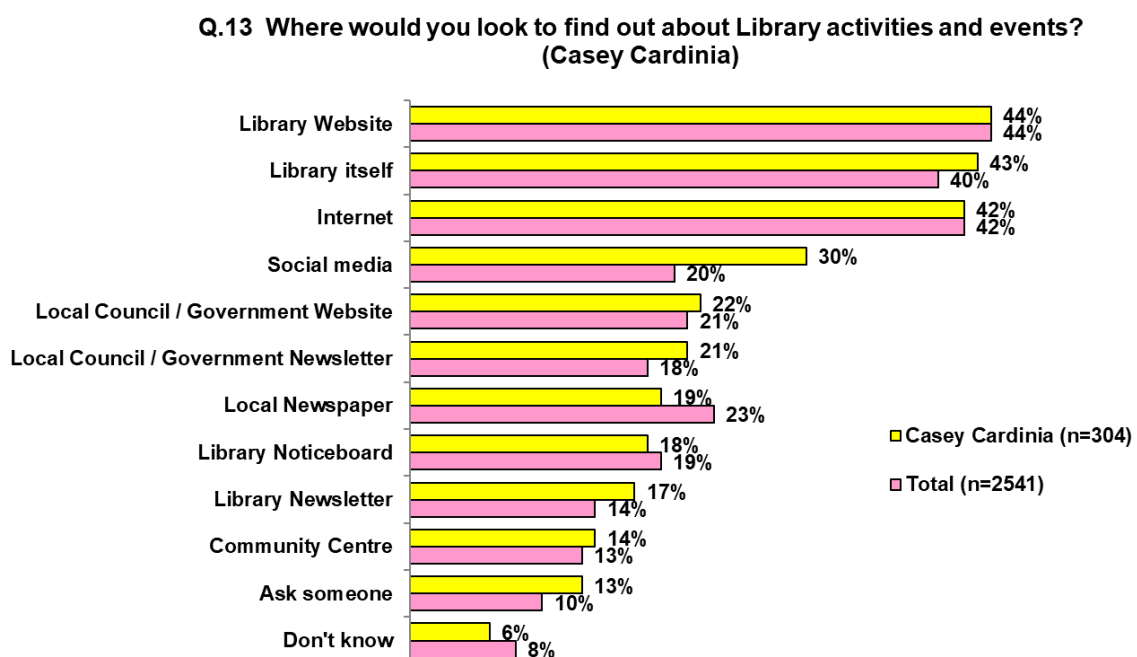
The average frequency of other young people visiting/using the library, amongst those who visit/use in the Total Syndicate is 19.9 times a year, compared with 22.1 times a year within Casey-Cardinia.

## 3.2 Library Information Sources

Respondents were asked where they would look to find out about Library activities and events. The following chart shows results for the Total Syndicate and Casey-Cardinia.

In total, the library website, internet and library itself are the main sources of reference indicated by 40% or more of the Total Syndicate, followed by the local newspaper (23%), the local Council /Government website (21%) and social media (20%).

Amongst **Casey-Cardinia** residents, the library website, the library itself and the internet are the most popular sources to find out about the library, followed by social media – which rated higher than for the Total Syndicate, the local council/government website and newsletter.



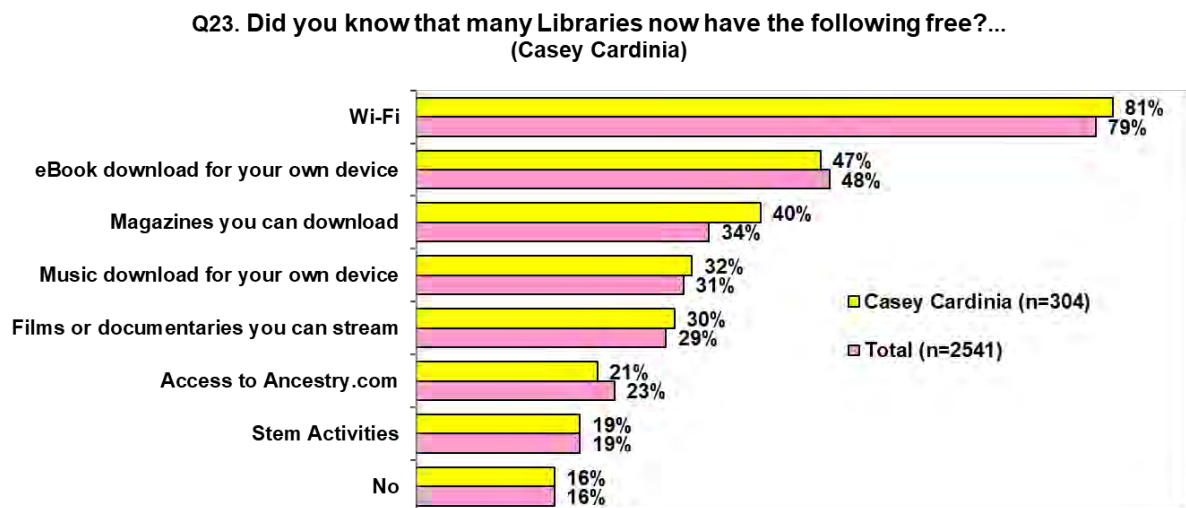
Further investigation of the detailed tables shows that apart from the library website, the library itself and the internet, the library noticeboard and library newsletter were more prevalent as a reference source amongst Users of public libraries in the last 12 months, than amongst the Total Syndicate of respondents.



### 3.3 Awareness of Free Library Services

Respondents were prompted with a list of library services and asked whether they knew that many libraries now have them free. This year, 16% of all respondents were not aware of any service, with highest awareness generated for Wi-Fi (79%), eBooks to download on your own device (48%), magazines to download (34%) and music to download on your own device (31%).

Similarly amongst those in **Casey-Cardinia**, 16% were not aware of any listed service, with service awareness levels generally similar to the Total Syndicate, with slightly higher awareness of free Wi-Fi (81%) and magazines you can download (40%). The following chart shows results within the Total Syndicate and Casey-Cardinia.



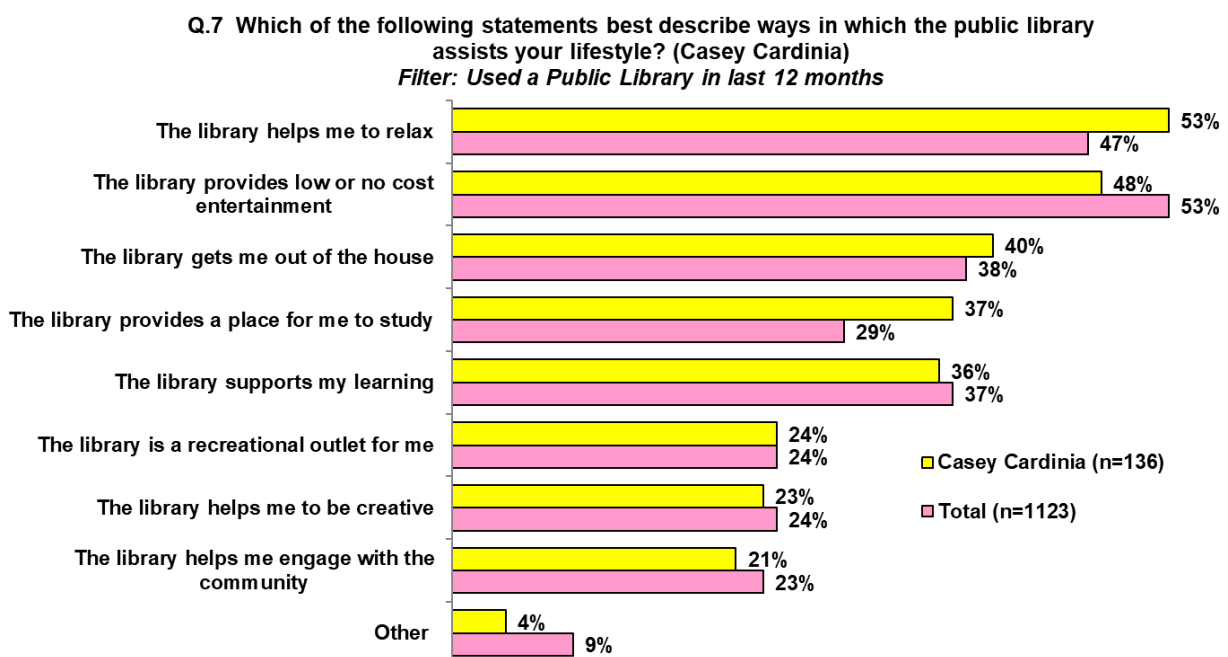
Further investigation of the detailed tables shows that awareness of free library services was generally higher amongst Users of public libraries in the last 12 months than amongst the Total Syndicate of respondents, particularly for Wi-Fi (90%) and eBooks to download on your own device (62%).

### 3.4 Assistance with Lifestyle

A question was asked to investigate ways in which a public library assists residents' lifestyle. The question was asked of Users of a public library in the last 12 months and the following chart compares responses for the Total Syndicate and Casey-Cardinia.

Overall, 53% of library users felt that the library provides low or no cost entertainment and 47% thought it helps them to relax. In addition, the library gets them out of the house (38%), supports their learning (37%) and provides a place for them to study (29%); while more than 20% indicated that the library is a recreational outlet for them, helps them to be creative and helps them engage with the community.

More than half of the library users (53%) located in **Casey-Cardinia** felt that the library helps them to relax and 48% noted that it provides low or no cost entertainment. Further, up to 40% mentioned that the library gets them out of the house, provides a place for them to study and supports their learning.



### 3.5 Likelihood to Recommend

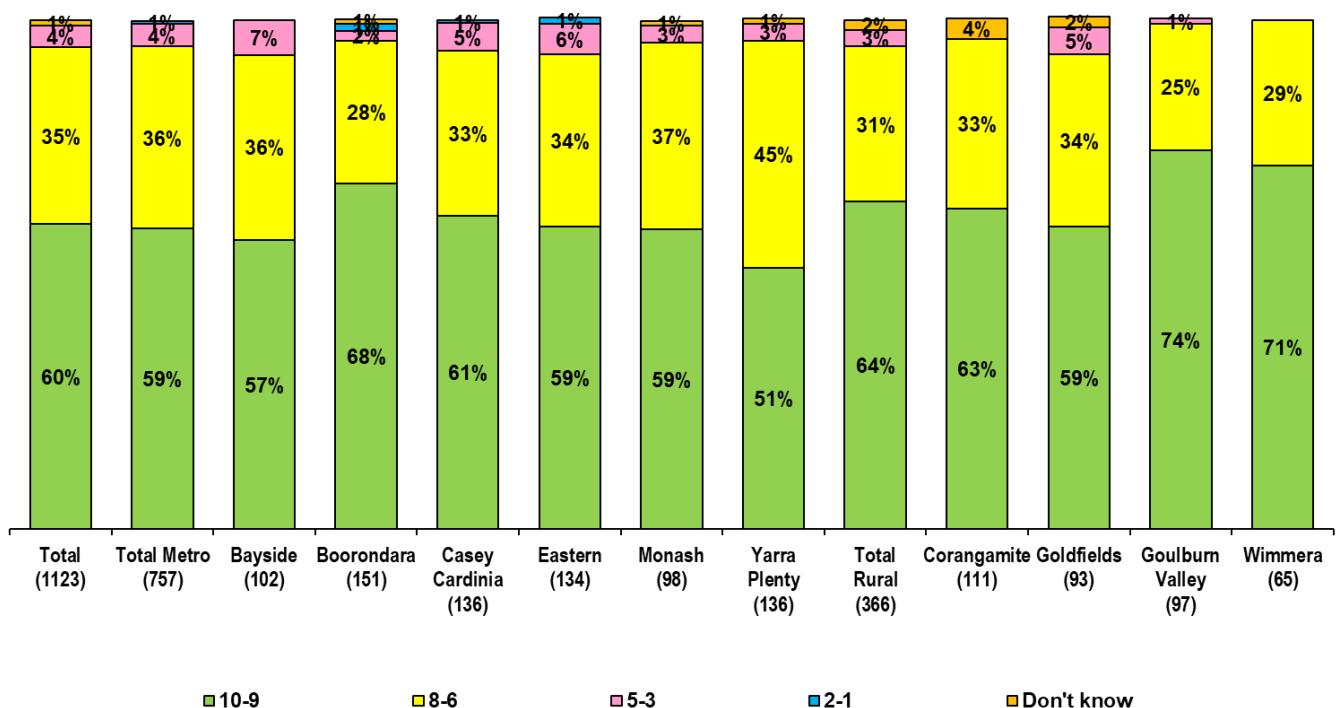
Users of a public library in the last 12 months were asked, based on their last experience at the library, how likely was it, that they would recommend the library service to their friends, family or colleagues. Answers were rated using a scale from 1 to 10 where 1 represented “*Not Likely at all*” to 10 representing “*Very Likely*”.

The following chart shows the distribution of ratings for the Total Syndicate and all Regions. For ease of reading the chart, ratings have been combined as follows 10-9 (*Very Likely*), 8-6, 5-3, 2-1 (*Not Likely at all*), Don’t know.

In total, 60% of respondents rated a likelihood score of 10 or 9 indicating that respondents would be very likely to recommend the library service to their friends, family or colleagues. This result was highest in Goulburn Valley (74%) and Boroondara (68%) and lowest in Yarra Plenty (51%) this year.

In **Casey-Cardinia**, 61% of respondents rated a score of 10 or 9 and 33% a score of 8 to 6 indicating that 94% would be likely to recommend the library service to their friends, family or colleagues. Similar to the 95% recorded for the Total Syndicate and Total Metro sample this year.

Q.9 How likely is it you would recommend your public library to a friend?  
Filter: Used a Public Library in last 12 months



## 4. Public Library Usage

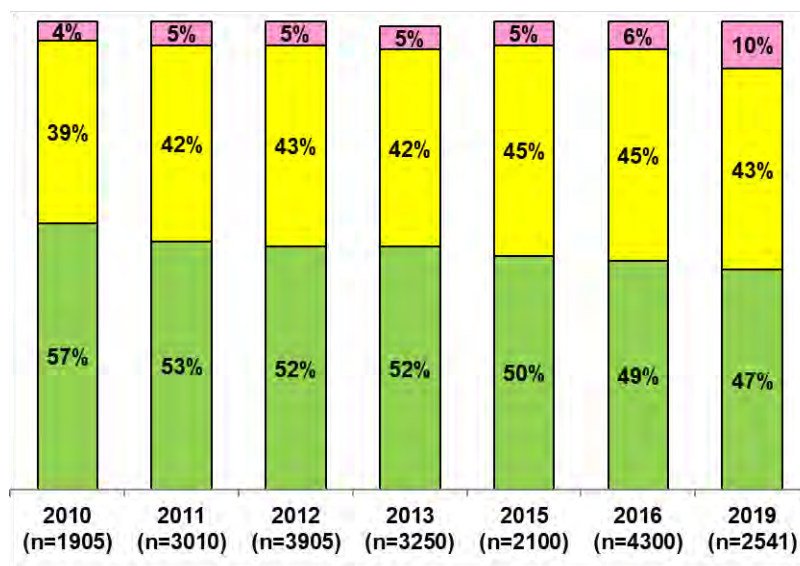
### 4.1 Usage by Year

All respondents were asked which one of three descriptions defined them. This question has been asked in previous surveys to track the incidence of public library use within the general population.

This year 47% of respondents described themselves as having used a public library in the last 12 months, *below the 49% recorded in 2016*. Further, 43% had used a public library some time but not in the last 12 months and 10% had never used a public library.

