



**Casey  
Cardinia  
Libraries**

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

## **AGENDA**

### **Board Meeting**

**Wednesday 27 November 2019**

**6.00pm**

City of Casey

Bunjil Place Library, Meeting Room 3 and 4

1.	Present	
2.	Apologies	
3.	Confirmation of the Minutes of The Casey-Cardinia Library Corporation (CCL) Ordinary Board Meeting held on 28 August 2019.	
4.	Declaration of Conflicts of Interest	
5.	Confirmation of CCL Board Membership for 2020	
6.	Election of Chairperson	
7.	<b>Strategies/Plans</b>	<i>Page No.</i>
	CC38/2019 Local Government Act Reform and LGV Update	
	Presentation – Colin Morrison	3
	CC49/2019 Public Libraries Victoria – Library Performance	4
	CC40/2019 CCL Face of the Library Presentation – Penny Molnar	5
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8.	<b>Officers' Reports</b>	
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## STRATEGIES/PLANS

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CC38/2019	LOCAL GOVERNMENT ACT REFORM AND LGV UPDATE PRESENTATION
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*Report prepared by Chris Buckingham*

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### Purpose

To provide the Board an update on the Local Government Act Reform and the implications for Regional Library Corporations

*CCL Library Plan reference – 5.3*

### Discussion

Colin Morrison, Director, Local Government Victoria will provide a presentation on the Local Government Act and planned reforms.

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## RECOMMENDATIONS

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1. That the Board note the presentation made by Colin Morrison.

CC39/2019

PUBLIC LIBRARIES VICTORIA – LIBRARY PERFORMANCE

*Report prepared by Chris Buckingham*

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**Purpose**

To provide the Board a Report on Performance for Victorian Public Libraries for 2018 – 2019.

*CCL Library Plan reference – 5.1, 5.2, and 5.3*

**Discussion**

Each year CCL participates in Public Library Victoria's Statistical Survey.

The Survey is compiled by Ian Phillips who benchmarks the performance of every library service in Victoria against each other.

The 2018 –2019 Library Performance Benchmarking Summary and the 2018 – 2019 PLVN Annual Statistical Survey – Summary Report are attached.

**Conclusion**

Ian Phillips will present the PLV Annual Statistical Report and Benchmarking to the Library Board at the next Board meeting in February 2020

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**RECOMMENDATIONS**

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1. That the Board note the performance of Victoria's Public Libraries and Casey Cardinia Libraries.
2. That the Board note, Ian Phillips will be presenting to the Library Board at the next Board meeting in February 2020.

## Casey-Cardinia Libraries

(from PLV's Annual Survey of Victorian Public Libraries, 2016-17 to 2018-19)

Indicator	Casey-Cardinia 2018-19	Ranking (no. of libraries)		
		2018-19	2017-18	2016-17
		of 47	of 46	of 46
<b>1. Service setting</b>				
Population	447,539	1	2	2
Area serviced (sq. km)	1,691	22	22	21
Static branches	7	12	12	12
<b>2. Opening hours</b>				
Opening hours per week (branch/mobile)	450	5	6	7
Average opening hours per branch	56	4	20	14
<b>3. Library membership</b>				
Total members	127,642	4	4	3
Active members	42,412	7	5	6
Active members as % of population	9%	46	44	46
<b>4. Library visits</b>				
Library visits	1,286,633	7	6	8
Mobile library visits	50,135	1	1	1
Library visits per capita	3.0	45	44	45
Library visits per staff EFT	14,853	31	20	31
Library visits per opening hour per week	57	16	8	16
Website visits	461,662	9	5	4
Website visits per capita	1.0	24	13	11
<b>5. Collections</b>				
Total number of physical items	320,089	5	5	5
Physical collections items per capita	0.7	46	44	45
% of physical items purchased in last 5 years	67%	22	18	20
Total number of ebooks	16,409	16	19	20
<b>6. Loans</b>				
Loans of physical items	2,380,059	4	4	5
Turnover rate – physical items	7.5	5	4	6
Loans (physical items) per capita	5.3	32	28	28
Loans (physical items) per active member	56	2	3	2
Loans (physical items) per staff EFT	26,445	7	5	7
Downloads of ebooks	266,776	3	4	4
Turnover rate – digital items	16.3	2	2	1
Downloads of ebooks per capita	0.6	21	28	24
<b>7. Library programs</b>				
Number of program attendees	95,725	6	5	6
Program attendees per ‘000 population	214	44	44	42
<b>8. Computers</b>				
Public access computers	130	11	5	5
PCs per ‘000 population	0.29	44	41	39
Computer bookings (annual)	147,349	7	9	9
Computer bookings per capita	0.3	37	41	40

Indicator	Casey-Cardinia 2018-19	Ranking (no. of libraries)		
		2018-19	2017-18	2016-17
		of 47	of 46	of 46
9. Income				
Income from Council	\$7,524,225	8	7	8
Income from Council per capita	\$16.81	46	45	45
Income from State Govt per capita	\$5.90	45	44	44
Other income per capita (incl. user charges)	\$0.87	29	29	25
Total income	\$10,725,576	7	6	7
Library service funding per capita *	\$23.97	2	2	2
Council income as % of total income	70%	44	43	44
10. Library expenditure				
Total operating expenditure	\$9,845,614	7	7	7
Operating expenditure per capita *	\$22.00	1	1	2
Cost per visit * (Total income)	\$8.02	18	18	26
Cost per opening hour * (Total income)	\$458	30	33	33
Cost per loan * (Total income)	\$4.51	3	2	2
Collections expenditure	\$1,410,384	8	6	7
Collections expenditure per capita #	\$3.15	47	46	43
Collections expenditure as % of total expenditure	14%	26	17	18
Staff expenditure	\$8,278,960	5	5	7
Staff expenditure per capita #	\$18.50	43	43	44
Staff expenditure as % of total expenditure	84%	1	1	13
11. Staffing				
Total staff EFT	90.0	4	5	5
Staff EFT per '000 population #	0.20	45	46	46
12. Customer satisfaction				
Customer satisfaction rating	8.6	15		17

\* All indicators are ranked from the highest value to the lowest value, except for some cost indicators where the lowest value is ranked No. 1 (marked \*).

# Ranking of some other indicators is contestable as, for example, very high or very low levels of staff expenditure per capita and staff EFT per capita may represent over- or under-servicing of the municipal/ regional population. In these cases an average or mid-range figure might be seen as a desirable outcome. For presentation purposes the rankings for these indicators have the highest value ranked as No. 1 (marked #).

# 2018-19 PLV Annual Statistical Survey

## Library Performance Indicators Summary Report

### Report

This report documents and presents data from Public Libraries Victoria's (PLV) 2018-19 Annual Statistical Survey, highlighting results against ten public library performance indicators. The report includes background, definitions, methodology, analysis and commentary that can be used by PLV and public libraries in different ways to showcase and benchmark performance.

- |    |   |   |
|----|---|---|
| 1. | <i>2018-19 PLV Library Performance Summary</i>    | 2-page summary of ten Victorian public library performance indicators   |
| 2. | <i>Background</i>                                 | 1-page description of the rationale for the development of the indicators from 2018-19  |
| 3. | <i>PLV Library Performance Indicators</i>         | 20 pages documenting each of the ten indicators, including definition of the indicator, 2018-19 and comparative data, and commentary on performance |
| 4. | <i>2018-19 Library Service Comparative Tables</i> | 10 pages ranking each Victorian library service against each of the ten indicators  |
| 5. | <i>VAILS</i>                                      | 1-page summary of VAILS data, which is analysed and presented separately due to the differences between the municipal library services and VAILS    |
| 6. | <i>Indicator definitions</i>                      | 3 pages documenting each of the ten performance indicators  |
| 7. | <i>Data specifications</i>                        | 3-page description of the data specifications provided to Victorian public libraries to assist with data collection                                 |

The following abbreviations are used throughout the report.

I&LS	Information and Library Service
LC	Library Corporation
LN	Library Network
LS	Library Service
L&IS	Library & Information Service
RLC	Regional Library Corporation
RLS	Regional Library Service

## 1. 2018-19 PLV Library Performance Summary

Library performance indicators		Victorian public libraries			
		2016-17	2017-18	2017-18	Trend
1.	Active library members	16%	16%	16%	→
2.	Attendance at library programs per '000 capita	325	331	350	↗
3.	Turnover rate – physical items	5.2	5.3	5.4	→
4.	Turnover rate – digital items	3.7	4.3	5.4	↗
5.	Physical quality of library collection	66%	65%	67%	→
6.	Library service income per capita*	\$40.95	\$39.90	\$40.55	↘
7.	Cost of library service per visit*	\$8.06	\$8.19	\$8.51	→
8.	Staff EFT per '000 capita	0.30	0.29	0.29	→
9.	Number of public access devices per '000 capita	0.71	0.63	0.62	↘
10.	Customer satisfaction rating	8.44	8.48	8.55	↗

\* Trend indicator accounts for inflationary effects on the cost of library services.

Victoria's public libraries continue to provide a range of efficient library services to the Victorian community. The PLV library performance indicators address participation, collections, cost efficiency, staffing, technology and customer satisfaction. The 2018-19 data illustrates the contemporary role of public libraries, showing improvement in terms of program attendance and collection efficiency, while also indicating declines in real library funding and provision of computers.

### 1. Active library members →

In 2018-19, 2.22 million people were members of Victorian public libraries (vs 2.19 library members reported in 2017-18). This represents 34% of the Victorian population (vs 35% in 2017-18). Of these, 1.00 million, or 16% of the Victorian population, borrowed a library collection item during 2018-19 and are classified as 'active' library members (vs 0.99 million and 16% in 2016-17). Many people who are not classified as 'active members' actively use libraries. For example, a family member may borrow for them, or they use the library to attend programs, use the computers and wifi, or use library spaces for work, study or relaxation.

### 2. Attendance at library programs per '000 capita ↗

In 2018-19, an average of 350 people out of every thousand attended a cultural, literacy or skill development program at a Victorian public library. This is 6% higher than the 2017-18 result and continues a steady upward trend – up 42% on the 247 per thousand reported statewide in 2011-12. Library programs cater to the needs and interests of different population cohorts and include Story Time and Rhyme Time for children, school holiday programs for young readers, author talks and book clubs, digital literacy training, youth activities and cultural events.

### 3. Turnover rate – physical items →

In total, Victoria's public libraries have a physical collection of 7.76 million items (down 2% from 7.94 million items in 2017-18). With annual loans of physical collection items around 41 million (down from 42 million in 2017-18), there was an average of 5.4 loans per item during 2018-19, marginally up on previous years, but in line with the historical range for this indicator. Turnover rates at individual libraries range from more than 9.6 to 1.3 loans per physical collection item. The slow decline in the number and loans of physical collection items is offset by increased use of ebooks.