The following chart summarises results obtained by the Total Syndicates since 2010. The reader is reminded that the composition of the Total Syndicate changes within years and so results are not strictly comparable. None the less, it appears that usage of Public libraries has gradually trended downwards since the high recorded in 2010

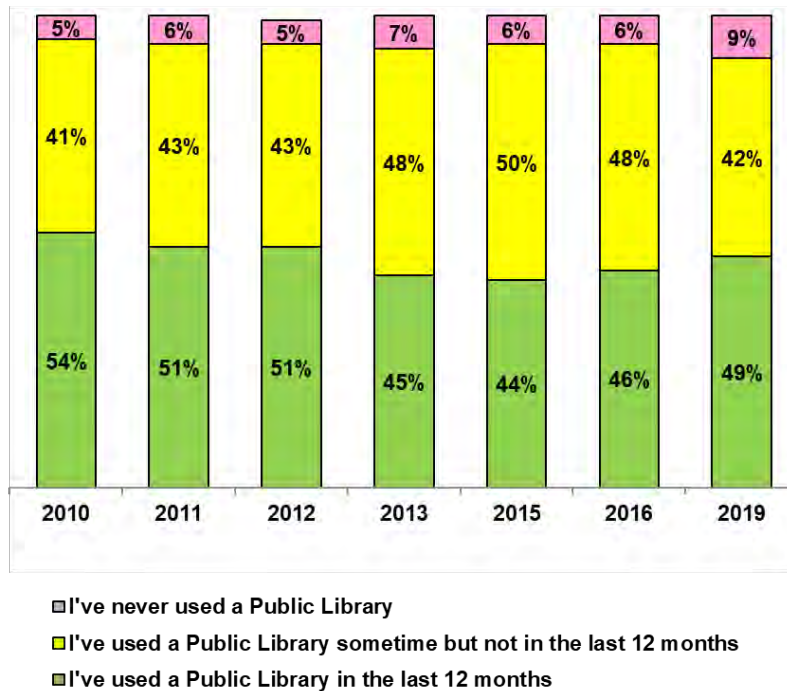
Q4 Which one of the following statements best describes you?



- ☐ I've never used a Public Library
- ☐ I've used a Public Library sometime but not in the last 12 months
- ☐ I've used a Public Library in the last 12 months

In **Casey-Cardinia**, 49% of residents described themselves as having used a public library in the last 12 months, above the 46% recorded in 2016. Further, 42% in Casey-Cardinia had used a public library some time but not in the last 12 months and 9% had never used a public library.

**Q4 Which one of the following statements best describes you?**  
(Casey Cardinia n=304)

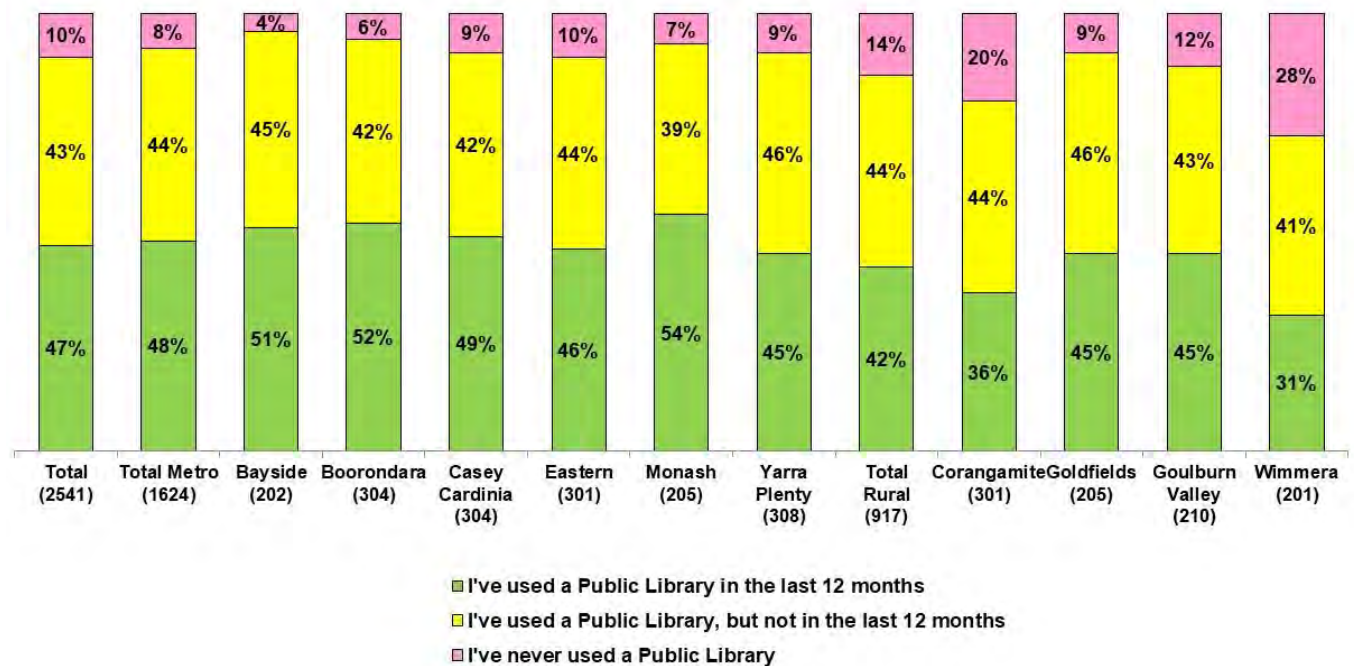


## 4.2 Usage Across the Region

The following chart shows claimed public library usage within each region in 2019.

More recent usage is evident in the cities of Monash, Boroondara and Bayside where more than 50% of residents have used a public library in the last 12 months. Further, 28% of residents (aged 14 years or older) in Wimmera and 20% in Corangamite claimed to have never used a public library.

Q4 Which one of the following statements best describes you?



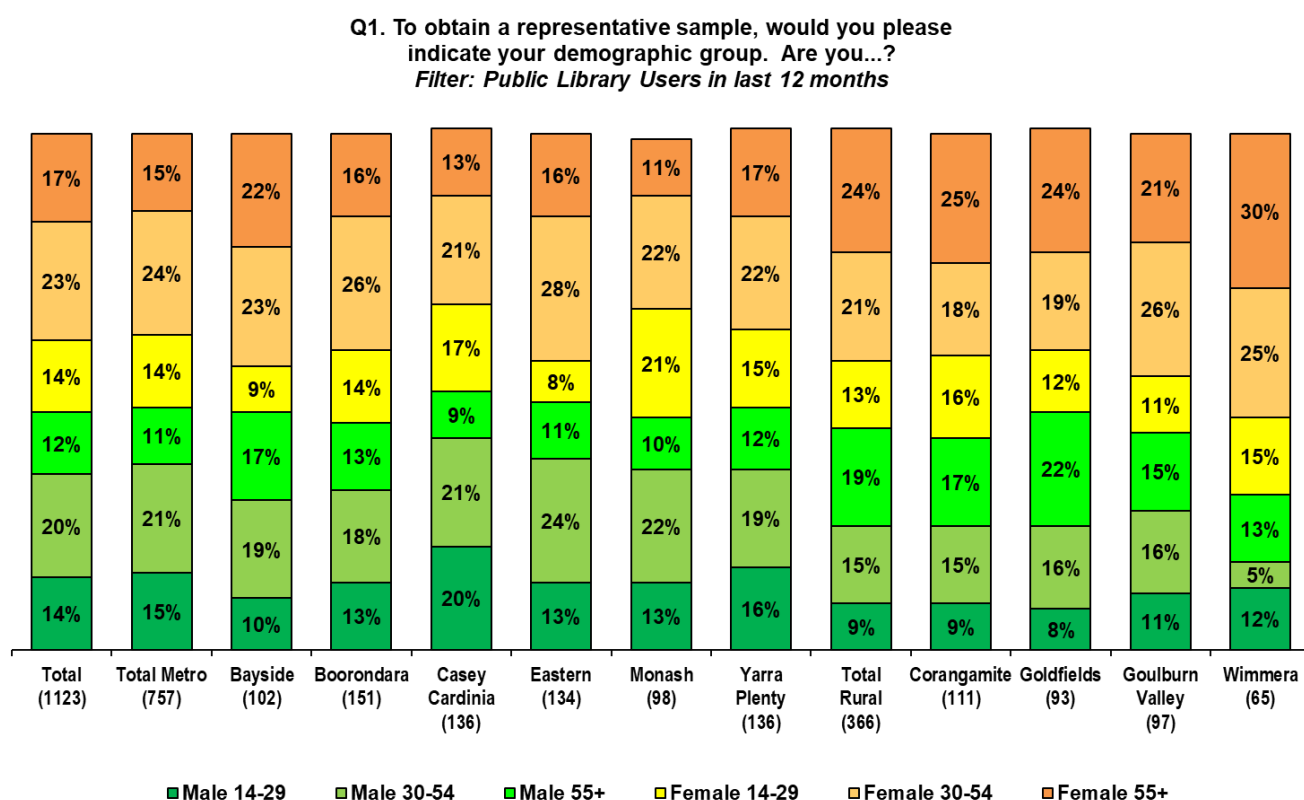
## 4.3 Demographics of Users

The following chart shows demographics of public library users in the last 12 months. Amongst the estimated 845,000 public library users (aged 14 years and older) in the Total Syndicate in 2019, females represented 54% of public library users and males 46%.

Younger respondents aged 14-29 years accounted for 28% of public library users, those aged 30-54 years (43%) and those aged 55 years or older (29%).

There were an estimated 166,000 public library users in the last 12 months in **Casey-Cardinia**. The age/gender profile was equally female and male. Younger respondents aged 14-29 years accounted for 38% of public library users in Casey-Cardinia, those aged 30-54 years (41%) and those aged 55 years or older (21%).

*Note: figures may not add exactly to 100% due to the weighting of smaller sample sizes and rounding of the percentages.*

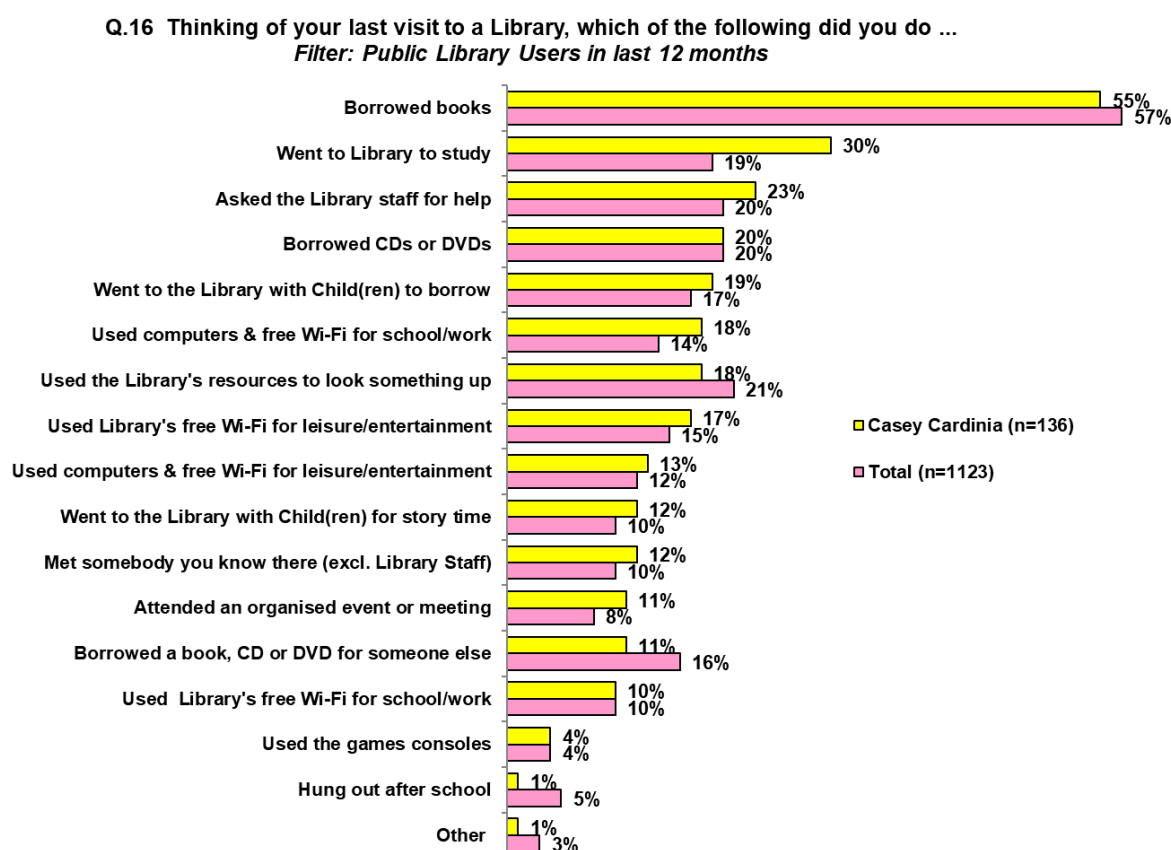


## 4.4 Users' Activities within the Library

Respondents who had used a public library in the last 12 months were asked to think about their last visit and indicate which of a list of activities they had undertaken.

The following chart shows results for the Total Syndicate and Casey-Cardinia in 2019. For the Total Syndicate, the vast majority of library visitors borrowed books (57% of them), while around 20% used the library's resources to look something up, asked the library staff for help, borrowed CDs or DVDs, or went to the library to study.

Results were similar in **Casey-Cardinia** with more than half (55%) of library visitors borrowing books, 30% going to the library to study- somewhat more than for the Total Syndicate, and around 20% or more asking the library staff for help, borrowing CDs or DVDs and attending the library with children.



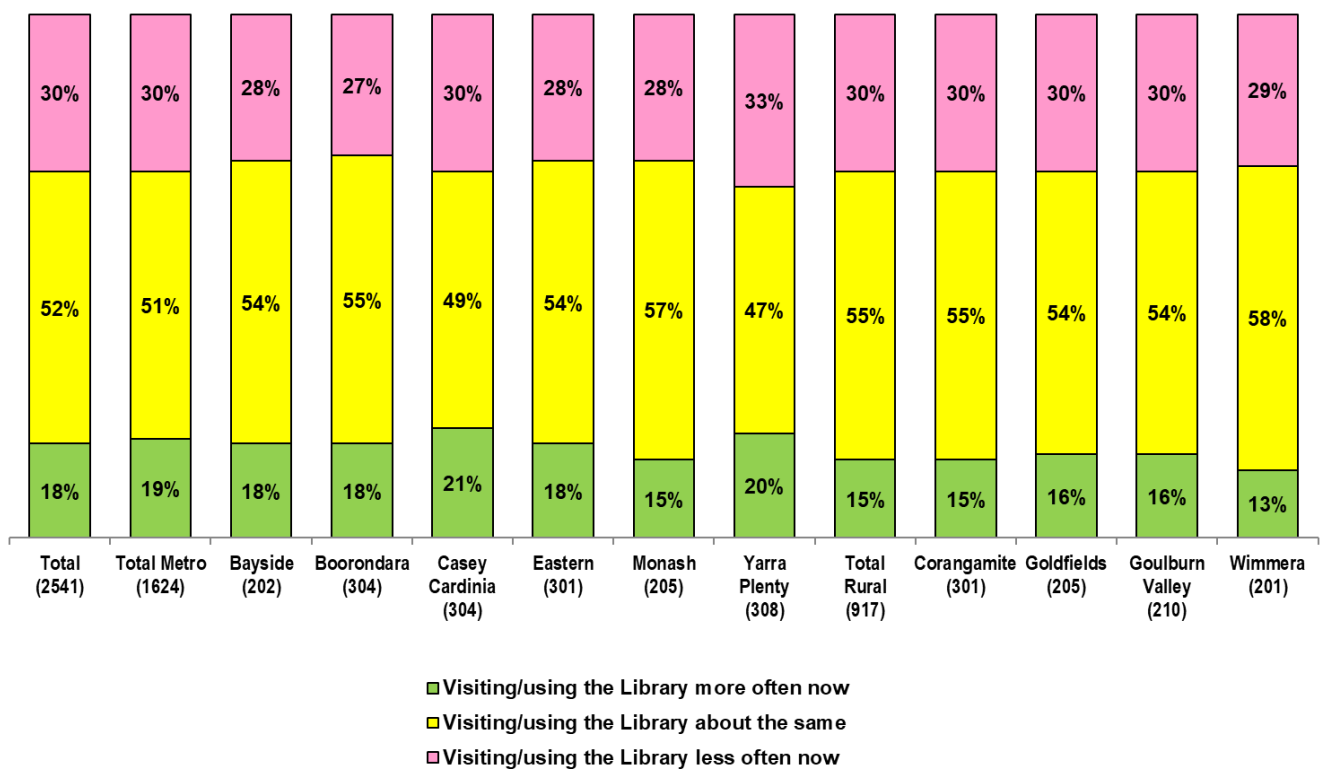


## 4.5 Usage Compared with Previous Years

Respondents were asked how their current or family use of the library compared with say 2 years ago. Around half (52%) of the library visitors indicated that they or their family were visiting/using the library about the same, 18% were visiting/using the library more often and 30% were visiting/using the library less often now.

Results were slightly more positive in **Casey-Cardinia** with 49% of residents visiting/using the library about the same, 21% visiting/using the library more often and 30% visiting/using the library less often now. As demonstrated in the following chart.

Q11. How does your current or family use of the Library compare with say 2 years ago? Are you...



Those people whose current or family use of the library was less often now than 2 years ago were asked why. Amongst this sample of 775 people, the main reasons were:

- Using online/internet more at home (56%)
- No time, too busy (32%)
- Not studying any longer (19%)
- Go elsewhere for photocopying, computers, free Wi-Fi etc.(16%)
- Reading things other than books (14%)
- Not close to a library (13%)
- Using library's eBooks, eAudio (8%)
- Children go on their own (6%)
- Can't get there (5%)

## 5. Importance of Library Services

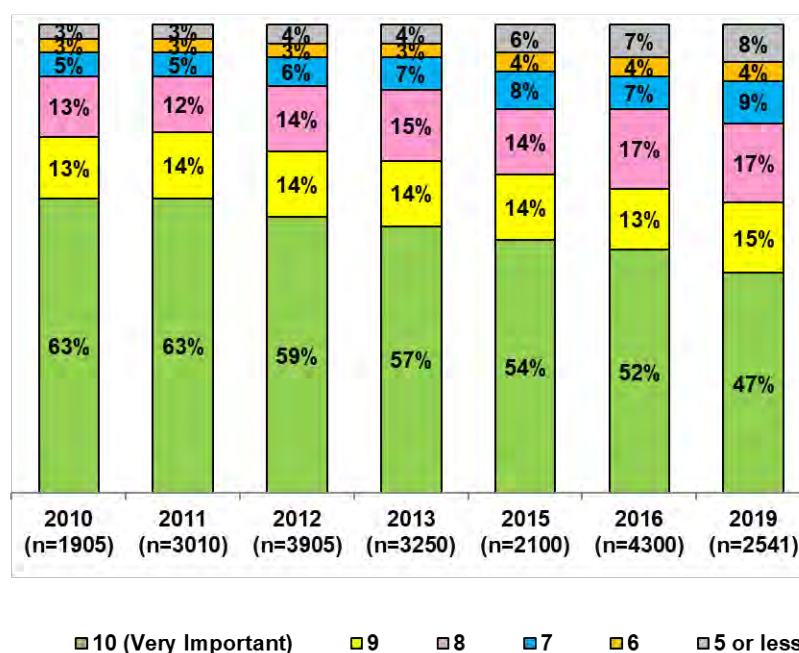
### 5.1 Overall Importance

#### 5.1.1 Importance by Year

All residents, regardless of their own library usage, were asked how important they thought it is for the community as a whole that a comprehensive library service is provided in their Council area. Answers were rated using a scale from 1 to 10 where 1 represented “*Not at all Important*” to 10 representing “*Very Important*”. The following chart shows the trend in Importance scores since 2010 for the Total Syndicate.

There is a downward trend in the proportion attributing very important (a mark of 10 out of 10) to the provision of a library service. On a Total Syndicate basis, this has declined from 63% in 2011 to 47% in 2019, nonetheless 92% still rate an importance score of 6 or higher for a comprehensive library service being provided for the community in their Council area.

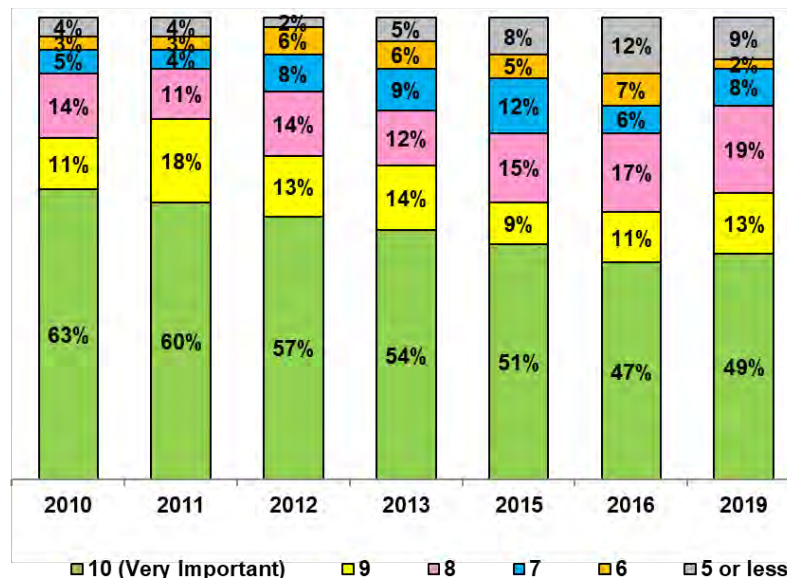
**Q.10 Regardless of your own use, how important do you think it is for the Community as a whole that a comprehensive Library service is provided in your Council area?**



The ratings imply an Importance mean of 8.64 for the Total Syndicate in 2019, marginally down on the 8.83 recorded in 2016; while the Total Metro mean is 8.62 this survey.

The following chart provides the same trend data for **Casey-Cardinia**. An increase can be seen this year for the proportion of people attributing very important (a score of 10) to the provision of a comprehensive library service (49%); with 91% rating an importance score of 6 or higher for a comprehensive library service being provided for the community in their Council area.

**Q.10 Regardless of your own use, how important do you think it is for the Community as a whole that a comprehensive Library service is provided in your Council area?**  
(Casey Cardinia 2019 n=304)



In **Casey-Cardinia** in 2019 the Importance mean is 8.67, above the 8.53 recorded in 2016, and above both the Total Syndicate and Total Metro means this year.

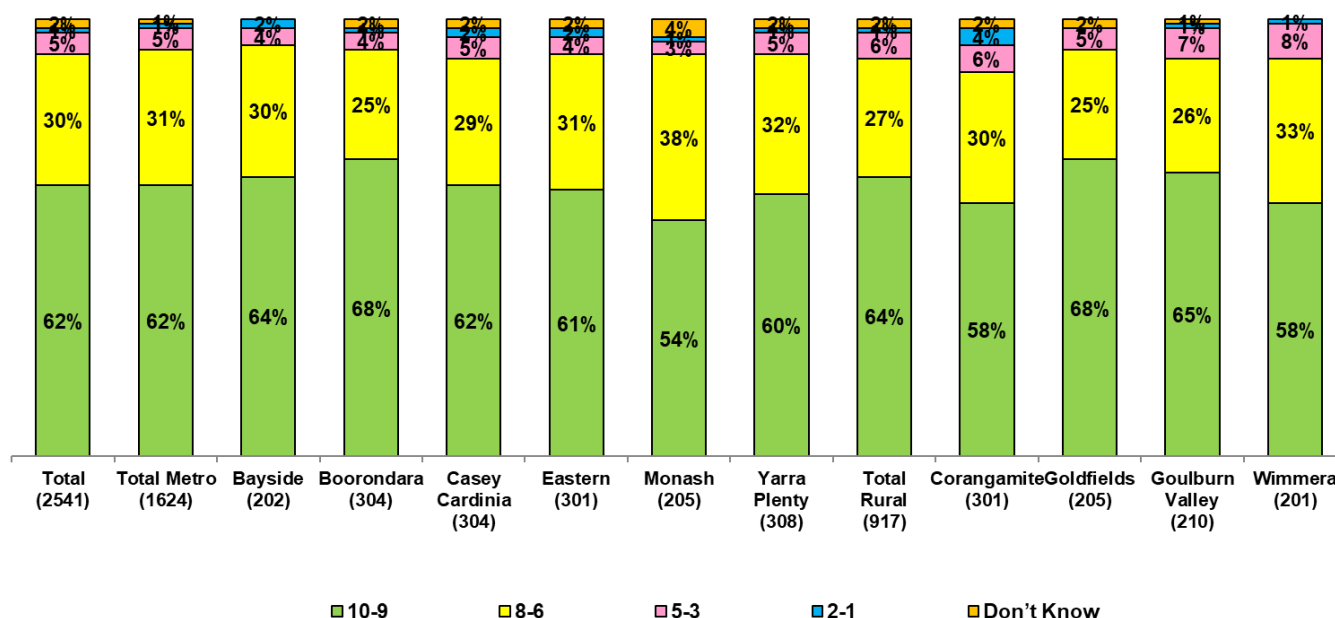
### 5.1.2 Importance Across the Regions

The following chart shows the distribution of ratings for the Total Syndicate and all Regions in 2019. For ease of reading the chart, ratings have been combined as follows 10-9 (Very Important), 8-6, 5-3, 2-1 (Not at all Important), Don't know.

In total, 62% of respondents rated an importance score of 10 or 9 indicating that it is very important for the Community to have a comprehensive Public library service. This result was highest in Boroondara and Goldfields (both 68%) and lowest in Monash (54%) this year.

In **Casey-Cardinia**, 62% of respondents rated a score of 10 or 9 and a further 29% a score of 8 to 6 indicating that 91% consider it important for the community to have a comprehensive library service in their Council area. A similar percentage as the Total Syndicate this year.

**Q.10 Regardless of your own use, how important do you think it is for the Community as a whole that a comprehensive Library service is provided in your Council area?**



## 5.2 The Importance of Individual Services

### 5.2.1 Total Syndicate

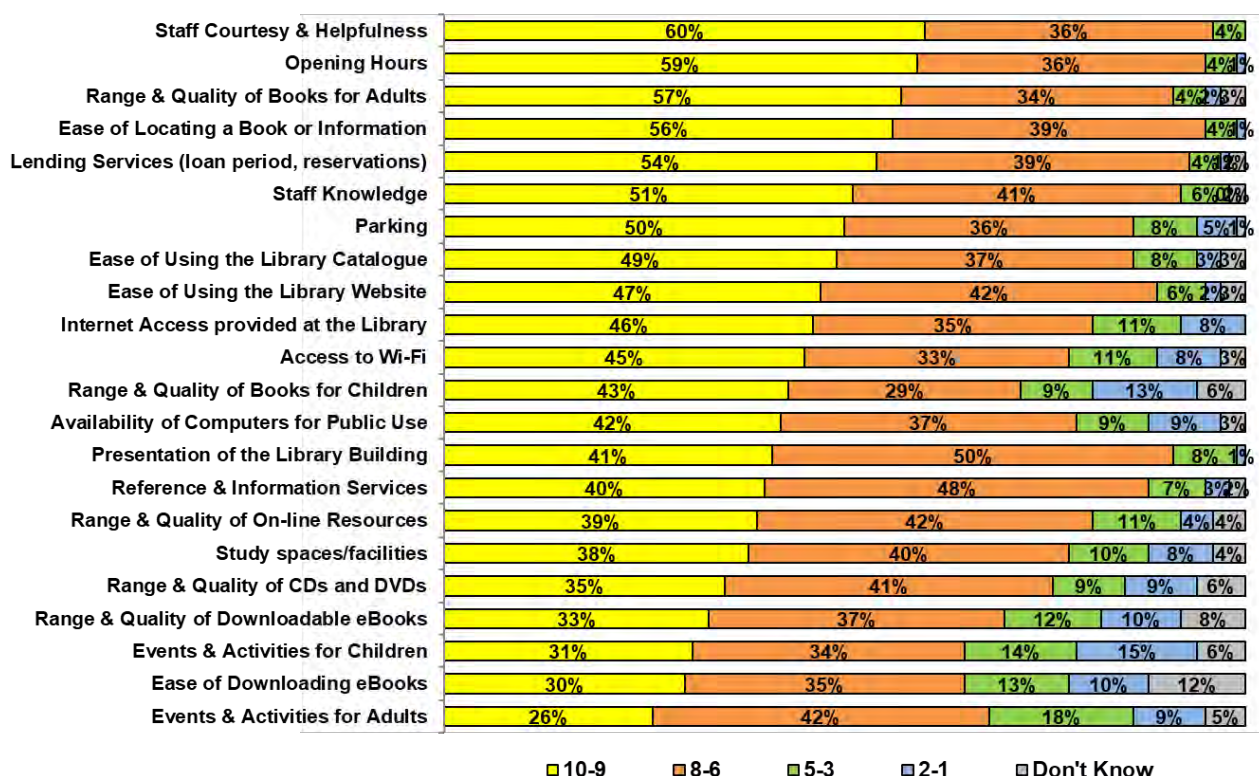
Respondents who had used a public library branch in the last 12 months were asked to indicate how important aspects of the library's service are to them using a scale from 1 to 10 where 1 represents "Not At All Important" up to 10 indicating "Very Important".

The following chart summarises results derived across the Total Syndicate and is ordered by the percentage of respondents providing a score of 10-9 then 8-6. Aspects are therefore ordered by their perceived importance.

The highest 10-9 rated aspect according to 60% of library users is Staff courtesy & helpfulness, followed by Opening hours, Range & quality of books for adults, Ease of locating a book or information, and Lending services. At the other end of the scale, Events & activities for adults generated the lowest 10-9 importance percentage (below 30%) this survey.

Q17 & Q20 On a scale from 1 to 10, where 1 stands for 'Not At All Important' up to 10 standing for 'Very Important', how important to you are each of the following aspects of your library...