#### 4. Turnover rate – digital items ↗

The number and use of digital collection items in Victorian public libraries continue to increase. The total 'stock' of digital items increased 10% to 841,000 in 2018-19. The 4.9 million loans of ebooks and resources compares with 3.5 million loans of digital collection items in 2017-18 and 0.9 million in 2014-15. On average, every digital collection item in Victoria's public libraries was borrowed 5.4 times during 2018-19. This does not include loans of Vision Australia's digital resources which have a turnover rate of 12.1 loans per item.

#### 5. Physical quality of library collection →

Sixty seven percent of libraries' current physical collection of 7.76 million items has been purchased in the last five years, indicating a high level of collection quality and currency. This figure has increased from 60% in 2011-12, and been around 65% in the past two years. Buloke Library Service has re-established itself as a stand-alone rural municipal library, with 100% of its current stock purchased in the past five years. Four metropolitan Melbourne libraries have purchased more than 85% of their physical collection in the last five years, with five libraries below 40% all in rural Victoria.

#### 6. Library service income per capita ↘

The average level of funding of public library services in Victoria in 2018-19 (excluding VAILS) was \$40.55 per person. This is higher than the 2017-18 figure in absolute dollars, but a very small drop in real (inflation-adjusted) terms. In 2018-19 the total direct cost of providing public library services in Victoria was \$263 million (vs \$255 million in 2017-18) – with \$210 million (80%) of library operating funding coming from local government, \$44 million (16%) from state government, \$9 million (4%) from other funding sources (including library fees and charges) and \$0.4 million program funding from the Australian government. This does not include capital funding for buildings and equipment.

#### 7. Cost of library service per visit →

Across all funding sources (mainly local government – operating/collections, state government, other income), the average cost for each of the nearly 31 million physical visits to public and mobile libraries was \$8.51 (not including visits to library websites or attendance at offsite activities). In inflation-adjusted terms, this is consistent with service costs in previous years.

#### 8. Staff EFT per '000 capita →

The number of library staff per thousand population remained at 0.29 EFT in 2018-19. In 2018-19 Victoria's public libraries employed the equivalent of 1,874 full time persons. The four large library corporations in metropolitan Melbourne have a much lower staffing ratio (0.22 EFT per '000 population) than municipal libraries and library corporations in regional Victoria (0.31 EFT).

#### 9. Number of public access devices per '000 capita ↘

Victorian public libraries support digital inclusion by providing free access to computers (including desktops, laptops and tablets). Since 2011-12 the number of public access devices accessible per thousand persons increased from 0.40 to 0.71 in 2016-17. This has dropped back to 0.62 in recent years as more library customers use their own devices to access library wifi and computer services.

#### 10. Customer satisfaction rating ↗

Victoria's public libraries first reported to PLV on customer satisfaction ratings in 2013-14. In 2018-19, across different survey approaches, the average library customer satisfaction rating was 8.55 out

of 10. This has increased slightly from 8.44 in 2016-17. Satisfaction ratings from 35 libraries range from a high of 9.9 out of 10 to a low of 7.0 out 10.

## 2. Background

### Annual library statistics

For more than 60 years Victoria's public libraries have reported aggregate statistics on library membership, usage, staffing and expenditure. Data from the Annual Survey of Victorian Public Libraries is published on the PLV website <https://www.publiclibrariesvictoria.net.au/resources>.

In 2013-14 PLV reviewed and revised its statewide data collection to ensure that it met legislative requirements and industry standards, and continued to provide useful information to library practitioners, funders and other stakeholders. The annual statistical collection has been further refined in the past three years.

From 1 July 2014 Local Government Victoria also implemented a mandatory performance reporting framework (LGPRF) for local government. The outcomes-focused LGPRF is based on providing measures of both effectiveness (meeting user needs and quality standards) and efficiency (cost efficiency). The LGPRF includes four library indicators (LB1 to LB4) that have been developed with sector input.

### Performance indicators

The performance of Victoria's public libraries cannot be defined by a single measure. The following ten indicators represent a mix of input, output and performance information.

<i>Appropriateness</i>	1.	Active library members (LB4)
	2.	Attendance at library programs per capita
<i>Quality</i>	3.	Turnover rate – physical items (LB1)
	4.	Turnover rate – digital items
	5.	Physical quality of library collection (LB2)
<i>Cost</i>	6.	Library service income per capita
	7.	Cost of library service per visit (LB3)
	8.	Staff EFT per capita
<i>Service</i>	9.	Number of public access devices per capita
	10.	Customer satisfaction rating.

Victoria's public library services captured and published data on these ten indicators for the first time in 2013-14. In interpreting the data in this report, it is important to note that per capita indicators like active library membership (Indicator 1), program attendance (2), cost (6), staffing (8) and access to computers (9) can be distorted where there is a very small municipal population.

### Outcomes-focused performance indicators

There have been recent moves through National and State Libraries Australasia (NSLA), the Australian Public Library Alliance (APLA) and within PLV to shift the focus of data collection from traditional measures of input/output to outcome measures. Outcome measures assess the impact of library service provision and usage on individuals and communities. For example, they assess the role of libraries in supporting literacy development, digital inclusion, informed citizenship, personal health and wellbeing, stronger communities and economic and workforce development.

### 3. PLV Library Performance Indicators

#### Indicator 1. ACTIVE LIBRARY MEMBERS

Definition	The percentage of the municipal population who are active library members (i.e. have borrowed a library collection item in the past 12 months).
Measure type	Outcome – participation
Computation	Number of active library members divided by the municipal population (shown as a percentage)

Item	2016-17	2017-18	2018-19
Number of active library members	992,033	992,332	1,002,437
Total population	6,068,869	6,322,709	6,459,786
% active library members	16%	16%	16%

\* Population in scope for library services with active membership data.

More than one million people borrowed a library collection item from Victoria's public libraries during 2018-19. This represents 16% of the Victorian population, in line with the results in the past two years but slowly trending downward.

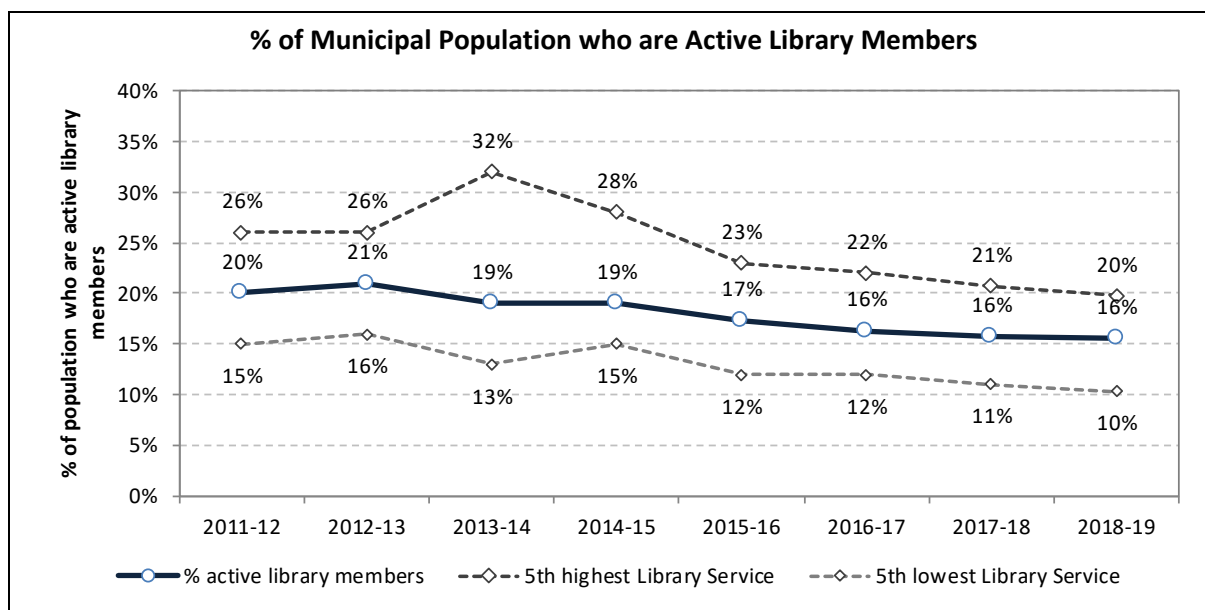
Historically, the 2015-16 figure was down on the 19% reported in the previous two years due to improved reporting of membership borrowing among the libraries who are part of the SWIFT consortium. Membership borrowing figures from these libraries are now considered to be a true reflection of how many users actually borrow items in a year.

Following that adjustment, the results from the past three years show a slow decline in the proportion of active library members. In 2018-19, while the actual number of active members re-crossed the one million mark (last reached in 2015-16), the Victorian population grew by 3.6% to more than 6.4 million. Across the 47 Victorian library services (excluding VAILS), in 2018-19 more than two thirds (32) experienced a drop in the proportion of active library members, while 15 had an increase in the rate of active membership. Where they occurred, the falls were not large, with 12 of the 32 library services with declining membership ratios having membership drops of less than 5%, and only two having a decline in membership of more than 10%.

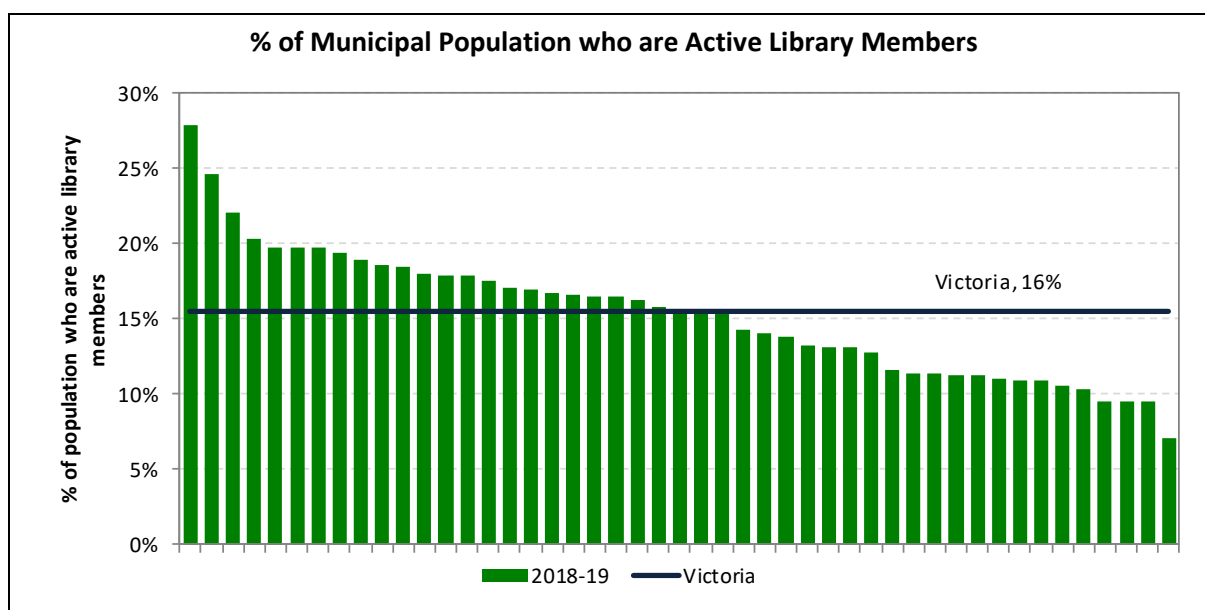
The LGPRF uses a conservative definition of 'active' public library usage which does not recognise: a) library members who act as the sole borrower in their household (e.g. parents who borrow books for their children); b) participation in library programs (e.g. Story Time, author talks, cultural events); c) sole use of the library computers or internet; or d) use of the library for study, research or relaxation.