Filter: Public Library Users in last 12 months, Total n=1,123



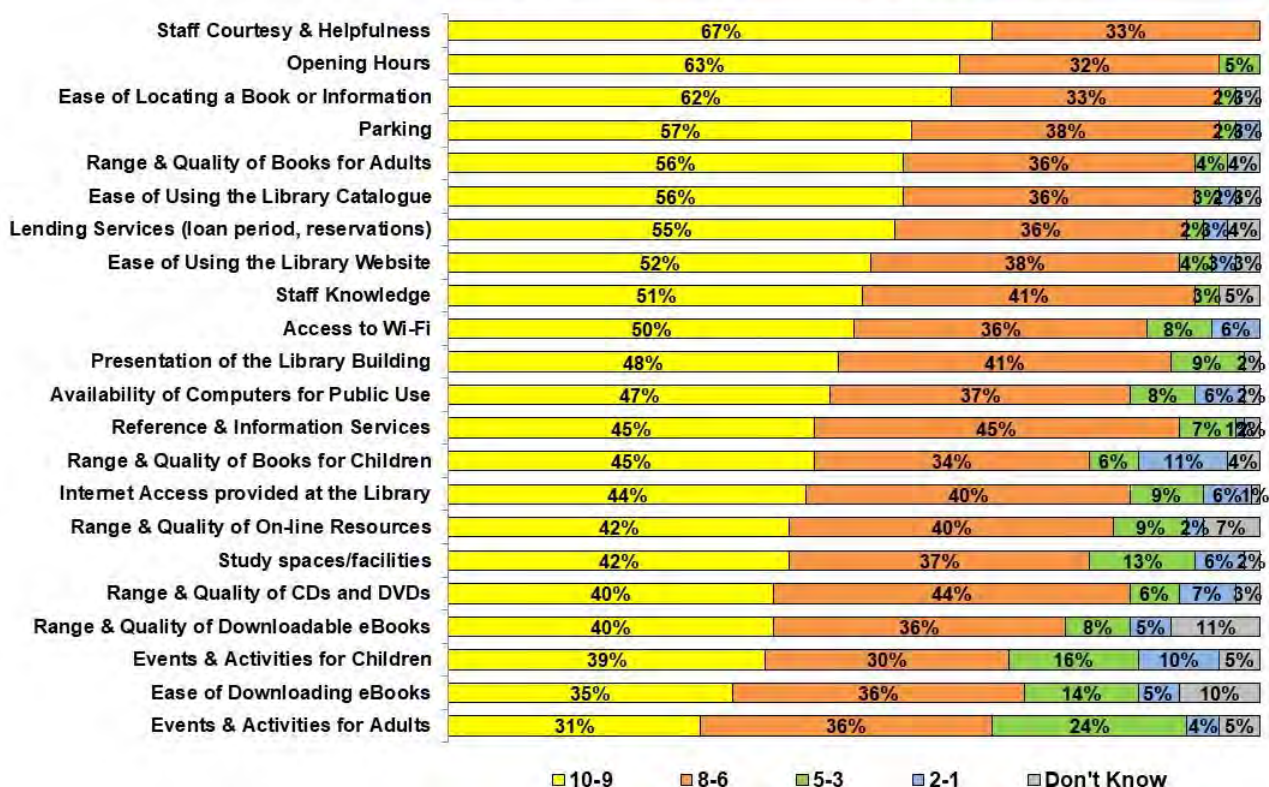


## 5.2.2 Casey-Cardinia

In 2019, amongst public library users in Casey-Cardinia in the last 12 months, the highest 10-9 rated aspects according to more than 60% of library users are Staff courtesy & helpfulness, Opening hours and Ease of locating a book or information; with 55% or more indicating Parking, Range & quality of books for adults, Ease of using the library catalogue and Lending services. At the other end of the scale, Events & activities for adults generated the lowest 10-9 importance percentage this survey.

**Q17 & Q20 On a scale from 1 to 10, where 1 stands for 'Not At All Important' up to 10 standing for 'Very Important', how important to you are each of the following aspects of your library...**

**Filter: Public Library Users in last 12 months, Casey Cardinia n=136**



### 5.2.3 Ten Most Important Services

The following table lists the 10 most important services (based on mean scores) amongst library users for the Total Syndicate and within Casey-Cardinia.

For the Total Syndicate, 9 of the services in 2016 remained in the top 10 this year, with Parking replacing Presentation of the Library building. Of note is Opening hours, which has moved into second place for importance this year from sixth in 2016.

In **Casey-Cardinia**, 9 of the top 10 importance services remained the same this year, although the order has changed slightly from 2016, with Reference & information services replacing Presentation of the library building. Of note is Staff knowledge which has moved from seventh to fourth position this year. The top 10 services are also the same, albeit in a different order, as included for the Total Syndicate.

Total Syndicate	Casey-Cardinia
1. Staff Courtesy & Helpfulness	1. Staff Courtesy & Helpfulness
2. Opening Hours	2. Ease of Locating a Book or Information
3. Range & Quality of Books for Adults	3. Range & Quality of Books for Adults
4. Ease of Locating a Book or Information	4. Staff Knowledge
5. Lending Services (loan period, reserve)	5. Opening Hours
6. Staff Knowledge	6. Parking
7. Ease of Using the Library Website	7. Lending Services (loan period, reserve)
8. Ease of Using the Library Catalogue	8. Ease of Using the Library Catalogue
9. Parking	9. Ease of Using the Library Website
10. Reference & Information Services	10. Reference & Information Services

## 6. Users' Satisfaction with Library Services

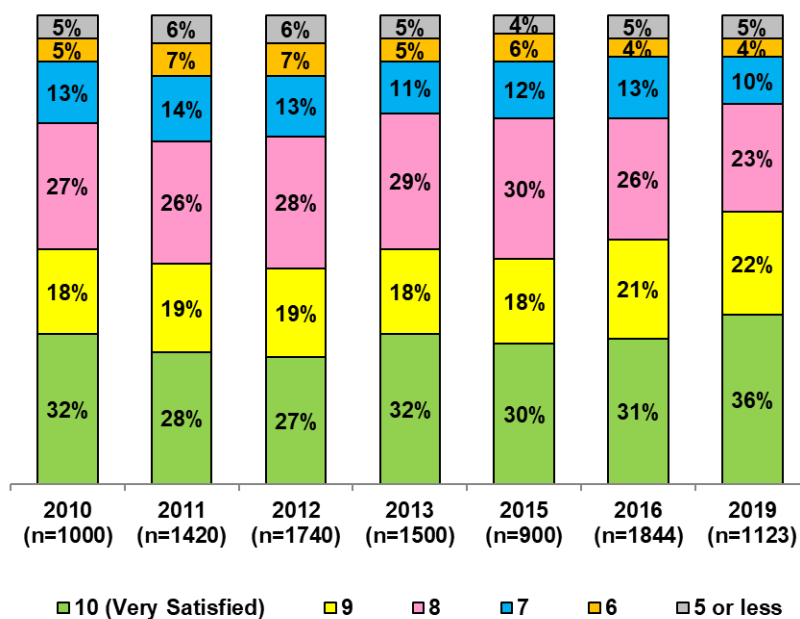
### 6.1 Overall Satisfaction

#### 6.1.1 Satisfaction by Year

Respondents who had used a public library in the last 12 months were asked to rate how satisfied they were with the overall service provided at the library using a scale from 1 to 10 where 1 represented “*Not at all Satisfied*” up to 10 representing “*Very Satisfied*”. The following chart shows the trends in Satisfaction scores since 2010 for the Total Syndicate.

Results for 2019 have improved on the previous survey based on the proportion attributing very satisfied (a score of 10) to the overall service provided at the library. On a Total Syndicate basis, this result has increased to 36% in 2019, the highest level recorded in seven surveys.

**Q.8 On a scale from 1 to 10 where 1 is 'Not at all Satisfied' up to 10 indicating 'Very Satisfied', how satisfied are you with the overall service provided at the Library?**  
*Filter: Public Library Users In last 12 months*



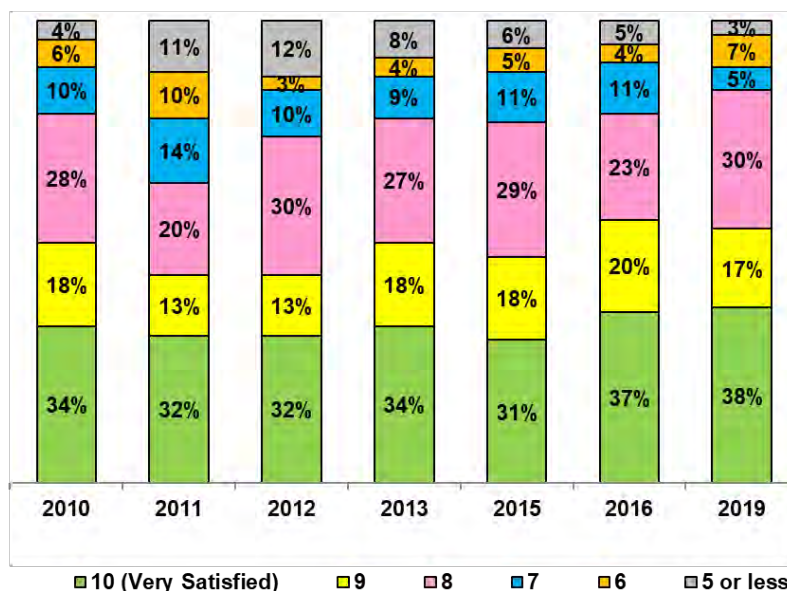
The ratings imply a Satisfaction mean of 8.63 for the Total Syndicate in 2019, above the 8.48 recorded in 2016; while the Total Metro mean is also 8.63 this survey.



The following chart provides the same trend data for **Casey-Cardinia** respondents who had used a public library in the last 12 months. A continued improvement can be seen over the previous survey for the proportion of people attributing very satisfied (a score of 10 out of 10) to the overall service provided at the library, now 38% and the highest level recorded in seven surveys.

**Q.8 On a scale from 1 to 10 where 1 is 'Not at all Satisfied' up to 10 indicating 'Very Satisfied', how satisfied are you with the overall service provided at the Library?**

**Filter: Public Library Users in last 12 months, 2019 Casey Cardinia n=136**



In **Casey-Cardinia** in 2019 the Satisfaction mean is 8.64 above the 8.59 recorded in 2016, and similar to this year's Total Syndicate and Total Metro means (both 8.63).

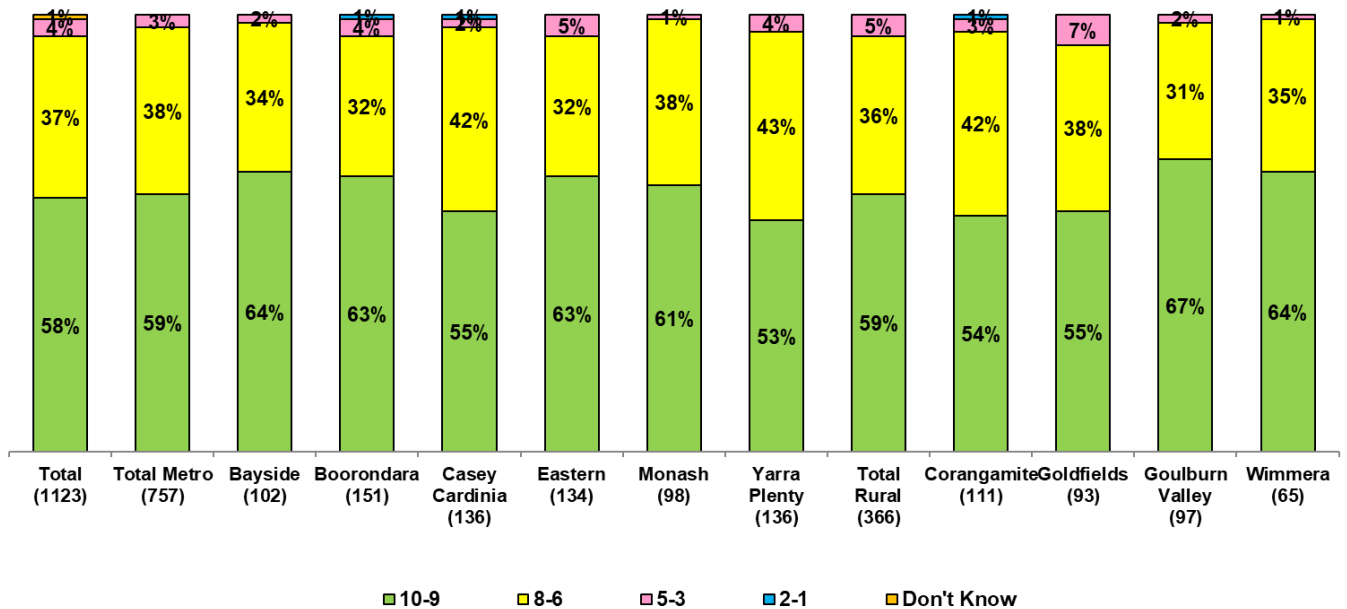
### 6.1.2 Satisfaction Across the Regions

The following chart shows the distribution of ratings for the Total Syndicate and all Regions in 2019. For ease of reading the chart, ratings have been combined as follows 10-9 (*Very Satisfied*), 8-6, 5-3, 2-1 (*Not at all Satisfied*), Don't know.

In total, 58% of respondents have rated a satisfaction score of 10 or 9 indicating that they are very satisfied with the overall service provided at the library. This result was somewhat higher in Goulburn Valley (67%), Bayside and Wimmera (both 64%) and lowest in Yarra Plenty (53%), albeit still very positive.

In **Casey-Cardinia**, 55% of respondents rated a score of 10 or 9 and a further 42% a score of 8 to 6 indicating that 97% consider they are satisfied with the overall service provided at the library. Exactly the same percentage as recorded for the Total Metro sample this year and above the Total Syndicate.

**Q.8 On a scale from 1 to 10 where 1 is 'Not at all Satisfied' up to 10 indicating 'Very Satisfied', how satisfied are you with the overall service provided at the Library?**  
*Filter: Public Library Users in last 12 months*



## 6.2 Performance of Individual Services

### 6.2.1 Total Syndicate

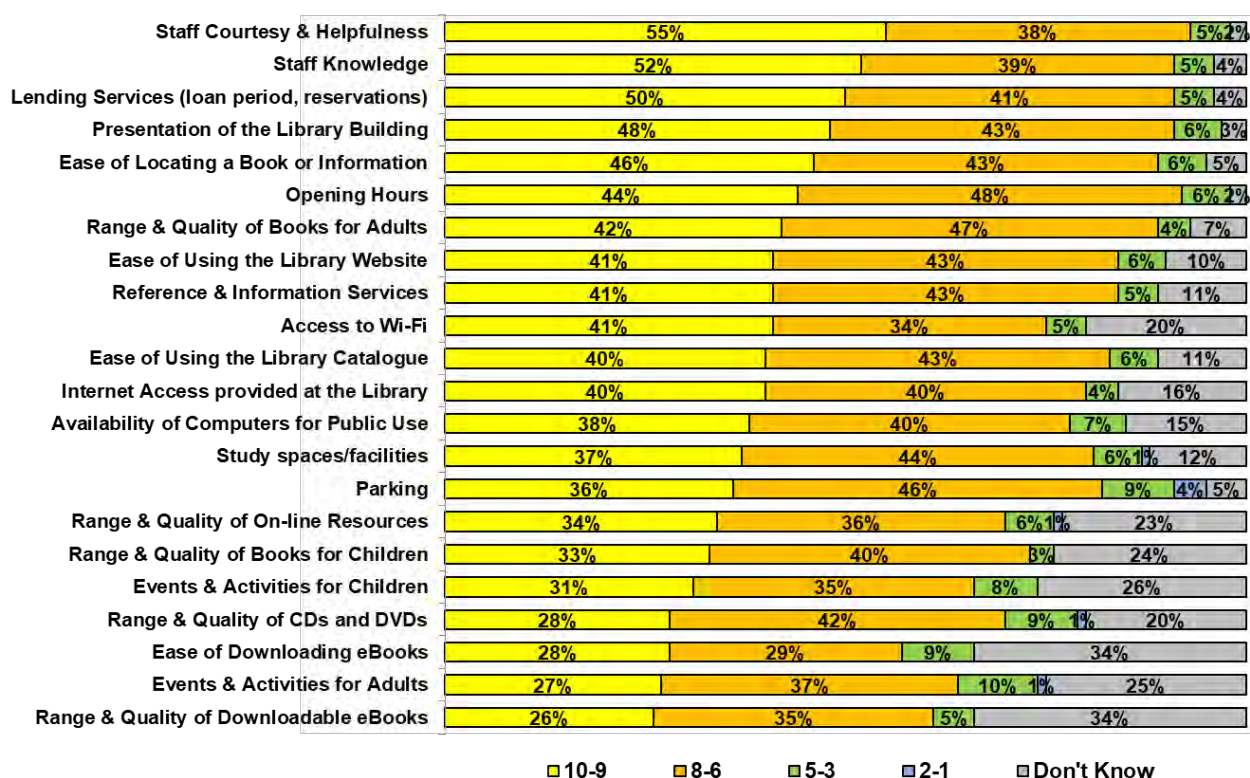
A series of questions elicited library users' satisfaction with the same key aspects of services that had previously been asked on importance. Again, the questions were provided to residents who had used a public library in the last 12 months, so they could speak from personal experience.

Respondents were asked to think about the performance of their library in providing the services using a scale from 1 to 10 where 1 represented "Very Poor" up to 10 indicating "Excellent". The following chart summarises results derived across the Total Syndicate and is ordered by the percentage of respondents providing a score of 10-9 then 8-6. Aspects are therefore ordered by their perceived satisfaction.

The services which 50% or more library users rate as excellent (10-9) at their local branch are Staff courtesy & helpfulness, Staff knowledge and Lending services (loan period, reservations). At the other end of the scale 26% rated Range & quality of downloadable eBooks a score of 10-9 this survey, with more than one third of respondents uncertain.

**Q18 & Q21 Now thinking about the performance of your Library in providing these services, on a scale from 1 to 10, where 1 stands for 'Very Poor' up to 10 standing for 'Excellent', please rate your Library on...**

**Filter: Public Library Users in last 12 months, Total n=1,123**



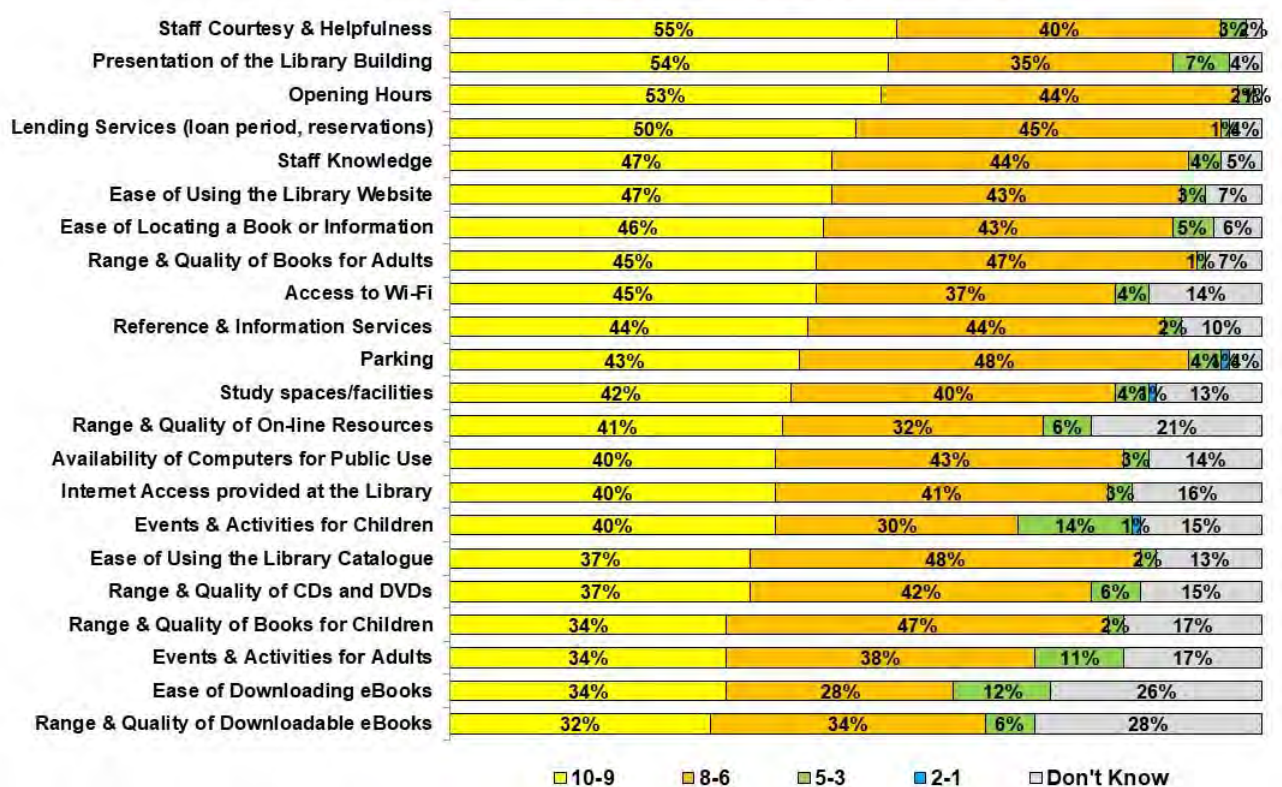
*Note: The relatively high proportion of "Don't know" responses towards the end of the chart for the more niche services. "Don't know" is excluded from the calculation of Performance means.*

## 6.2.2 Casey-Cardinia

In 2019, amongst library users in Casey-Cardinia the services which 50% or more library users rated as excellent at their local branch were Staff courtesy & helpfulness, Presentation of the library building, Opening hours and Lending services which all generated high scores of 10-9. At the other end of the scale, Range & quality of downloadable eBooks generated the lowest 10-9 rating, possibly due to the higher percentage of “don’t know” responses for services relating to downloadable eBooks.

**Q18 & Q21** Now thinking about the performance of your Library in providing these services, on a scale from 1 to 10, where 1 stands for 'Very Poor' up to 10 standing for 'Excellent', please rate your Library on...

*Filter: Public Library Users in last 12 months, Casey Cardinia n=136*



### 6.2.3 Ten Highest Performing Services

The following table lists the 10 services rated highest on performance (based on mean scores) amongst library users for the Total Syndicate and within Casey-Cardinia.

For the Total Syndicate, 8 of the services in 2016 remained in the top 10 this year, with Access to Wi-Fi (now rated fourth) and Opening hours replacing Ease of using the library catalogue and Ease of using the library website.

Within **Casey-Cardinia**, 8 of the top 10 performance services from 2016 remained this year. Lending services moved to the top of the list with Opening hours moving from tenth to third position, and Staff knowledge from first to seventh. Access to Wi-Fi replaced Ease of locating a book or information, and Internet access provided at the library replaced Ease of using the library catalogue this year.

Total Syndicate	Casey-Cardinia
1. Staff Courtesy & Helpfulness	1. Lending Services (loan period, reserve)
2. Staff Knowledge	2. Staff Courtesy & Helpfulness
3. Lending Services (loan period, reserve)	3. Opening Hours
4. Access to Wi-Fi	4. Access to Wi-Fi
5. Internet Access provided at the Library	5. Range & Quality of Books for Adults
6. Ease of Locating a Book or Information	6. Presentation of the Library Building
7. Presentation of the Library Building	7. Staff Knowledge
8. Reference & Information Services	8. Reference & Information Services (=8)
9. Range & Quality of Books for Adults	9. Internet Access provided at the Library (=8)
10. Opening Hours	10. Ease of Using the Library Website



### 6.2.4 Trends in Service Satisfaction

Respondents who had used a public library in the last 12 months were asked to think about the performance of their library in providing the services using a scale from 1 to 10 where 1 represented “Very Poor” and 10 “Excellent”. Mean scores were calculated for each service, removing the “Don’t know” responses.

The following table lists the Performance means for all library services since 2010 and including results from the 2019 survey. In general, Performance means have improved on the previous survey, with 8 service means having improved (>0.2) on 2016 *highlighted in yellow* and no service having declined this year. Although it should be reminded that there are library regions excluded from the Total Syndicate and two included when compared with the 2016 survey.

<b>Total Syndicate</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2015</b>	<b>2016</b>	<b>2019</b>
Staff courtesy & helpfulness	8.31	8.39	8.38	8.49	8.44	8.43	8.53
Staff knowledge	8.22	8.31	8.28	8.36	8.43	8.33	8.52
Lending services	8.14	8.16	8.12	8.22	8.21	8.20	8.44
Access to Wi-Fi					7.67	7.88	8.31
Internet access provided	7.71	7.76	7.84	7.89	7.84	7.97	8.26
Ease of locating book/information	7.94	7.97	8.03	8.05	8.01	8.07	8.25
Presentation of the Library building	7.88	7.85	7.98	8.03	8.11	8.05	8.23
Reference & Information services	7.95	7.87	7.95	7.89	7.91	8.00	8.19
Range & quality of Adult books	7.99	7.90	7.94	8.06	7.98	8.01	8.18
Opening hours	7.87	7.83	7.86	7.93	7.94	7.90	8.15
Ease of using the Library website	7.84	7.86	7.79	7.82	7.88	7.94	8.13
Ease of using Library catalogue	7.93	7.98	7.97	8.01	7.93	7.96	8.13
Range & quality of Children books	7.86	7.76	7.67	7.93	7.75	7.88	8.07
Availability of computers	7.53	7.53	7.65	7.70	7.58	7.73	8.03
Range & quality of On-line resources	7.80	7.77	7.76	7.78	7.55	7.79	8.00
Study spaces/facilities						7.68	7.93
Children events & activities	7.62	7.61	7.58	7.74	7.68	7.74	7.91
Ease of downloading eBooks					7.35	7.57	7.81
Range & quality downloadable eBooks					7.24	7.48	7.81
Adult events & activities	7.30	7.31	7.39	7.43	7.28	7.53	7.66
Range & quality of CDs and DVDs	7.21	7.25	7.29	7.28	7.25	7.45	7.62
Parking	7.64	7.38	7.64	7.54	7.73	7.52	7.57

Within **Casey-Cardinia**, Performance means have improved over the previous survey with 13 of the 22 service means *highlighted in yellow* having improved (>0.3) on 2016 and none having declined this year.

<b>Casey Cardinia</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2015</b>	<b>2016</b>	<b>2019</b>
Lending services	8.26	7.90	8.14	8.27	8.37	8.29	8.52
Staff courtesy & helpfulness	8.35	8.21	8.28	8.25	8.58	8.44	8.48
Opening hours	7.89	7.71	7.66	7.81	7.97	7.94	8.47
Access to Wi-Fi					7.43	7.51	8.43
Range & quality of Adult books	7.97	7.92	7.79	7.93	7.87	8.03	8.38
Presentation of the Library building	7.74	7.49	8.08	8.09	8.14	8.06	8.37
Staff knowledge	8.17	8.08	8.19	8.25	8.56	8.47	8.34
Reference & Information services	7.85	7.78	7.97	7.91	7.75	8.02	8.33
Internet access provided	7.97	7.68	7.96	8.07	7.61	7.74	8.33
Ease of using the Library website	7.79	7.76	7.82	7.72	7.95	7.95	8.32
Ease of locating book/information	7.77	7.76	7.93	8.01	7.95	8.19	8.29
Availability of computers	7.72	7.39	7.83	7.78	7.34	7.72	8.29
Range & quality of On-line resources	7.87	7.68	7.94	7.77	7.62	7.62	8.28
Study spaces/facilities						7.21	8.19
Range & quality of Children books	7.86	7.71	7.46	7.74	7.76	7.85	8.19
Ease of using Library catalogue	7.89	7.64	8.03	7.95	7.84	8.14	8.18
Parking	8.14	7.82	7.65	8.06	8.07	7.79	8.14
Ease of downloading eBooks					7.44	7.67	7.91
Range & quality of CDs and DVDs	7.40	7.17	7.26	7.42	7.08	7.73	7.89
Range & quality downloadable eBooks					7.38	7.49	7.89
Children events & activities	7.63	7.51	7.21	7.42	7.45	7.79	7.77
Adult events & activities	6.99	6.78	6.98	7.08	6.88	7.70	7.66

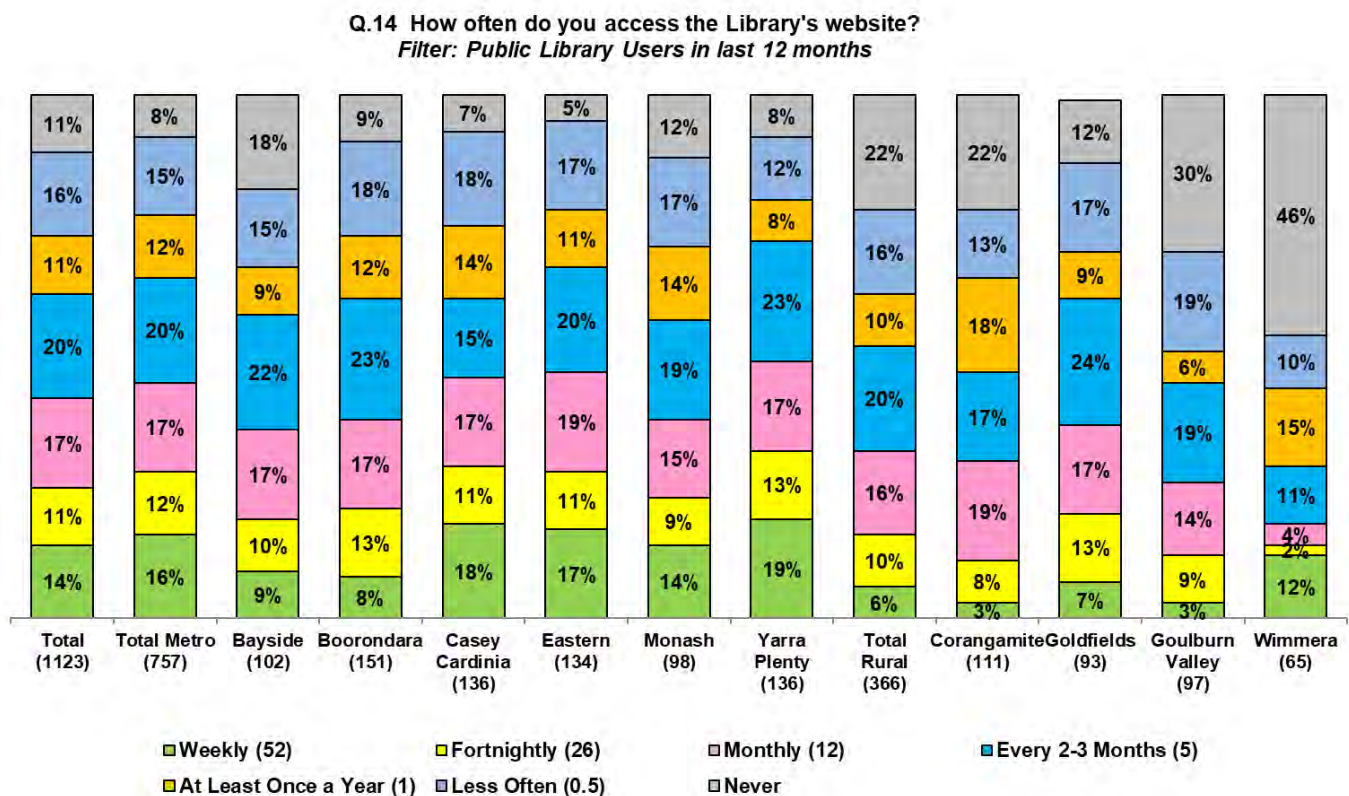
## 6.3 The Library Website

### 6.3.1 Usage

The following chart summarises library users' claimed frequency of accessing the library's website. Overall, the results suggest that 89% of public library users in the last 12 months access their local library's website. 25% access the website at least fortnightly, 17% monthly, 20% every 2-3 months, 11% at least once a year and 16% less often

95% of library users in the Eastern Region and 93% in Casey-Cardinia access the library website, compared with just 54% in Wimmera.

Library users in **Casey-Cardinia** access their website an average of 16.4 times a year compared with 15.0 times for the Total Syndicate and 15.7 times for the Total Metro sample.