Total membership of Victorian public libraries in 2018-19 (regardless of borrowing history) was 2.2 million, or 34% of the state's population. This is more than double the LGPRF figure.

The membership range is quite evenly spread across the range from 20% to 10% of the population. The library with the highest active membership figure was Melbourne at 28%. Melbourne has a uniquely high level of 'out of area' usage which inflates this measure, as many active borrowers who live in other municipalities work in the city and use City, Docklands and other libraries on a regular basis. Boroondara, Murrindindi and Hobsons Bay also have membership ratios above 20% of the population.



‘Out of area’ usage also occurs where people are members of multiple libraries. This is most common in the geographically small inner urban municipalities (e.g. Melbourne, Yarra, Port Phillip) and can be up to 20% of library membership. The level of ‘out of area’ membership is typically lower in regional areas and in Regional Library Corporations (e.g. Eastern, Casey-Cardinia, Whitehorse Manningham where cross-LGA borrowing occurs within the single corporation).



Aside from Buloke (which established itself as a stand-alone municipal library service from July 2018, and had a 2018-19 membership of 7%), the three libraries which (as has been the case for the past three years) have active library membership rates below 10% (Casey-Cardinia, Hume, Melton) are large interface councils with fast-growing populations. These communities tend to have greater use of the library as a place to attend programs, access technology and use than they do to borrow books.

## Indicator 2. ATTENDANCE AT LIBRARY PROGRAMS PER CAPITA

Definition	The attendance at programs and events held inside and outside the library per 1,000 persons within the specified period.
Measure type	Outcome – participation
Computation	Total number of attendances at library programs divided by the number of people in the library services' municipal area (in thousands).

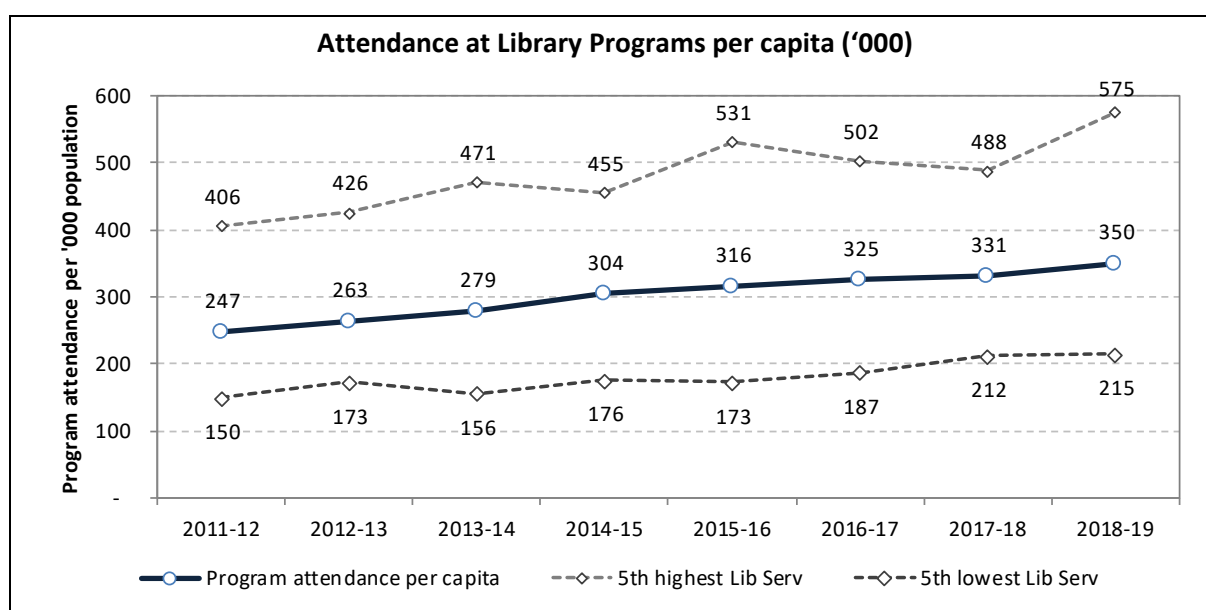
Item	2016-17	2017-18	2018-19
Attendance at library programs (million)	1.97	2.09	2.26
Population ('000)	6,069	6,323	6,460
Attendance at library programs per '000 persons	325	331	350

Over the last eight years there has been a steady increase in attendance at cultural, literacy and skill development programs run by Victoria's public libraries. In 2018-19, on average 350 people out of every thousand attended a library program, up 140% from 247 per thousand in 2011-12 (which included program activities associated with the launch of the National Year of Reading in 2012).

While there is overlap in attendance with individual library users attending multiple programs, the diversity of programs on offer means that Victoria's public libraries are able to engage many different user groups through their program activity. These programs include (among many others):

- Story Time, Rhyme Time, Baby Time programs for young children and their parents/carers
- English language and adult literacy programs
- school holiday programs
- digital literacy training programs for all ages, including seniors
- author talks, book clubs and literary launches
- craft and chat sessions that combine socialisation with other activities
- youth-focused activities related to graphic art and novels, youth literature and photography
- cultural activities and festivals.

Library programs and events are run at library branches or offsite in community locations.

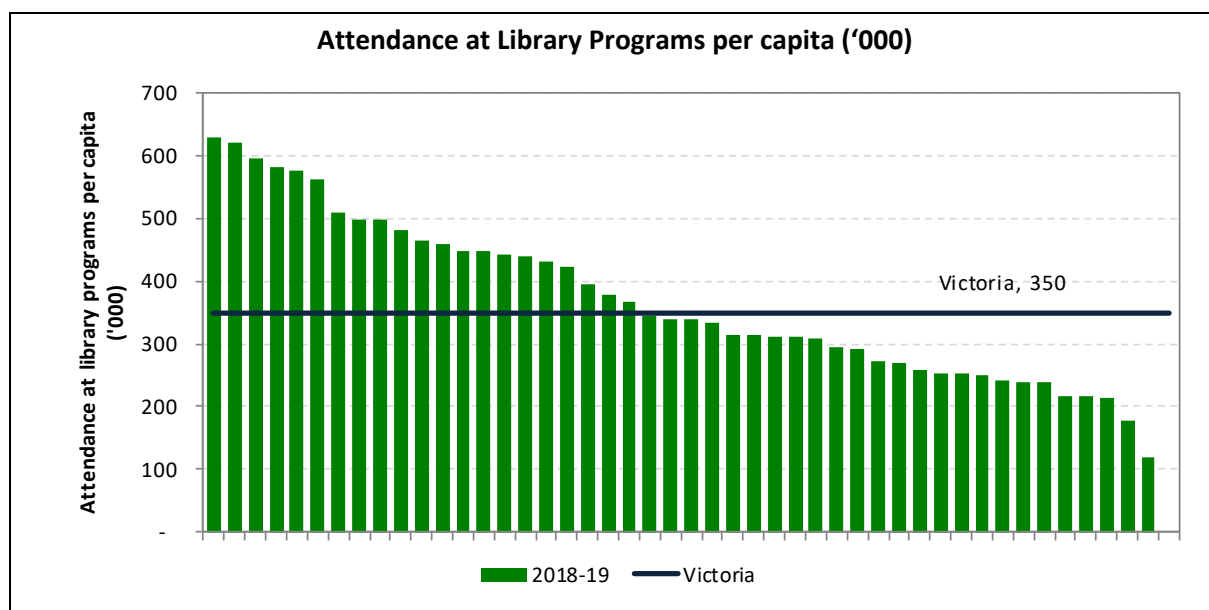


For the past three years Murrindindi has had the highest rate of program attendance, which in 2018-19 was 628 attendances at library programs per thousand people. Melbourne also had a program attendance rate above 600 people per thousand, although this number is inflated by 'out of area' usage.

Five library services had attendance rates over 500 people per thousand – High Country, Yarra, Mitchell, Hume and Geelong. From 2017-18 to 2018-19 there were nine libraries with an increase in program attendance rates of more than 20% – High Country, Glenelg, Greater Dandenong, Yarra, Melbourne, Wimmera, Mitchell, Goldfields and Hume.

To highlight the different roles of public libraries in responding to their communities, it is notable that while Hume has one of the lowest active membership rates (which relates to borrowing of collection items), its program attendance rate (which relates to a different form of library engagement) consistently ranks in the top 10 (561 per thousand in 2018-19). Conversely, Boroondara (for example) has a very high active membership (25%, ranked 2<sup>nd</sup>) but a low program attendance rate (216 per thousand, ranked 42<sup>nd</sup>).

In 2018-19 (as in 2017-18), only three libraries had program attendance rates below 200, compared with seven in 2016-17, eight in 2015-16 and 2014-15, and ten in 2013-14. In its first year of reporting Buloke reported no program attendance in 2018-19.



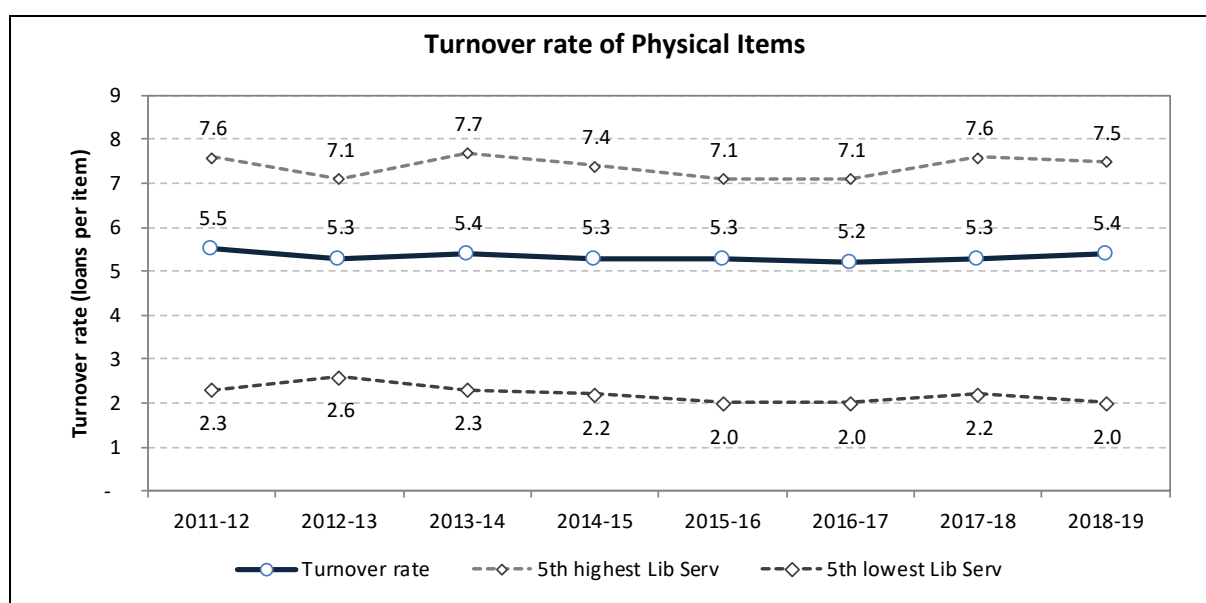
### Indicator 3.      **TURNOVER RATE – PHYSICAL ITEMS**

Definition	(Turnover or circulation rate is) The number of loans per physical collection item
Measure type	Outcome – utilisation
Computation	Number of loans of physical items divided by the number of physical collection items available for loan

Item*	2016-17	2017-18	2018-19
Number of loans of physical items (million)	43.17	42.42	41.12
Number of physical items available for loan (million)	7.98	7.74	7.62
Turnover rate of physical items	5.2	5.3	5.4

The physical library collection across Victoria’s public libraries is around 7.76 million items (down from 7.94 million in 2017-18), with 7.62 million items available for loan (excluding historical manuscripts, maps and other records that are only available for use in the library). With annual borrowing of these items at 41 million loans per annum, this averages out to every available physical collection item in Victoria’s public libraries being borrowed 5.4 times during 2018-19. In reality, some items are borrowed much more often than this, while others are seldom borrowed. The overall result is consistent with the figures from previous years.

This does not include loans of digital items (which are on the increase, see Indicator 4), and occurs in an environment where public libraries are continually refreshing their collections, with 67% of physical items purchased within the last five years (see Indicator 5).



There is considerable variation between libraries in the turnover of the physical library collection. Nine library services have turnover rates above 6.0, while 14 have turnover rates below 3.0.

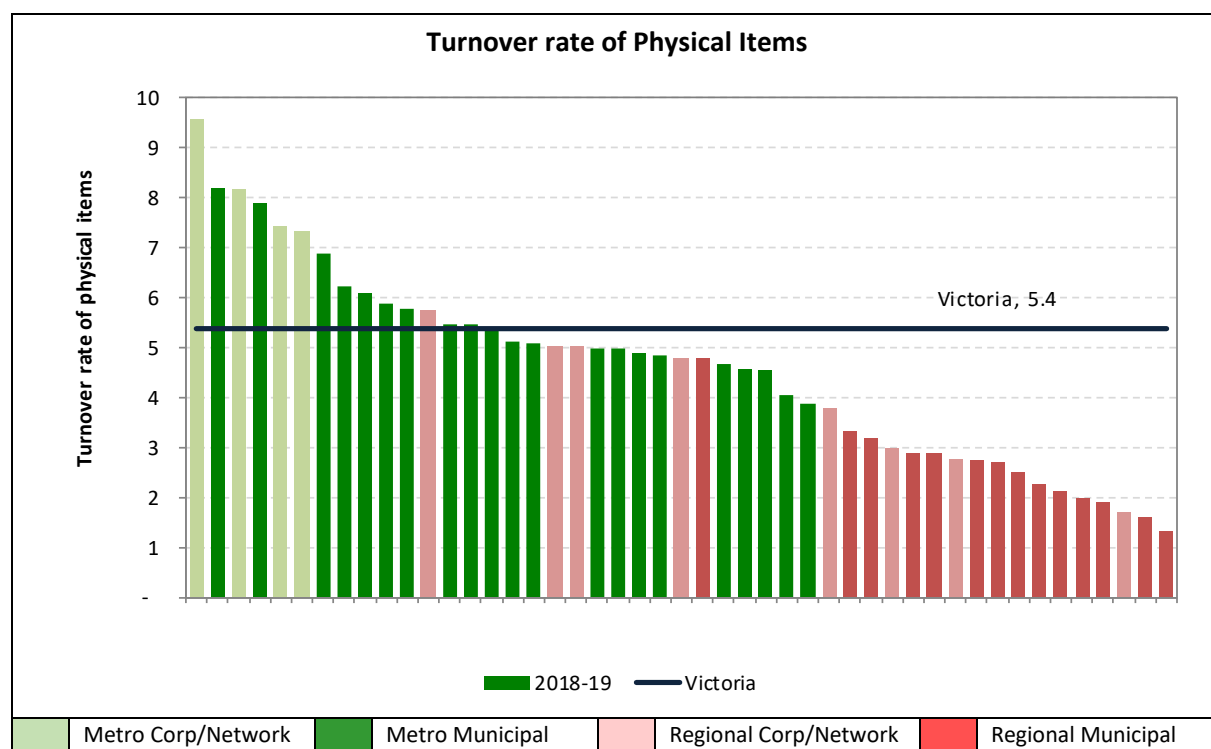
The libraries with the highest turnover rates are typically large metropolitan library corporations or municipal libraries with high readership levels. Four of the top six ranked library services on this measure are the four metropolitan library corporations (Eastern 9.6, Yarra Plenty 8.2, Casey-Cardinia 7.5 and Whitehorse-Manningham 7.3). The other two library services in the top six are Mornington Peninsula (8.2) and Glen Eira (7.9).



There is very little change in the rankings against this indicator over time, although Melton has jumped from 25<sup>th</sup> (4.4) in 2016-17 to 7<sup>th</sup> (6.9) in 2018-19 after a major review of its collection in 2017-18.

The turnover rate for physical items is influenced by the size of the library service, its capacity to carry and rotate its collection, the number of branches and having a sufficiently large and active membership to borrow across the collection. The ranking of library services against this measure shows an almost perfect split between metropolitan and regional libraries.

The 30 libraries with turnover of physical items of 3.9 or above are made up almost entirely of library corporations/networks (four metropolitan, four regional) and municipal metropolitan libraries (21). The only regional municipal library service in this group is Wodonga with a turnover of 4.8. The 17 libraries with turnover of 3.8 loans per physical item or below comprise four library corporations/networks in regional Victoria and 13 of the 14 stand-alone municipal library services in regional and rural areas. These libraries strive to maintain a diverse collection across multiple locations, even though many have small dispersed municipal populations.



#### Indicator 4. TURNOVER RATE – DIGITAL ITEMS

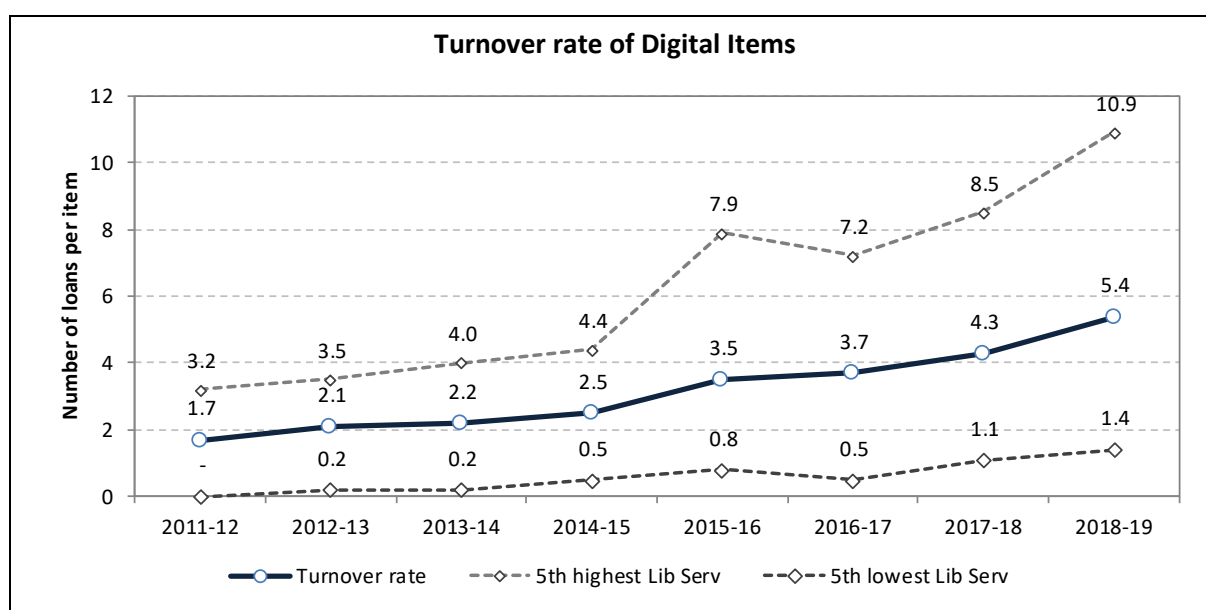
Definition	(Turnover or circulation rate is) The number of loans per digital collection item
Measure type	Outcome – utilisation
Computation	Number of loans of digital items divided by the number of digital collection items

Item*	2016-17	2017-18	2018-19
Number of loans of digital items ('000)	2,418	3,637	4,265
Number of digital items available for loan ('000)	652	763	788
Turnover rate of digital items	3.7	4.3	5.4

\* Excludes Vision Australia which in 2018-19 had 685,000 loans of its 57,000 digital collection items.