### 6.3.2 Satisfaction

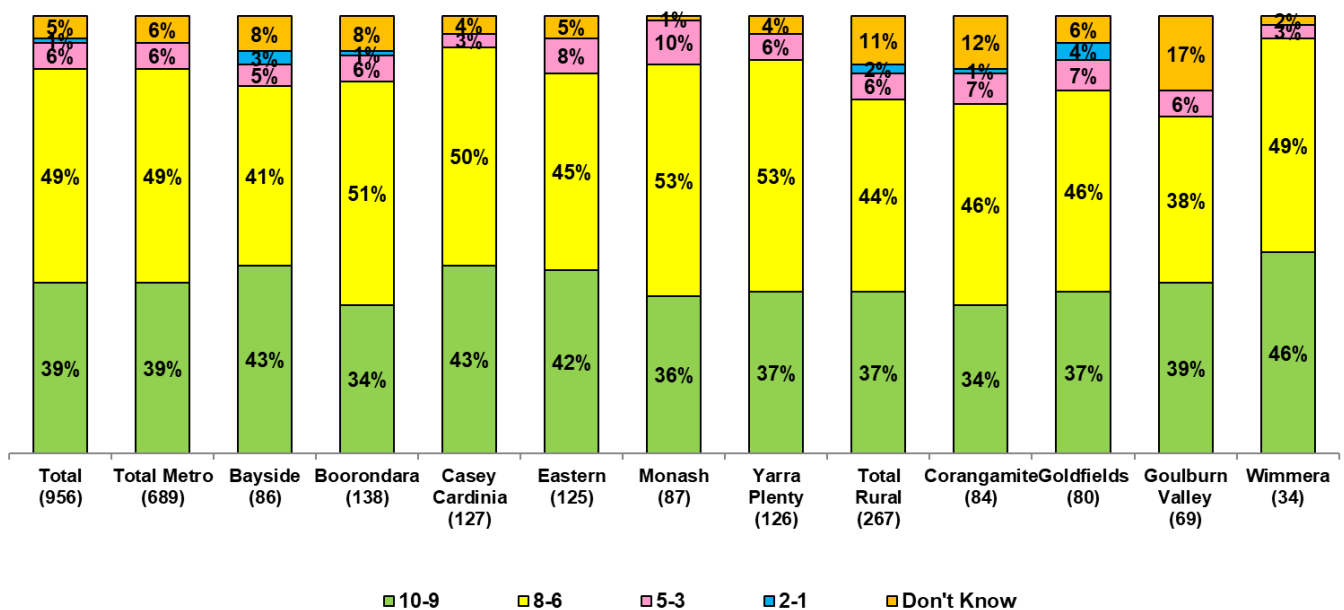
A subsequent question checked how satisfied website users are with the library website. The following chart shows the distribution of ratings for the Total Syndicate and all Regions in 2019. For ease of reading the chart, ratings have been combined as follows 10-9 (*Very Satisfied*), 8-6, 5-3, 2-1 (*Not at all Satisfied*), Don't know.

In total, 39% of website users have rated a satisfaction score of 10 or 9 indicating that they are very satisfied with the library website. This result was somewhat higher in Wimmera (46%), Bayside and Casey-Cardinia (both 43%) and lowest in Boroondara and Corangamite (both 34%), albeit still positive.

In **Casey-Cardinia** 43% of library website users rated a score of 10 or 9 and a further 50% rated a score of 8 to 6, indicating that 93% are satisfied with the library website. Above the 88% recorded for both the Total Syndicate and Total Metro sample.

Q.15 On a scale from 1 to 10, where 1 is 'Not at all Satisfied' up to 10 indicating 'Very Satisfied', how satisfied are you with the Library's website?

Filter: Public Library Users in last 12 months who have accessed the website



## 7. Quadrant Analysis

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### 7.1 Total Syndicate

Combining all Public library services, the average Importance mean for library users in the last 12 months is 7.76, while the average Performance mean indicating how well the Total Syndicate performs in providing the service is 8.09 out of a possible 10.

A quadrant analysis is used to provide strategic direction on where to focus resources. This analysis is generated from the average Importance and Performance means (using the rating scales, removing the '*Don't know*' responses) and shows the relativity between both dimensions. This technique assists in identifying current strengths and any potential weaknesses in the customer service delivery within Public libraries.

As demonstrated in the analysis, the vertical scale represents the level of Importance placed on services. The horizontal scale represents the level of Performance of the Total Syndicate in providing each service.

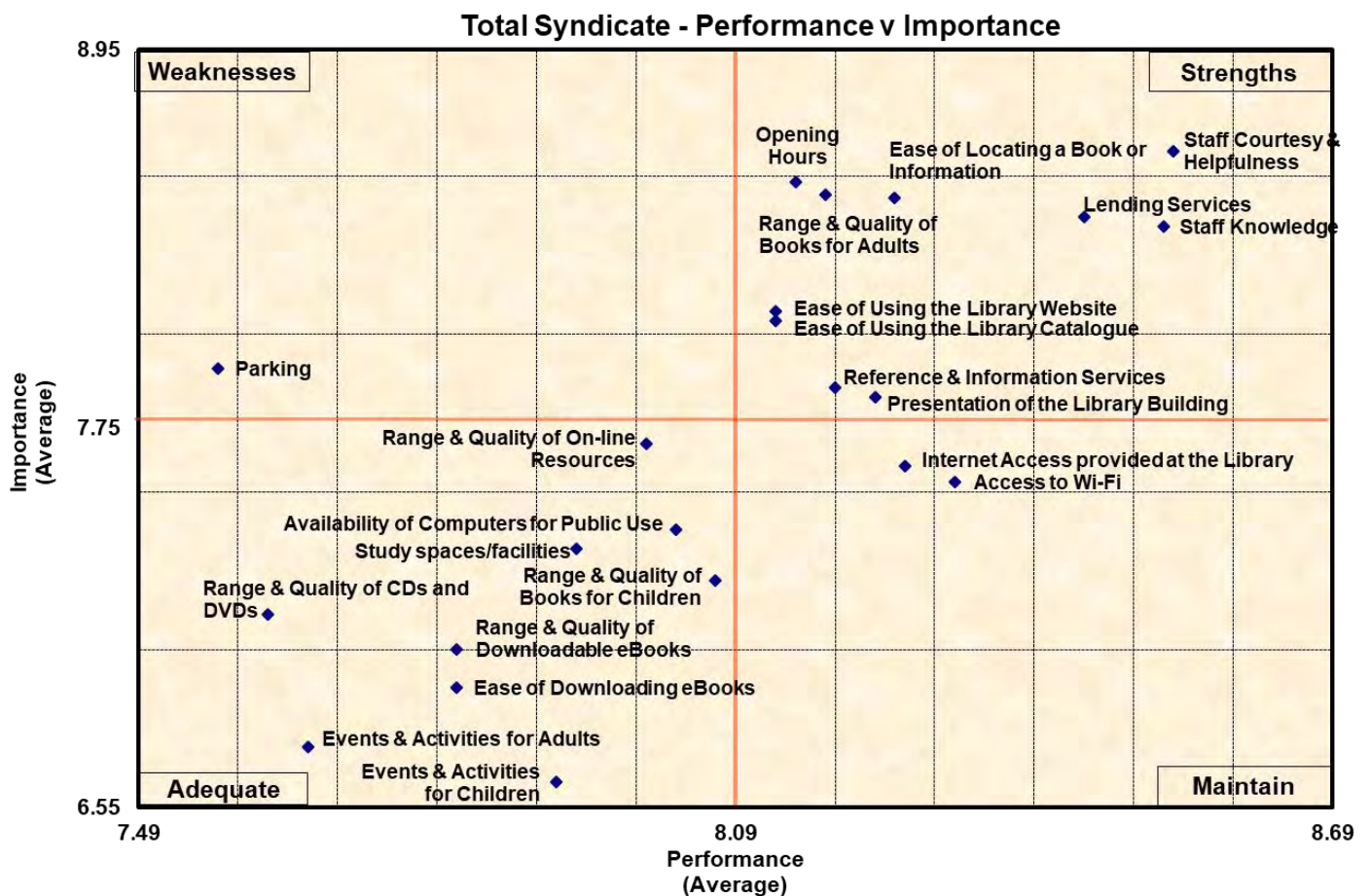
Services that fall within the '**Weaknesses**' quadrant are those that are high in importance (above average), but where performance with the service provided by libraries is below average. Consequently, these areas are the critical services that require addressing in order to maximise the overall level of performance. The one service positioned in this quadrant this year is Parking.

Services that fall in the '**Strengths**' quadrant are also high in importance, while performance with the service provided by the libraries is above average. As a consequence, these factors contribute most to perceptions of a positive service and this year 10 of the 22 services are included in this quadrant.

Services that fall within the '**Maintain**' quadrant are those that are below the importance average, yet performance is above average. For these services the strategy is to maintain the current level of performance, directing any resources to the areas identified as 'weaknesses'. The two services in this quadrant are Internet access provided at the library and access to Wi-Fi.

Services that fall within the 'Adequate' quadrant are those that are below average in importance and also below average in performance. The remaining nine services are positioned in this quadrant this survey, with Range & quality of books for children positioned very close to the Performance average axis this year,

*The reader is reminded that some of the results are based on small sample sizes. Also, by definition, some services must necessarily fall below the calculated average, which is generally quite high.*



## 7.2 Casey-Cardinia

Combining all Casey-Cardinia services, the average Importance mean for library users in the last 12 months is 8.05, while the average Performance mean indicating how well Casey-Cardinia performs in providing the service is 8.22 out of a possible 10.

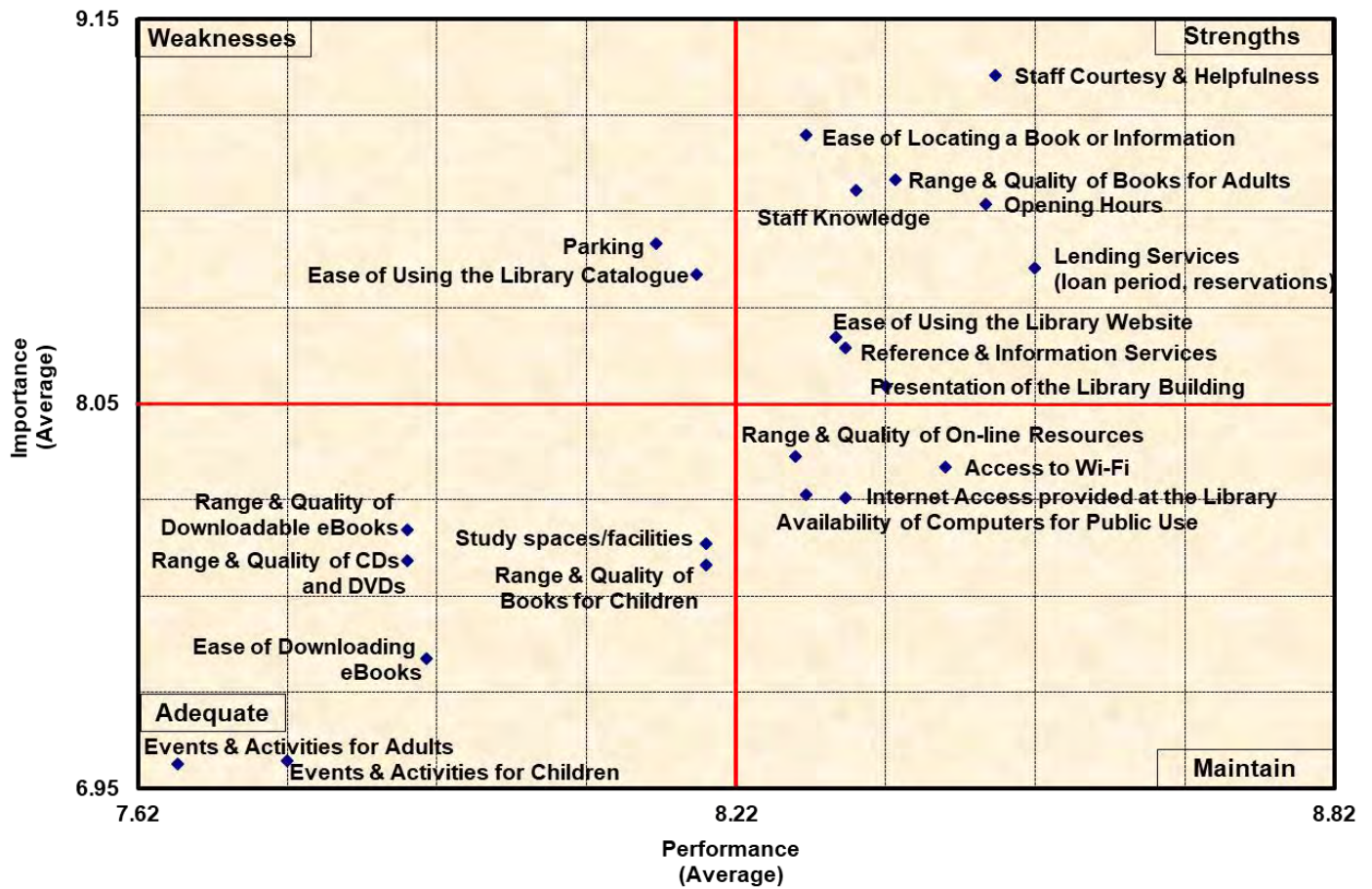
Services that fall within the '**Weaknesses**' quadrant are those that are high in importance (above average), but where performance with the service provided by Casey-Cardinia is below average. Consequently, these areas are the critical services that require addressing in order to maximize the overall level of performance. There are 2 services positioned in this quadrant this year, Parking and Ease of using the library catalogue.

Services that fall in the '**Strengths**' quadrant are also high in importance, while performance with the service provided by Casey-Cardinia is above average. As a consequence, these factors contribute most to perceptions of a positive service and this year 9 of the 22 services are included in this quadrant.

Services that fall within the '**Maintain**' quadrant are those that are below the importance average, yet performance is above average. For these services the strategy is to maintain the current level of performance, directing any resources to the areas identified as weaknesses. There are 4 services in this quadrant this year, Range & quality of on-line resources, Access to Wi-Fi, Internet access provided at the Library and Availability of computers for public use.

Services that fall within the '**Adequate**' quadrant are those that are below average in importance and also below average in performance. The remaining 7 services are positioned in this quadrant this survey.

## Casey Cardinia - Performance v Importance



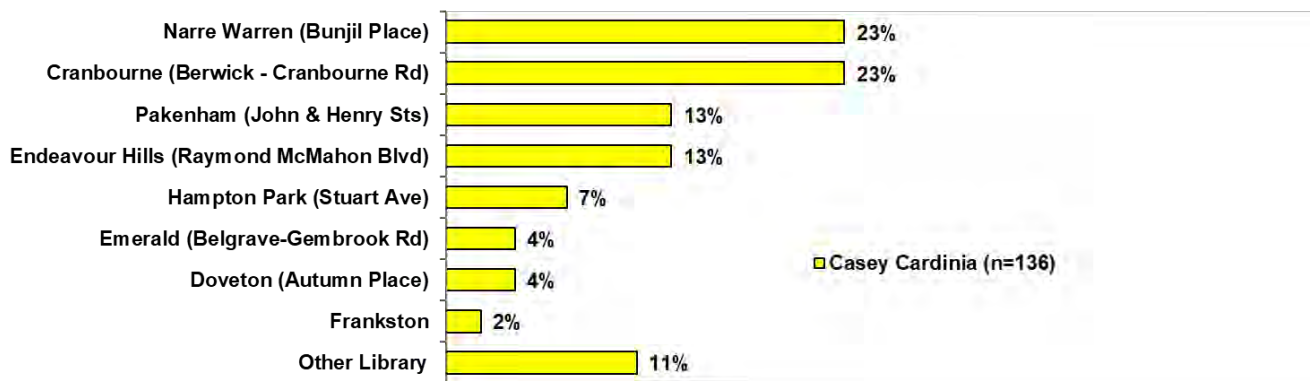
## 8. Specifics for Casey-Cardinia

### 8.1 Branch Used Most Often

Residents in Casey-Cardinia who had used a public library in the last 12 months were asked which library branch they had used most often.