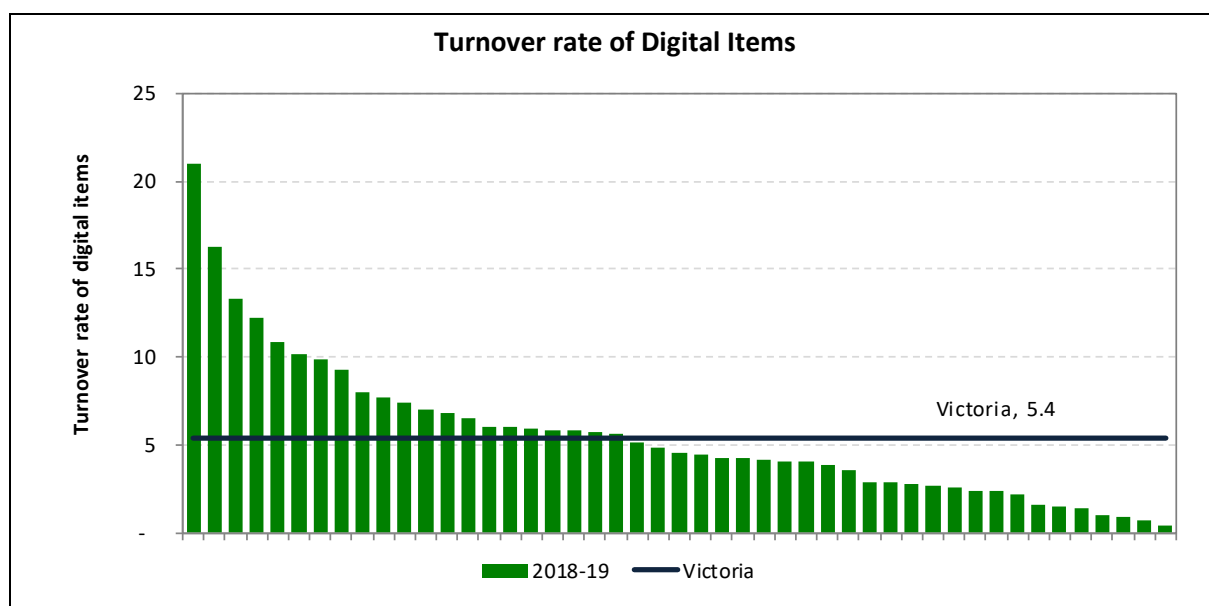
The number of digital collection items in Victorian public libraries has increased significantly in the past few years, with a total statewide collection in 2018-19 of 788,000 digital items. This includes ebooks and emagazines purchased through collection aggregators (e.g. BorrowBox, rbDigital, Press Reader, Kanopy).

As these items become more accessible through different digital devices (e.g. tablets, PCs, eReaders) the number of loans of digital library items has also increased significantly, with more than 4.2 million loans of digital collection items in 2018-19 – a 17% increase on 2017-18. On average, every digital collection item in Victoria's public libraries was borrowed 5.4 times during 2018-19, more than three times the rate of 1.7 reported in 2011-12. The turnover rate of digital items is now equivalent to that for physical collection items.



As with the turnover rate for physical library collection items, the turnover rate for digital items varies considerably between library services. Borrowing rates are influenced by both the spread and depth of the ebook collection in each library service and the extent to which users have access to relevant devices (typically mobile devices) and access to the internet at home, work or school to download ebooks.

Brimbank had the highest turnover rate in 2018-19 with 21.0 downloads per digital item. Casey-Cardinia LC (16.3), Mornington Peninsula (13.4), Melbourne (12.2), Geelong (10.9) and Stonnington (10.2) also figures above 10 loans per item.



Only seven library services had a turnover rate of less than 2 loans per digital collection item in 2018-19. Five of these libraries are stand-alone municipal library services in rural and regional Victoria, including some of the smallest library services in the state (e.g. Buloke, Swan Hill, Murrindindi, Gannawarra).

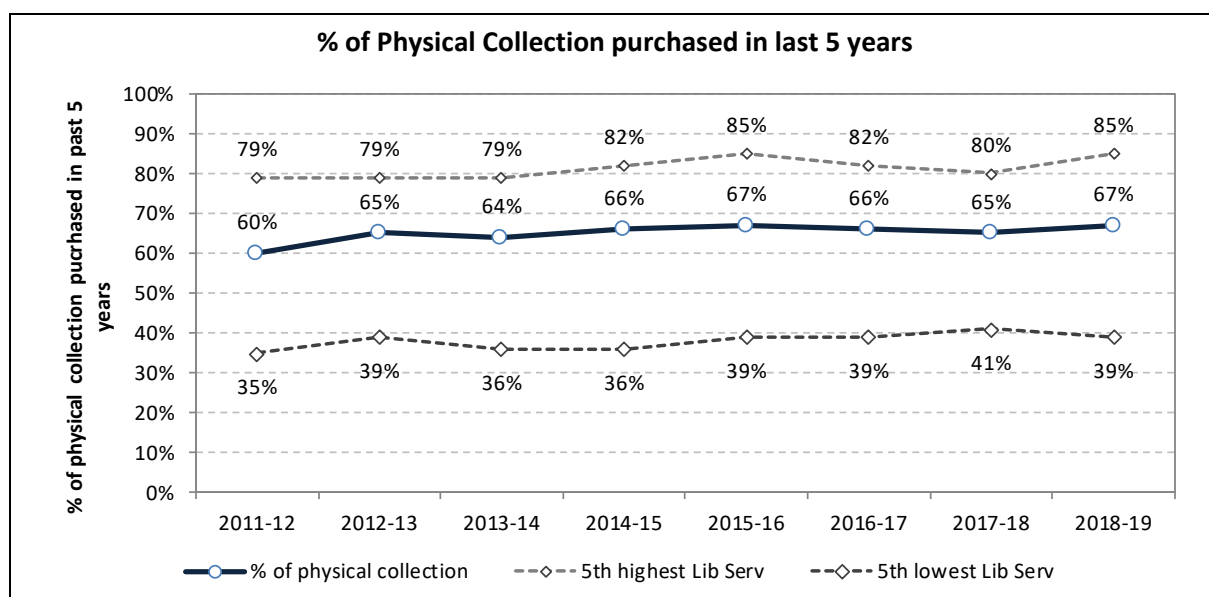
## Indicator 5. PHYSICAL QUALITY OF LIBRARY COLLECTION

Definition	The proportion of the physical library collection that has been purchased in the last 5 years
Measure type	Outcome – quality
Computation	Number of physical library collection items purchased in the last 5 years divided by the number of physical items in the collection (shown as percentage)

Item	2016-17	2017-18	2018-19
Number of physical library collection items purchased in the last 5 years (million)	5.45	5.16	5.19
Total number of physical library collection items (million)	8.23	7.94	7.76
% of physical collection items purchased in the last 5 years	66%	65%	67%

Libraries continue to invest in the physical quality of their collections with around 5.2 million new physical collection items purchased every five years. The overall size of the physical collection across Victoria's public libraries has been falling in recent years, and is currently around 7.76 million items.

Overall, 67% of public libraries' current physical collection has been purchased in the last five years, up from 60% in 2011-12, but very consistent over the past five years. The refreshing of the collection occurs in response to user demand for new items and replenishment of the collection as old and damaged stock is removed.

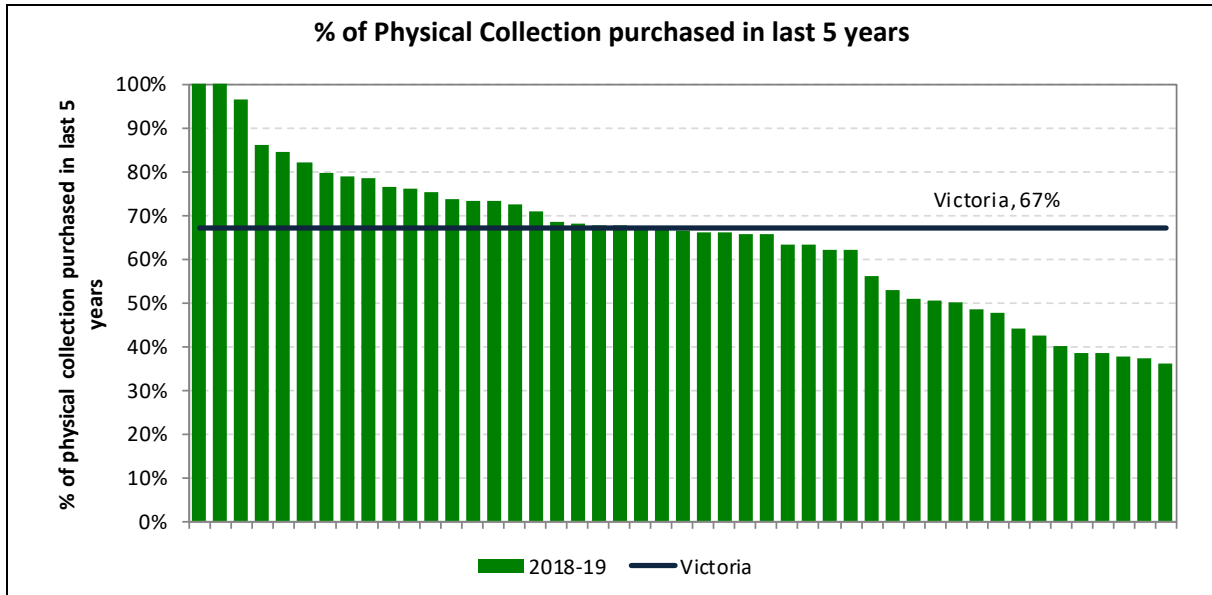


Despite having a five year base, performance against this indicator at a local level can vary from year to year where library services make a significant investment in their collection, have a year with relatively low collection expenditure, and/or have a major cull of their collection. In 2018-19, 27 of the 47 library services (excluding VAILS) reduced the size of their physical collection, while 20 library services increased their physical stock. Aside from Buloke, which was establishing its stand-alone collection in 2018-19, Yarra Plenty was the only library service to increase its total stock by more than 10,000 items. Conversely, seven libraries reduced the number of physical items in stock by at least 10,000 items (most notably Kingston and Hobsons Bay).



Buloke and Stonnington (100%) currently have the highest physical quality library collections, with four other libraries above 80% (i.e. Brimbank, Greater Dandenong, Yarra Plenty, Maribyrnong).

Half of the library services are above the statewide average, with only three of the 14 stand-alone library services in regional and rural Victoria above 67% (Buloke, Indigo and Wodonga). Twelve of the fifteen libraries with the proportion of physical collection items purchased in the last five years below 60% are in rural and regional areas.