Amongst the 136 library users in Casey-Cardinia, the libraries frequented by most people were Narre Warren (23%), Cranbourne (23%), Pakenham (13%) and Endeavour Hills (13%), as demonstrated in the following chart. Other libraries mentioned by more than one person included: Carrum Downs (4 people), Berwick (2), Seaford (2) and Springvale (2).

**Q.5 Which Library branch have you used most often in the past 12 months?**  
*Filter: Public Library Users in last 12 months*



## 8.2 Branch Appreciation

### 8.2.1 Satisfaction with Service

Respondents who had visited a public library within the last 12 months were asked to rate how satisfied they were with the overall service provided at the library using a scale from 1 to 10 where 1 represented “*Not at all Satisfied*” up to 10 representing “*Very Satisfied*”. The table lists the library branches, number of users (in the sample) at each library and the mean satisfaction score with overall service at the library.

Results for Casey-Cardinia library branches are positive ranging from 7.93 to 9.59 (out of a possible 10) with the Doveton and Hampton Park libraries generating highest very satisfied scores above 9.5. The reader is warned that sample sizes per branch are small and so results at this level are more akin to hypotheses than proven findings.

CASEY CARDINIA	Sample (Users)	Satisfaction With Service	Likelihood to Recommend
Doveton (Autumn Place)	6	9.59	9.85
Hampton Park (Stuart Ave)	10	9.54	9.48
Frankston	5	9.30	9.30
Emerald (Belgrave-Gembrook Rd)	7	8.91	8.91
Pakenham (John & Henry Streets)	17	8.87	9.15
Endeavour Hills (Raymond McMahon Blvd)	12	8.74	8.54
Narre Warren (Bunjil Place)	35	8.63	8.66
Cranbourne (Berwick - Cranbourne Rd)	27	7.93	8.17
Other Libraries	17	8.61	8.57

### 8.2.2 Likelihood to Recommend

Based on their last experience and when asked to rate how likely it is that they would recommend the library service to their friends, family or colleagues, using a scale from 1 to 10 where 1 represented “*Not at all Likely*” up to 10 representing “*Very Likely*”. The final column of the table lists the mean recommendation score for each library.

Results are very positive ranging from 8.17 to 9.85 (out of a possible 10), with the highest level of recommendation for the Doveton library.



## 8.3 Suggestions for the Future

### 8.3.1 Library Programs and Events

Thinking about library programs and events, public library users in the last year in Casey-Cardinia (136 people) were asked which programs and events they would like to see at their library. In total, 81% made a comment, 7% said “nothing (else)” and 12% did not know. Following are the more frequently mentioned programs and events:

- *Activities/programs for Children (22%)*
- *Author visits, readings, talks (13%)*
- *Only interested in books (not events) (7%)*
- *Activities/programs for Adults (5%)*
- *Book groups/launches/reviews/discussions (5%)*
- *Educational, Writing, Study (spaces) (5%)*
- *Fine as it is (5%)*
- *More events (promotion, awareness) (5%)*
- *Story/reading time (4%)*
- *Multicultural, Language, Travel (4%)*
- *Computer, iPad, eBook training (3%)*

### 8.3.2 Possible Improvements

Thinking generally about their library branch, public library users in the last year in Casey-Cardinia (136 people) were asked to suggest one improvement to their library. In total, 87% made a comment, 4% said “nothing” and 9% did not know. The following improvements were mentioned most often:

- *More computers, improved Wi-Fi/internet speed (11%)*
- *Greater range of books (11%)*
- *Fine as it is (8%)*
- *Open more hours/days (8%)*
- *More programs/events (8%)*
- *More parking (free) (6%)*
- *More information, signage, website info (6%)*
- *Improve/update presentation, layout (5%)*
- *Printer, photocopier (more, cheaper) (5%)*
- *More study spaces (4%)*
- *Better range of DVDs/CDs (lending times) (4%)*
- *Make it larger, more space (3%)*
- *More seating, desks, tables (3%)*
- *Quieter, control/less noise (3%)*



## **QUESTIONNAIRE: Regional Library Community Survey April 2019 (p9381)**

1. Hello and thank you for taking part in our survey which usually takes about 10 minutes to complete. We're interested in people's attitudes towards, and usage of, their local Public Libraries. The results will be used to help plan how best to meet everybody's library needs.

To obtain a representative sample, please indicate your demographic group. Are you ...?

- |  |  |
|--|--|
| <input type="checkbox"/> 1 Male 14 - 29 years    | <input type="checkbox"/> 4 Female 14 - 29 years    |
| <input type="checkbox"/> 2 Male 30 - 54 years    | <input type="checkbox"/> 5 Female 30 - 54 years    |
| <input type="checkbox"/> 3 Male 55 years or more | <input type="checkbox"/> 6 Female 55 years or more |

### **Q1 is necessary for the data weighting**

2. What is the postcode of where you are living? \_\_\_\_\_

### **3. Automatic code for Local Government defined region**

- ☐ 01 Bayside – Beaumaris, Brighton, Hampton, Sandringham
- ☐ 02 Casey Cardinia - City of Casey, Cardinia Shire
- ☐ 03 Corangamite - Colac Otway, Corangamite, Moyne, Warrnambool
- ☐ 04 Eastern Region - Cities of Knox, Maroondah & Shire of Yarra Ranges
- ☐ 05 Goldfields - Bendigo, Loddon Shire Council, Macedon Ranges Shire, Mount Alexander Shire
- ☐ 06 Goulburn Valley - Greater Shepparton City Council, Shires of Moira and Strathbogie
- ☐ 07 Monash – City of Monash, Glen/Mount Waverley, Oakleigh, Burwood, Clayton etc.
- ☐ 08 Wimmera – Horsham Rural City, Shires of Hindmarsh, Northern Grampians, West Wimmera, Yarriambiack
- ☐ 09 Yarra Plenty - Cities of Banyule, Whittlesea, Shire of Nillumbik
- ☐ 10 Boroondara – Ashburton, Balwyn, Camberwell, Greythorn, Hawthorn, Kew
- ☐ 98 Other Area - *terminate*

4. Which one of the following statements best describes you?

- ☐ 1 I've used a Public Library in the last 12 months
- ☐ 2 I've used a Public Library, but not in the last 12 months
- ☐ 3 I've never used a Public Library

**If Q4 is a 2 or 3 (not used a Public library in the last 12 months) skip to Q6**  
**Ask Q5 depending upon answer in Q3**

**5.01.** Which Library branch have you used most often in the past 12 months? (bay)

- ☐ 101 Beaumaris (Reserve Rd)
- ☐ 102 Brighton (Wilson St)
- ☐ 103 Hampton (Service St)
- ☐ 104 Sandringham (Waltham St)
- ☐ 105 Home Library Service
- ☐ 098 Other Library (please specify)

**5.02.** Which Library branch have you used most often in the past 12 months? (cc)

- ☐ 201 Cranbourne (Berwick – Cranbourne Rd)
- ☐ 202 Doveton (Autumn Place)
- ☐ 203 Emerald (Belgrave-Gembrook Rd)
- ☐ 204 Endeavour Hills (Raymond McMahan Blvd)
- ☐ 205 Hampton Park (Stuart Ave)
- ☐ 206 Narre Warren (Bunjil Place)
- ☐ 207 Pakenham (John & Henry Sts)
- ☐ 208 Cardinia Mobile Library
- ☐ 098 Other Library (please specify)

**5.03.** Which Library branch have you used most often in the past 12 months? (cor)

- ☐ 301 Apollo Bay (Pengilley Ave)
- ☐ 302 Camperdown (Manifold St)
- ☐ 303 Cobden (Victoria St)
- ☐ 304 Colac (Queen St)
- ☐ 305 Derrinallum (Main St)
- ☐ 306 Koroit (High St)
- ☐ 307 Mortlake (Dunlop St)
- ☐ 308 Port Fairy (Sackville St)
- ☐ 309 Terang (High St)
- ☐ 310 Timboon (Wark St)
- ☐ 311 Warrnambool (Liebig St)
- ☐ 312 Outreach/Mobile Library
- ☐ 098 Other Library (please specify)

**5.04.** Which Library branch have you used most often in the past 12 months? (er)

- ☐ 401 Bayswater (High St)
- ☐ 402 Belgrave (Reynolds Lane)
- ☐ 403 Boronia (Park Crescent)
- ☐ 404 Croydon (Civic Square)
- ☐ 405 Ferntree Gully (Burwood Highway)
- ☐ 406 Healesville (River St)
- ☐ 407 Knox Mobile Library
- ☐ 408 Knox (Shopping Centre)
- ☐ 409 Lilydale (Box Hill Institute)
- ☐ 410 Monbulk (Community Reading Room)
- ☐ 411 Montrose (Mt Dandenong Tourist Rd)
- ☐ 412 Mooroolbark (Station St)
- ☐ 413 Mt. Evelyn (Wray Crescent)
- ☐ 414 Ringwood / Realm (Ringwood Town Centre)
- ☐ 415 Rowville (Stud Park Shopping Centre)
- ☐ 416 Yarra Glen (Community Reading Room)
- ☐ 417 Yarra Junction (Hoddle St)
- ☐ 418 Yarra Ranges Outreach Library
- ☐ 098 Other Library (please specify)

**5.05.** Which Library branch have you used most often in the past 12 months? (gf)

- ☐ 501 Bendigo (Hargreaves St)
- ☐ 502 Castlemaine (Barker St)
- ☐ 503 Eaglehawk (Sailors Gully Rd)
- ☐ 504 Gisborne (Hamilton St)
- ☐ 505 Heathcote (High St)
- ☐ 506 Kangaroo Flat (High St)
- ☐ 507 Kyneton (Baynton St)
- ☐ 508 Pyramid Hill (Neighbourhood House, Kelly St)
- ☐ 509 Romsey (Main St)
- ☐ 510 Woodend (corner High & Forest St)
- ☐ 511 Mobile Library
- ☐ 098 Other Library (please specify)

**5.06.** Which Library branch have you used most often in the past 12 months? (gv)

- ☐ 601 Cobram (Punt Rd)
- ☐ 602 Euroa (Binney St)
- ☐ 603 Mooroopna (Morrell St)
- ☐ 604 Nagambie (High St)
- ☐ 605 Nathalia (Blake St)
- ☐ 606 Numurkah (McCaskill St)
- ☐ 607 Shepparton (Marungi St)
- ☐ 608 Tatura (Casey St)
- ☐ 609 Violet Town (Cowslip St)
- ☐ 610 Yarrawonga (Belmore St)
- ☐ 611 Mobile Library
- ☐ 098 Other Library (please specify)

**5.07.** Which Library branch have you used most often in the past 12 months? (mon)

- ☐ 701 Clayton (Cooke St)
- ☐ 702 Glen Waverley (112 Kingsway)
- ☐ 703 Mount Waverley (Miller Crs)
- ☐ 704 Mulgrave (Mackie Rd)
- ☐ 705 Oakleigh (Drummond St)
- ☐ 706 Wheelers Hill (Ferntree Gully Rd)
- ☐ 707 Monash Federation Centre
- ☐ 098 Other Library (please specify)

**5.08.** Which Library branch have you used most often in the past 12 months? (wim)

- ☐ 801 Dimboola (Lloyd St)
- ☐ 802 Edenhope (Elizabeth St)
- ☐ 803 Goroke (Main St)
- ☐ 804 Harrow (Public Hall, Blair St)
- ☐ 805 Horsham (Mc Lachlan St)
- ☐ 806 Kaniva (Baker St)
- ☐ 807 Nhill (Clarence St)
- ☐ 808 St. Arnaud (Municipal offices, Napier St)
- ☐ 809 Stawell (Sloane St)
- ☐ 810 Warracknabeal (Lyle St)
- ☐ 811 Mobile Library
- ☐ 098 Other Library (please specify)

**5.09.** Which Library branch have you used most often in the past 12 months? (yp)

- ☐ 901 Diamond Valley (Civic Dr)
- ☐ 902 Eltham (Panther Place)
- ☐ 903 Ivanhoe (Upper Heidelberg Rd)
- ☐ 904 Lalor (May Rd)
- ☐ 905 Mill Park (Plenty Rd)
- ☐ 906 Rosanna (Turnham Ave)
- ☐ 907 Thomastown (Main St)
- ☐ 908 Watsonia (Ibbottson St)
- ☐ 909 Whittlesea (Laurel St)
- ☐ 910 Outreach Vehicle
- ☐ 911 Mobile Library
- ☐ 098 Other Library (please specify)

**5.10.** Which Library branch have you used most often in the past 12 months? (bor)

- ☐ 001 Ashburton (High St)
- ☐ 002 Balwyn (Whitehorse Rd)
- ☐ 003 Camberwell (Camberwell Rd)
- ☐ 004 Greythorn Library Lounge (Community Hub in North Balwyn)
- ☐ 005 Hawthorn (Glenferrie Rd)
- ☐ 006 Kew (Cotham Rd & Civic Dr)
- ☐ 098 Other Library (please specify)

### Ask All

**6.** On average, how often do you, yourself visit/use the Library? Is it ...?

How often do other adults in the household visit/use the Library?

And other young people, if any in your household, how often do they visit/use the Library?

*Please select one answer per line...*

	<b>Frequency of using the Library</b>								
	<b>2+ times per Week</b>	<b>Weekly</b>	<b>Fort- nightly</b>	<b>Monthly</b>	<b>Every 2-3 Months</b>	<b>Less Often</b>	<b>Never</b>	<b>Nobody Else / Not Applicable</b>	<b>Don't Know</b>
Yourself	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9
Other Adults in the Household	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9
Other Young People in House	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9

**Ask Q7-Q9 if Q4 is a 1 (used a Public library in the last 12 months)**

7. Which of the following statements best describe ways in which the Public Library assists your lifestyle?

*Please select all that apply...*

- ☐ 01 The library helps me to relax
- ☐ 02 The library provides a place for me to study
- ☐ 03 The library helps me engage with the community
- ☐ 04 The library is a recreational outlet for me
- ☐ 05 The library gets me out of the house
- ☐ 06 The library supports my learning
- ☐ 07 The library helps me to be creative
- ☐ 08 The library provides low or no cost entertainment
- ☐ 98 Other (please specify)

8. On a scale from 1 to 10, where 1 is 'Not at All Satisfied' up to 10 indicating 'Very Satisfied' - how satisfied are you with the overall service provided at the Library?

<b>Satisfaction with Overall Service</b>										
<b>Not at all Satisfied</b> <b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>Very Satisfied</b> <b>10</b>	<b>Don't Know</b>
<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99

9. On a scale from 1 to 10, where 1 is 'Not Likely at all' up to 10 indicating 'Very Likely' – based on your last experience at the Library, how likely is it that you would recommend the Library service to your friends, family or colleagues?

<b>Likelihood to Recommend the Library</b>										
<b>Not Likely at all</b> <b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>Very Likely</b> <b>10</b>	<b>Don't Know</b>
<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99

**Ask All**

10. On a scale from 1 to 10, where 1 is 'Not at All Important' up to 10 indicating 'Very Important' - regardless of your own use, how important do you think it is for the Community as a whole that a comprehensive Library service is provided in your Council area?

<b>Importance for Community</b>										
<b>Not at all Important</b> <b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>Very Important</b> <b>10</b>	<b>Don't Know</b>
<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99

11. How does your current or family use of the Library compare with say 2 years ago? Are you .....?

- ☐ 1 Visiting/using the Library more often now
- ☐ 2 Visiting/using the Library about the same
- ☐ 3 Visiting/using the Library less often now

**Only ask if Q11 is Code 3**

12. Why are you visiting/using the Library less often?

*Please select all that apply...*

- ☐ 01 Using online/internet more (at home)
- ☐ 02 Reading things other than books
- ☐ 03 Not studying any longer
- ☐ 04 Go elsewhere for photocopying, computers, free Wi-Fi etc.
- ☐ 05 No time, too busy
- ☐ 06 Not close to a library
- ☐ 07 Children go on their own
- ☐ 08 Can't get there
- ☐ 09 Using library's eBooks/eAudio
- ☐ 98 Other (please specify)

**Ask All**

13. Where would you look to find out about Library activities and events?

Please select all that apply...