**Indicator 6. LIBRARY SERVICE INCOME PER CAPITA**

Definition	Total direct cost of provision of library services per capita
Measure type	Input – cost
Computation	Total direct cost of providing library services divided by the municipal population

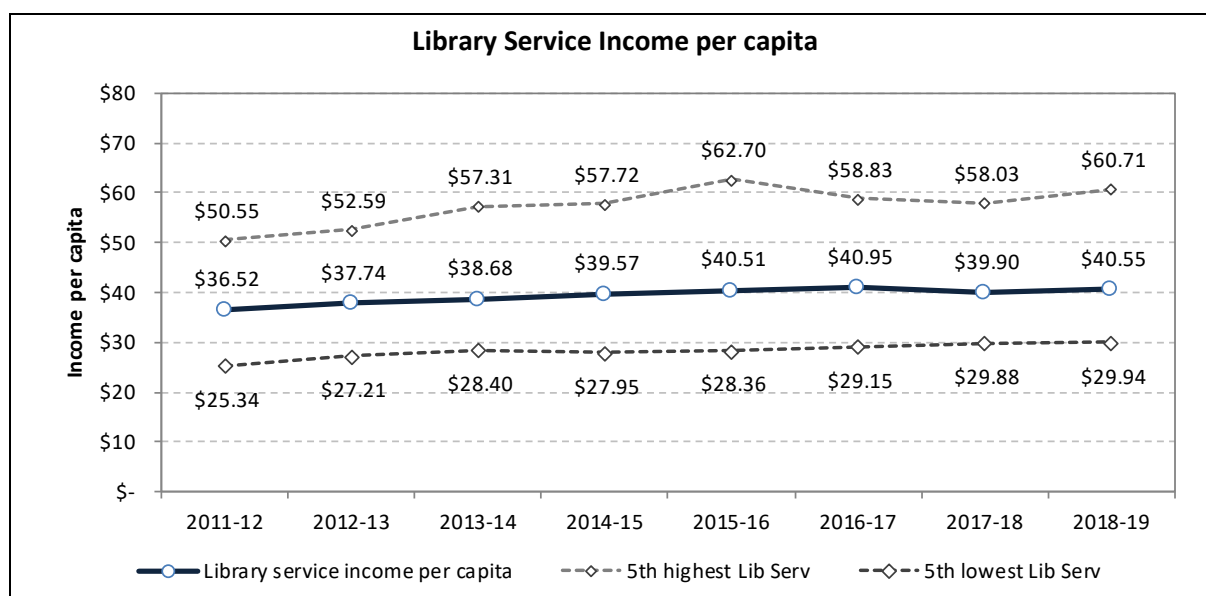
\* For the purposes of calculating this indicator 'total direct cost of service provision' is taken to be operational income (from local, state and federal governments), collections funding, plus any other income (not including capital income).

Item	2016-17	2017-18	2018-19
Total library income (\$M)*	\$248.50	\$252.25	\$261.95
Total population (million)	6.069	6.323	6.460
Cost of library services per capita*	\$40.95	\$39.90	\$40.55

\* Cost figures in this table have not been adjusted for inflation.

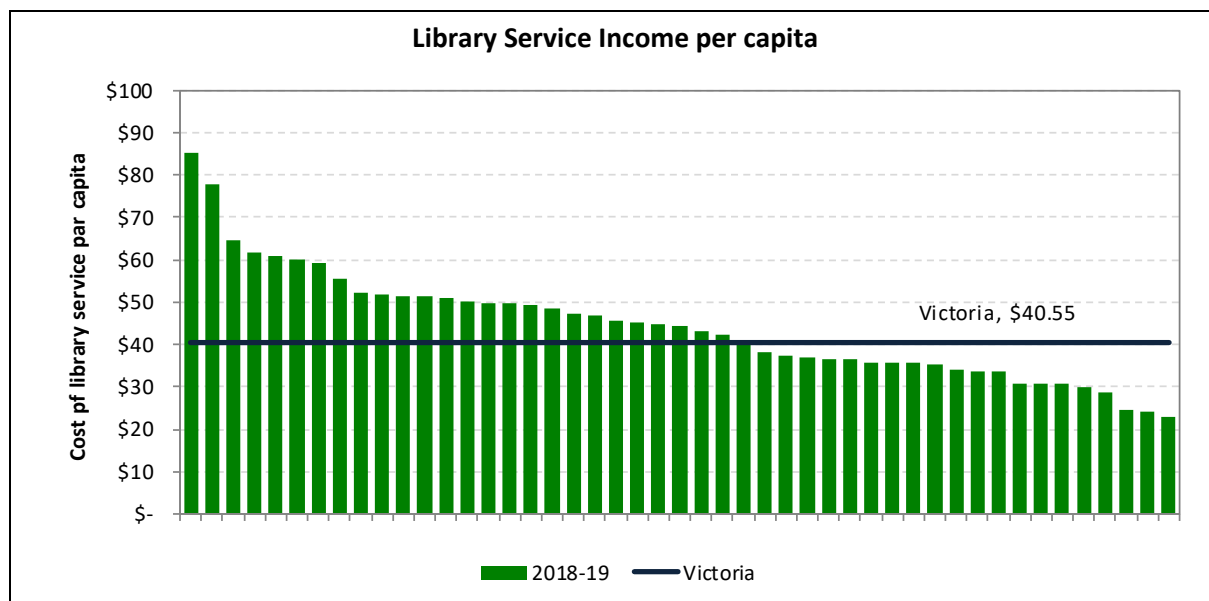
The total direct cost of providing public library services in Victoria in 2018-19 was \$262 million. This represents library operating and collections costs as funded by local government (\$210 million), state government (\$43 million) and other funding sources (\$9 million including library fees and charges, other income and federal government grants of \$0.41 million). This does not include capital funding from any source for library buildings, mobile libraries, plant and equipment. The local government share of public library funding is 80%. State government contributes 16% and other income 4%.

The average cost of providing public library services in Victoria in 2018-19 was \$40.55 per person. This was, in absolute terms, \$0.65 higher than in 2017-18, although still below the 2016-17 level. Over the past five years the increase in the cost of library services per capita has seen average annualised growth of 0.8% per annum, well below the average inflation rate over the same period (2.0%). This means that the average level of income available for library service provision per capita has decreased in real terms.



Melbourne LS has a disproportionately high cost per capita figure of \$85.10. This is due to the unique circumstances in this library which has a very high level out 'out of area' usage as many users of the

library do not live in the City of Melbourne. Interstate and international tourists also use the city's libraries to access information and the internet and use other library facilities.



Interestingly, there is only one library service (Wellington) with per capita income levels near the average figure, with income tending to be either above \$42.22 (26 library services) or below \$38.34 (20 library services). There are no obvious factors which distinguish income levels, other than the fact that metropolitan regional library corporations have, on average, much lower levels of income – around \$31 per capita vs \$41-\$44 for all other library services. Five library services have income rates below \$30 per capita (including Frankston and Wodonga), with Hume, Casey-Cardinia and Towong all below \$25 per capita.

This indicator can be interpreted in two different but equally valid ways. From a 'quality' perspective it might be argued that a higher cost per capita figure represents better relative performance. From an 'efficiency' perspective a lower cost figure is preferable. The LGPRF favours the 'efficiency' perspective. Each local government area has to balance these two competing priorities in their decisions on library funding.

For presentation purposes, the data against this indicator has been shown in the chart above from a 'quality' perspective (i.e. higher cost per capita ranks above lower cost). The table in Section 4 shows rankings from an 'efficiency' perspective (i.e. lower cost per capita ranks above higher cost).

## Indicator 7. LIBRARY SERVICE COST PER VISIT

Definition	Total cost of provision of library services per visit
Measure type	Input – cost
Computation	Total library income divided by the number of visits to branch and mobile libraries

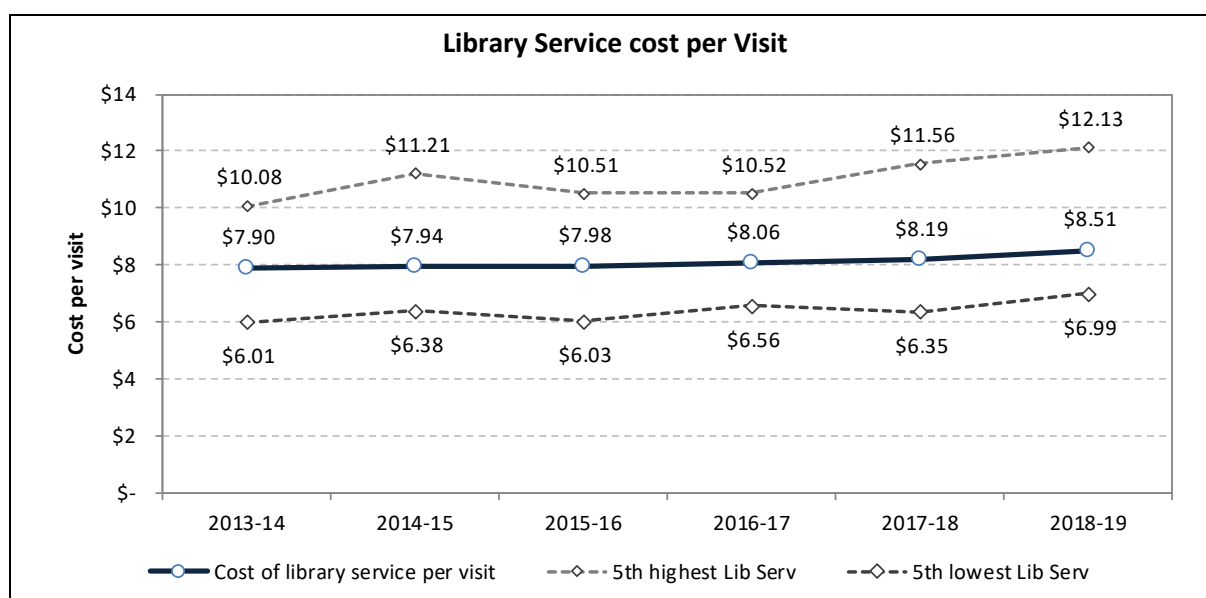
\* For the purposes of calculating this indicator 'total direct cost of service provision' is taken to be all income received from local, state and federal governments, collections funding, plus any other income (not including capital income).

Item	2016-17	2017-18	2018-19
Total library income (\$M)*	\$248.50	\$252.25	\$261.95
Total library visits (million)	30.82	30.81	30.77
Cost per library visit*	\$8.06	\$8.19	\$8.51

\* Cost figures in this table have not been adjusted for inflation.

The direct cost of provision of library services per visit is one of four library indicators in the Local Government Performance Reporting Framework (LGPRF). In the LGPRF, this indicator only includes operational funding provided by local government. PLV's cost per visit calculations use the full and true cost of providing library services.

In 2018-19 Victorian libraries had \$262 million to run their library services (sourced from local government, state and federal government grants and other income). Across nearly 31 million physical visits to public library branches and mobile libraries (not including visits to library websites or attendance at offsite activities), this represents an average of \$8.51 per visit. This is \$0.32 above the average cost for 2017-18. An average 3.9% increase in cost per visit is above the corresponding inflation rate of 1.6% for the past year.

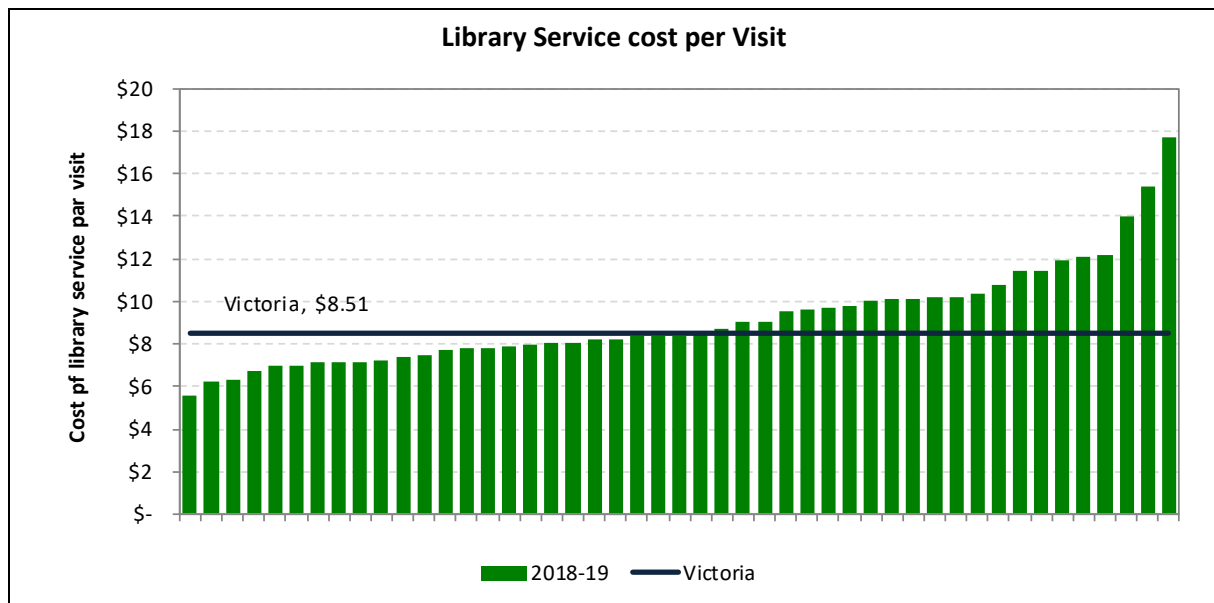


The average cost of library services per visit ranges from around \$12 to \$7. Only three library services have costs above \$12.20 per visit, including Buloke and Swan Hill and Mildura (the last two having had the highest cost per visit rates for the past four years). Thereafter, there is an even spread of cost rates down to around \$6 per visit. Towong has the lowest cost per visit of \$5.61.





There are no distinctive trends in the rankings of libraries against this indicator. At either end of the scale there are large and small libraries and library corporations and libraries from inner and outer metropolitan, regional and rural areas.

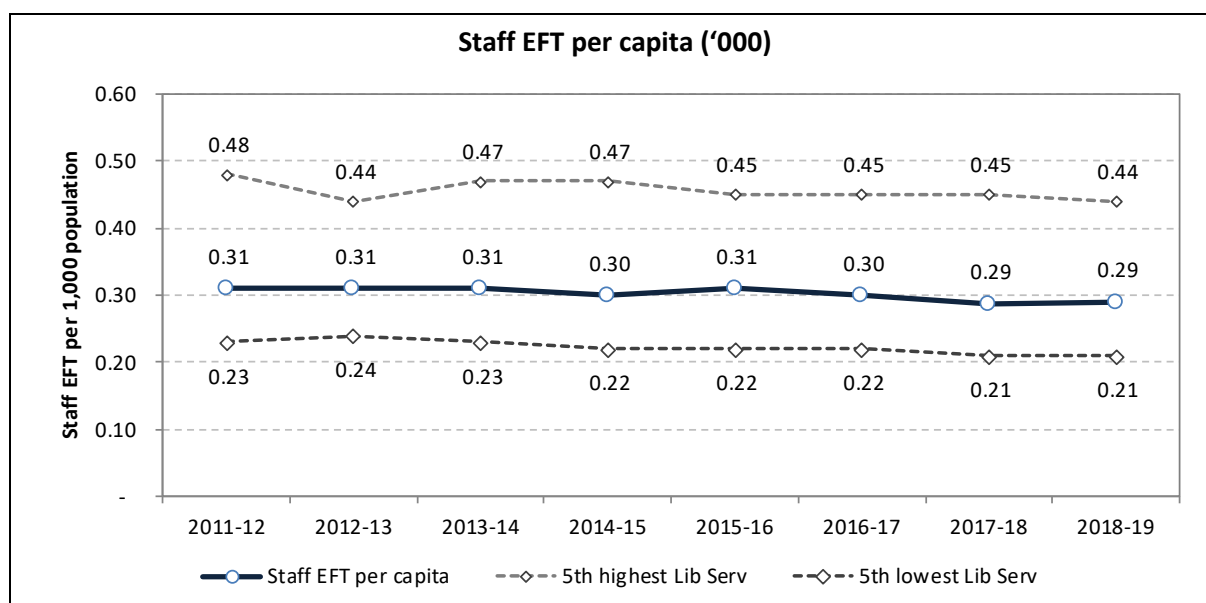


## Indicator 8. STAFF EFT PER CAPITA

Definition	The number of staff contributing to provision of library services per 1,000 persons
Measure type	Input – workforce
Computation	Total number of EFT staff divided by the number of people in the library services' municipal area (in thousands).

Item	2016-17	2017-18	2018-19
Number of library staff (EFT)	1,826	1,843	1,874
Total population ('000)	6,069	6,323	6,460
Library staff (EFT) per '000 persons	0.30	0.29	0.29

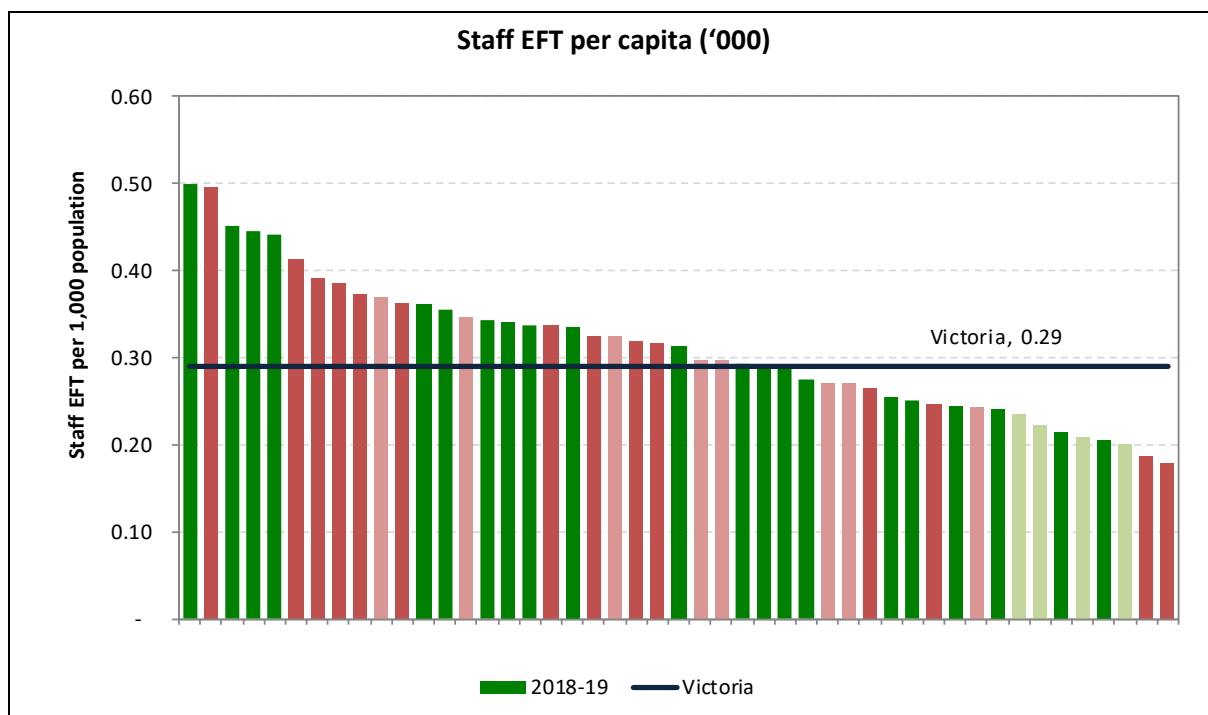
In 2018-19 Victoria's public libraries employed the equivalent of 1,874 full time persons. Total staffing increased 1.7% from 2017-18, while the Victorian population increased 2.2%. The number of EFT library staff per thousand population is 0.29, having shown a slow downward trend over recent years.



The spread of staffing ratios is fairly consistent, with more than half of Victoria's 46 library services operating with between 0.24 and 0.34 staff per thousand population.

Staffing ratios range from around 0.50 EFT per thousand persons at Yarra and Gannawarra to less than 0.20 at Buloke and Wodonga. The library services with the highest staff to population ratios include a mix of high-readership inner metropolitan municipal libraries (e.g. Yarra, Melbourne, Hobsons Bay, Boroondara) and smaller rural library services (e.g. Gannawarra, Mildura, Mitchell, Swan Hill, Murrindindi).

On average, library corporations have lower staff per capita ratios than the single municipal libraries – 0.22 EFT per capita for the four metropolitan library corporations (all placed in the bottom eight spots) compared with 0.31 to 0.32 for the regional and rural library networks and all stand-alone municipal libraries. The 23 libraries with staffing ratios below 0.30 include nine of the 12 library corporations/networks. Only two of the 12 library corporations/networks (West Gippsland, Geelong) rank among the top 20 library services for staff EFT per capita.



There is little change in staffing ratios year on year, with the three highest ranking library services in 2018-19 having also shared the top six spots in both 2016-17 and 2017-18.