- |  |   |
|--|---|
| <input type="checkbox"/> 01 Library Newsletter                 | <input type="checkbox"/> 08 Ask someone                           |
| <input type="checkbox"/> 02 Local Newspaper                    | <input type="checkbox"/> 09 Community Centre                      |
| <input type="checkbox"/> 03 Library Website                    | <input type="checkbox"/> 10 Local Council / Government Newsletter |
| <input type="checkbox"/> 04 Library Noticeboard                | <input type="checkbox"/> 11 Social media                          |
| <input type="checkbox"/> 05 Local Council / Government Website | <input type="checkbox"/> 98 Other (please specify)                |
| <input type="checkbox"/> 06 Internet                           | <input type="checkbox"/> 99 Don't know                            |
| <input type="checkbox"/> 07 Library itself                     |   |

Ask Q14-Q22 if Q4 is a 1 (used a Public library in the last 12 months)

14. How often do you access the Library's website? Is it ...?

- |   |   |
|---|---|
| <input type="checkbox"/> 1 Weekly           | <input type="checkbox"/> 5 At Least Once a Year |
| <input type="checkbox"/> 2 Fortnightly      | <input type="checkbox"/> 6 Less Often           |
| <input type="checkbox"/> 3 Monthly          | <input type="checkbox"/> 7 Never                |
| <input type="checkbox"/> 4 Every 2-3 Months |   |

Only ask if Q14 is Codes 1-6

15. On a scale from 1 to 10, where 1 is 'Not at All Satisfied' up to 10 indicating 'Very Satisfied' - how satisfied are you with the Library's website?

Satisfaction with Library website										
Not at all Satisfied 1	2	3	4	5	6	7	8	9	Very Satisfied 10	Don't Know
<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99

16. Thinking of your last visit to a Library, which of the following did you do ...

Please select all that apply. Rotate Order

- ☐ 01 Borrowed CDs or DVDs
- ☐ 02 Borrowed books
- ☐ 03 Used the Library's resources to look something up
- ☐ 04 Used the Library's free Wi-Fi for school, college or work
- ☐ 05 Used the Library's free Wi-Fi for leisure or entertainment
- ☐ 06 Used the Library's computers & free Wi-Fi for school, college or work
- ☐ 07 Used the Library's computers & free Wi-Fi for leisure or entertainment
- ☐ 08 Met somebody you know there (excl. Library Staff)
- ☐ 09 Hung out after school
- ☐ 10 Used the games consoles
- ☐ 11 Went to the Library with Child(ren) to borrow
- ☐ 12 Went to the Library with Child(ren) for story time
- ☐ 13 Attended an organised event or meeting
- ☐ 14 Borrowed a book, CD or DVD on behalf of someone else
- ☐ 15 Asked the Library staff for help
- ☐ 16 Went to Library to study
- ☐ 98 Other (please specify)

17. On a scale from 1 to 10, where 1 is 'Not at All Important' up to 10 indicating 'Very Important' - how important to you are each of the following aspects of your library ....

Please select one answer per line... Rotate Order

	Importance to You										
	Not at All Important 1	2	3	4	5	6	7	8	9	Very Important 10	Don't Know
Staff Courtesy & Helpfulness	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Staff Knowledge	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Events & Activities for Adults	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Events & Activities for Children	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Lending Services (loan period, reservations)	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99

Reference & Information Services	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Presentation of the Library Building	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Ease of Locating a Book or Information	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Ease of Using the Library Catalogue	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Ease of Downloading eBooks	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99

**18.** Now thinking about the performance of your Library in providing these services. Using a scale from 1 to 10, where 1 is 'Very Poor' up to '10' indicating 'Excellent', please rate your Library on...

*Please select one answer per line... Rotate Order*

	Library Performance										
	Very Poor 1	2	3	4	5	6	7	8	9	Excellent 10	Don't Know
Staff Courtesy & Helpfulness	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Staff Knowledge	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Events & Activities for Adults	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Events & Activities for Children	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Lending Services (loan period, reservations)	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Reference & Information Services	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Presentation of the Library Building	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Ease of Locating a Book or Information	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Ease of Using the Library Catalogue	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Ease of Downloading eBooks	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99

**19.** Thinking about Library programs and events, which would you like to see at your Library?

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**20.** On a scale from 1 to 10, where 1 is 'Not at All Important' up to 10 indicating 'Very Important' - how important to you are each of the following aspects of your library ....

*Please select one answer per line... Rotate Order*

	Importance to You										
	Not at All Import- ant 1	2	3	4	5	6	7	8	9	Very Import -ant 10	Don't Know
Opening Hours	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Range & Quality of On-line Resources	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Range & Quality of Books for Adults	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Range & Quality of Books for Children	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Range & Quality of CDs and DVDs	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Availability of Computers for Public Use	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Parking	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Ease of Using the Library Website	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Internet Access provided at the Library	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99

Range & Quality of Downloadable eBooks	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Access to Wi-Fi	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Study spaces/facilities	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99

**21.** Now thinking about the performance of your Library in providing these services. Using a scale from 1 to 10, where 1 is 'Very Poor' up to '10' indicating 'Excellent', please rate your Library on...

*Please select one answer per line... Rotate Order*

	<b>Library Performance</b>										
	<b>Very Poor 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>Excellent 10</b>	<b>Don't Know</b>
Opening Hours	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Range & Quality of On-line Resources	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Range & Quality of Books for Adults	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Range & Quality of Books for Children	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Range & Quality of CDs and DVDs	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Availability of Computers for Public Use	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Parking	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Ease of Using the Library Website	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Internet Access provided at the Library	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Range & Quality of Downloadable eBooks	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Access to Wi-Fi	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99
Study spaces/facilities	<input type="checkbox"/> 01	<input type="checkbox"/> 02	<input type="checkbox"/> 03	<input type="checkbox"/> 04	<input type="checkbox"/> 05	<input type="checkbox"/> 06	<input type="checkbox"/> 07	<input type="checkbox"/> 08	<input type="checkbox"/> 09	<input type="checkbox"/> 10	<input type="checkbox"/> 99

**22.** If you could suggest just one improvement to your Library, what would it be?

---

**Ask All**

**23.** Did you know that many Libraries now have the following FREE?

	<b>YES</b>	<b>NO</b>
Wi-Fi	<input type="checkbox"/> 1	<input type="checkbox"/> 2
eBooks you can download for your own device	<input type="checkbox"/> 1	<input type="checkbox"/> 2
Music you can download for your own device	<input type="checkbox"/> 1	<input type="checkbox"/> 2
Access to Ancestry.com	<input type="checkbox"/> 1	<input type="checkbox"/> 2
Magazines you can download	<input type="checkbox"/> 1	<input type="checkbox"/> 2
Films or documentaries you can stream	<input type="checkbox"/> 1	<input type="checkbox"/> 2
Stem Activities	<input type="checkbox"/> 1	<input type="checkbox"/> 2

**24.** So we can derive a population profile, which one of the following age groups are you in ...

- |   |   |
|---|---|
| <input type="checkbox"/> 01 14-17 years | <input type="checkbox"/> 09 50-54 years |
| <input type="checkbox"/> 02 18-19 years | <input type="checkbox"/> 10 55-59 years |
| <input type="checkbox"/> 03 20-24 years | <input type="checkbox"/> 11 60-64 years |
| <input type="checkbox"/> 04 25-29 years | <input type="checkbox"/> 12 65-69 years |
| <input type="checkbox"/> 05 30-34 years | <input type="checkbox"/> 13 70-74 years |
| <input type="checkbox"/> 06 35-39 years | <input type="checkbox"/> 14 75-79 years |
| <input type="checkbox"/> 07 40-44 years | <input type="checkbox"/> 15 80 and over |
| <input type="checkbox"/> 08 45-49 years |   |

**25.** Do you identify as an Aboriginal or Torres Strait Islander?

- ☐ 1 Yes  
☐ 2 No  
☐ 9 Prefer not to say

26. Please indicate your gender...

- ☐ 1 Male
- ☐ 2 Female
- ☐ 3 Other (please specify)

27. Which language is spoken most often in your home?

- |   |  |
|---|--|
| <input type="checkbox"/> 01 ENGLISH             | <input type="checkbox"/> 35 Japanese               |
| <input type="checkbox"/> 03 Afghani             | <input type="checkbox"/> 36 Lebanese               |
| <input type="checkbox"/> 04 Afrikaans           | <input type="checkbox"/> 37 Korean                 |
| <input type="checkbox"/> 05 Arabic              | <input type="checkbox"/> 41 Macedonian             |
| <input type="checkbox"/> 06 Assyrian            | <input type="checkbox"/> 42 Malay                  |
| <input type="checkbox"/> 07 Bosnian             | <input type="checkbox"/> 43 Maltese                |
| <input type="checkbox"/> 11 Chinese - Cantonese | <input type="checkbox"/> 44 Polish                 |
| <input type="checkbox"/> 12 Chinese - Mandarin  | <input type="checkbox"/> 45 Portuguese             |
| <input type="checkbox"/> 13 Chinese - Other     | <input type="checkbox"/> 46 Russian                |
| <input type="checkbox"/> 14 Croatian            | <input type="checkbox"/> 51 Serbian                |
| <input type="checkbox"/> 15 Dutch               | <input type="checkbox"/> 52 Slovenian              |
| <input type="checkbox"/> 16 Eritrean            | <input type="checkbox"/> 53 Somali                 |
| <input type="checkbox"/> 17 Ethiopian           | <input type="checkbox"/> 54 Spanish                |
| <input type="checkbox"/> 21 Farsi               | <input type="checkbox"/> 55 Sri Lankan             |
| <input type="checkbox"/> 22 Filipino            | <input type="checkbox"/> 56 Sudanese Arabic        |
| <input type="checkbox"/> 23 French              | <input type="checkbox"/> 61 Tamil                  |
| <input type="checkbox"/> 24 German              | <input type="checkbox"/> 62 Turkish                |
| <input type="checkbox"/> 25 Greek               | <input type="checkbox"/> 63 Ukrainian              |
| <input type="checkbox"/> 26 Gujarati            | <input type="checkbox"/> 64 Urdu                   |
| <input type="checkbox"/> 30 Hebrew              | <input type="checkbox"/> 65 Vietnamese             |
| <input type="checkbox"/> 31 Hindi               | <input type="checkbox"/> 66 Yugoslavian            |
| <input type="checkbox"/> 32 Hungarian           | <input type="checkbox"/> 98 Other (please specify) |
| <input type="checkbox"/> 33 Indonesian          |  |
| <input type="checkbox"/> 34 Italian             |  |

28. And what is the main language you prefer to read in?

- |   |  |
|---|--|
| <input type="checkbox"/> 01 ENGLISH             | <input type="checkbox"/> 24 Italian                |
| <input type="checkbox"/> 02 Afghani             | <input type="checkbox"/> 25 Japanese               |
| <input type="checkbox"/> 03 Afrikaans           | <input type="checkbox"/> 26 Korean                 |
| <input type="checkbox"/> 04 Arabic              | <input type="checkbox"/> 27 Lebanese               |
| <input type="checkbox"/> 05 Assyrian            | <input type="checkbox"/> 28 Macedonian             |
| <input type="checkbox"/> 06 Bosnian             | <input type="checkbox"/> 29 Malay                  |
| <input type="checkbox"/> 07 Chinese - Cantonese | <input type="checkbox"/> 30 Maltese                |
| <input type="checkbox"/> 08 Chinese - Mandarin  | <input type="checkbox"/> 31 Polish                 |
| <input type="checkbox"/> 09 Chinese - Other     | <input type="checkbox"/> 32 Portuguese             |
| <input type="checkbox"/> 10 Croatian            | <input type="checkbox"/> 33 Russian                |
| <input type="checkbox"/> 11 Dutch               | <input type="checkbox"/> 34 Serbian                |
| <input type="checkbox"/> 12 Eritrean            | <input type="checkbox"/> 35 Slovenian              |
| <input type="checkbox"/> 13 Ethiopian           | <input type="checkbox"/> 36 Somali                 |
| <input type="checkbox"/> 14 Farsi               | <input type="checkbox"/> 37 Spanish                |
| <input type="checkbox"/> 15 Filipino            | <input type="checkbox"/> 38 Sri Lankan             |
| <input type="checkbox"/> 16 French              | <input type="checkbox"/> 39 Sudanese Arabic        |
| <input type="checkbox"/> 17 German              | <input type="checkbox"/> 40 Tamil                  |
| <input type="checkbox"/> 18 Greek               | <input type="checkbox"/> 41 Turkish                |
| <input type="checkbox"/> 19 Gujarati            | <input type="checkbox"/> 42 Ukrainian              |
| <input type="checkbox"/> 20 Hebrew              | <input type="checkbox"/> 43 Urdu                   |
| <input type="checkbox"/> 21 Hindi               | <input type="checkbox"/> 44 Vietnamese             |
| <input type="checkbox"/> 22 Hungarian           | <input type="checkbox"/> 45 Yugoslavian            |
| <input type="checkbox"/> 23 Indonesian          | <input type="checkbox"/> 98 Other (please specify) |

29. What is your occupation status currently?

- |  |  |
|--|--|
| <input type="checkbox"/> 01 Work full-time         | <input type="checkbox"/> 07 Home Duties            |
| <input type="checkbox"/> 02 Work part-time         | <input type="checkbox"/> 08 Retired                |
| <input type="checkbox"/> 03 Work casual, temporary | <input type="checkbox"/> 09 Unemployed             |
| <input type="checkbox"/> 04 Self-employed          | <input type="checkbox"/> 10 Disability Allowance   |
| <input type="checkbox"/> 05 Study full-time        | <input type="checkbox"/> 98 Other (please specify) |
| <input type="checkbox"/> 06 Study part-time        |  |



CC27/2019

CEO'S PERFORMANCE REVIEW and CONTRACT EXTENSION

*Report prepared by Chris Buckingham*

**Purpose**

To inform the Board of progress with Casey Cardinia Libraries CEO's Performance Review.

**Discussion**

The CEO provides an annual report against agreed Key Performance Indicators (KPIs) for the financial year. This report will be provided to the Board at the end of July.

The Board is required to appoint a sub-committee to review the CEO's performance and table its recommendations for the Board approval.

The CEO's Employment Contract is due to expire on October 1, 2019. There is an option to extend the CEO's Term of Employment to October 1, 2021 under the existing terms as articulated in Clause 2.1 & 2.2 of the Employment Contract.

Relevant excerpt:

**2. Term**

**2.1 Duration of Agreement**

This Agreement commences on 3 October 2016 and expires on:

2.1.1 2 October 2019; or

2.1.2 2 October 2021, where the Council has offered and the Officer has accepted an extension of the Term under clause 2.2,

unless terminated earlier in accordance with its terms.

**2.2 Extension of Term**

2.2.1 No later than 3 months prior to the date in clause 2.1.1 (3 July 2019), the Corporation must notify the Officer whether it wishes to offer the Officer an extension of the Term until the date in clause 2.1.2.

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**RECOMMENDATIONS**

1. That the Board appoint a sub-committee to convene in early August 2019.
2. That the CEO finalise a report against KPI's by the end of July 2019.
3. That the Board decide whether to extend the employment of the CEO to October 1, 2021 and notify him by July 3, 2019

**GENERAL BUSINESS**

**NEXT MEETING**

Wednesday 28 August 2019, Bunjil Place Library – Meeting Rooms 3 and 4.