## Indicator 9. NUMBER OF PUBLIC ACCESS DEVICES PER CAPITA

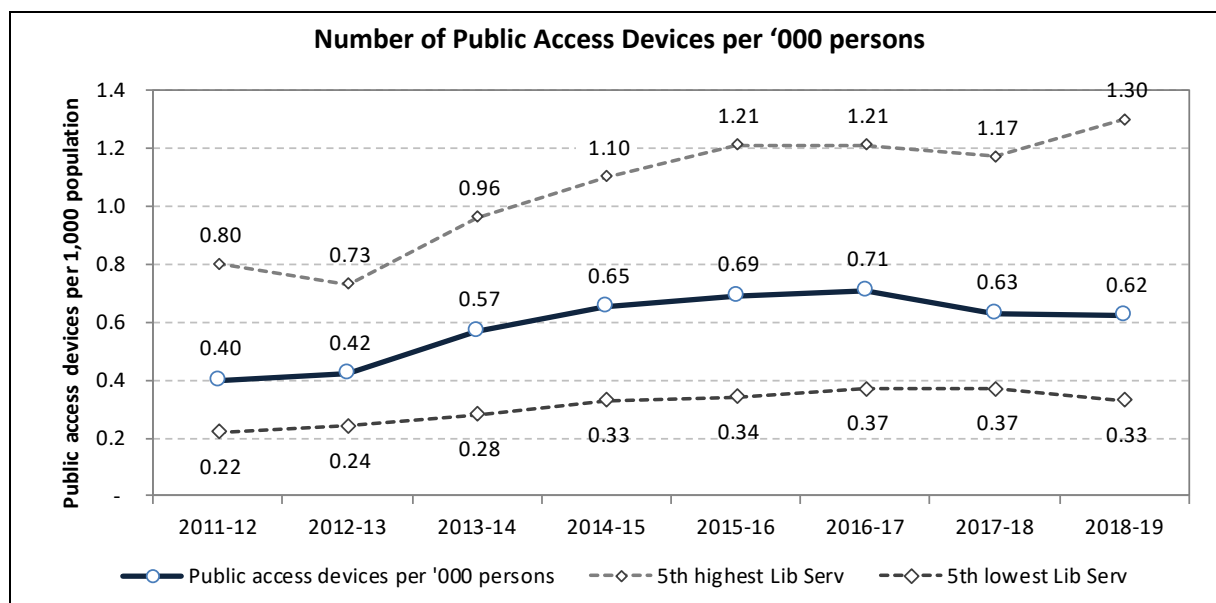
Definition	The number of public access devices available in the library per 1,000 persons
Measure type	Input – service accessibility
Computation	The total number of public access devices, divided by the number of people in the library services' municipal area (in thousands).

Item	2016-17	2017-18	2018-19
Number of public access devices	4,286	3,981	4,032
Total population ('000)	6,069	6,323	6,460
Public access devices per '000 persons	0.71	0.63	0.62

Victorian public libraries support digital inclusion by providing free public access to computers. This includes all desktops, laptops and tablets available for public use.

From 2011-12 to 2016-17 the number of public access devices available per thousand persons increased by 78%, from 0.40 to 0.71. The total number of devices reported as being in public libraries nearly doubled from 2,218 to 4,286. The majority of these devices were also internet-enabled.

In 2017-18, there were 300 fewer public access devices in Libraries. This coincided with increased demand for access to library wifi, which people are increasingly using with their own devices (e.g. laptops, tablets, mobile phones). In 2018-19, although the total number of accessible devices increased by 1.9% (an extra 51 computers), the ratio of public access devices per thousand population fell slightly to 0.62.

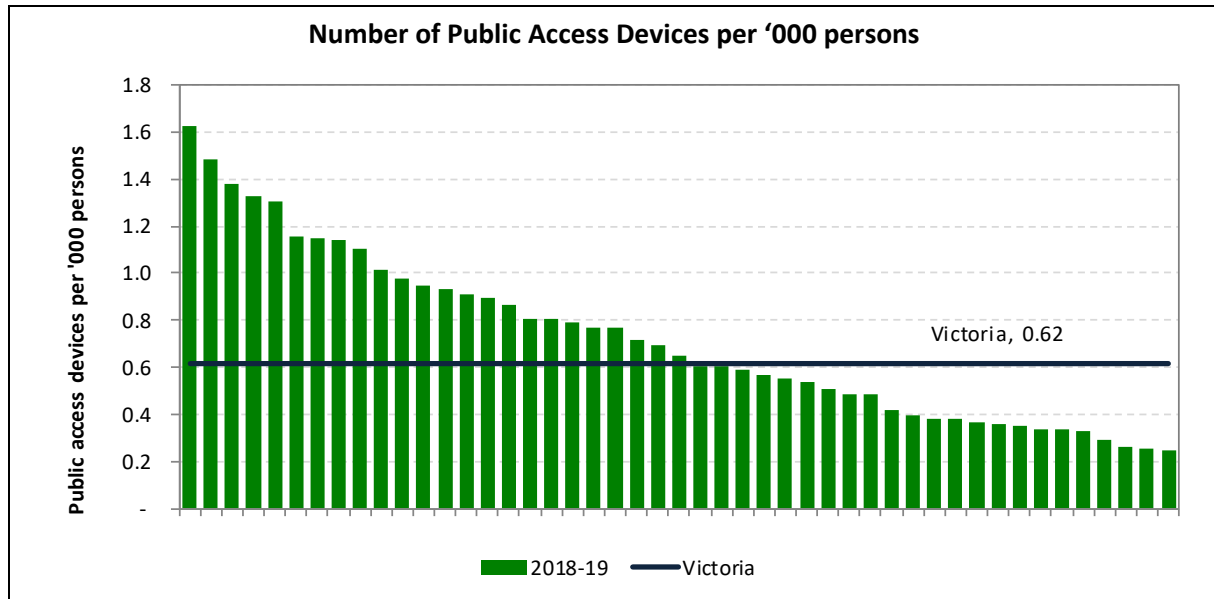


While some library services are increasing the number of devices accessible to the public, others are decreasing their numbers. Some are shifting the mix of devices to include tablets, laptops and portable devices.



Ten library services have more than 1.00 public access devices per capita (compared with seven in 2017-18), with six of these being libraries in smaller regional LGAs (e.g. Glenelg, Murrindindi, East Gippsland, Towong, Gannawarra, Swan Hill).

Beyond this, there are no obvious factors which differentiate the level of computer access provided by libraries, with the those at both ends including metro and regional corporations/networks and single LGA services. For example, the libraries with higher rates include Geelong, Maribyrnong and Mitchell, while the lower rankings (below 0.3 devices per thousand people) include Casey-Cardinia, Glen Eira and Latrobe.



## Indicator 10. CUSTOMER SATISFACTION RATING

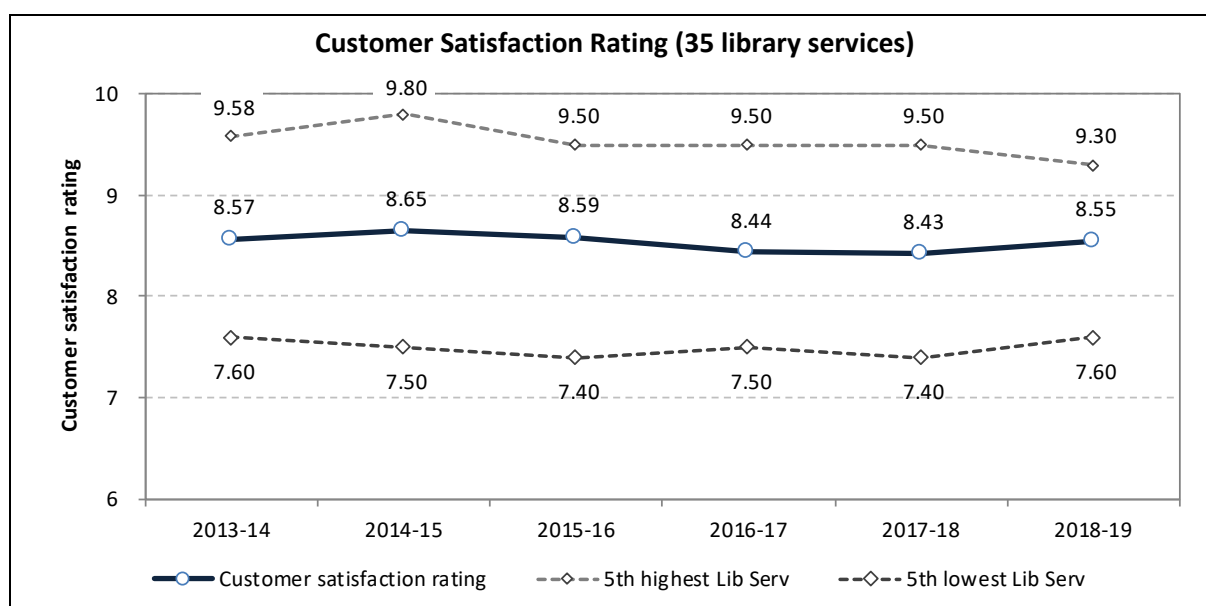
Definition	Customer satisfaction with library service
Measure type	Impact
Computation	Results are moderated to approximate a customer satisfaction rating out of 10.

Item	2016-17	2017-18	2018-19
Customer Satisfaction Rating (average)	8.44	8.43	8.55
Number of respondent Library Services*	38	37	35

\* Average scores are calculated using the most recent customer satisfaction rating reported in the past two years.

Although many individual libraries have had their own customer feedback processes in place for many years (including the Nexus surveys undertaken for a group of library services), library services first commenced reporting customer satisfaction ratings to PLV from 2013-14.

Across different survey approaches and rating scores (e.g. some out of 100, some out of 10), the average library customer satisfaction rating is 8.55 out of 10, based on the latest information from libraries (33 libraries conducted surveys during 2018-19, another two had customer satisfaction results from 2017-18 carried forward into these calculations). These scores range from 9.9 out of 10 (or equivalent) for Port Phillip to 7.00 for Mitchell.



Among the 35 libraries which provided customer satisfaction ratings, eight had satisfaction scores of 9 out of 10 or more, and eight had scores less than 8.3 out of 10. More than half of the libraries had customer satisfaction scores between 8.4 and 8.9 out of 10.

Customer satisfaction is not linked to the size or location of a library service. Libraries with the highest scores included both large and small libraries, metropolitan and regional/rural libraries, and municipal library services and regional library corporations. Similarly, the lower customer ratings were from a mix of different library types.



## 4. 2018-19 Library Service Comparative Tables

### Indicator 1. ACTIVE LIBRARY MEMBERS

Library Service		Active Library Members			Rank		
		2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
	Victoria	16%	16%	16%	of 46	of 46	of 47
1	Melbourne LS	34%	30%	28%	1	1	1
2	Boroondara LS	22%	21%	25%	5	4	2
3	Murrindindi LS	22%	21%	22%	6	7	3
4	Hobsons Bay Libraries	19%	22%	20%	13	2	4
5	East Gippsland Shire Libraries	21%	21%	20%	7	6	5
6	Yarra Libraries	22%	21%	20%	17	5	6
7	Bayside LS	22%	21%	20%	4	3	7
8	Brimbank Libraries	16%	18%	19%	24	14	8
9	Indigo Shire Libraries	17%	17%	19%	21	18	9
10	Port Phillip LS	19%	20%	19%	10	8	10
11	Glenelg Libraries	23%	18%	18%	3	15	11
12	Goldfields LC	16%	16%	18%	26	26	12
13	Yarra Plenty Regional Library	16%	16%	18%	14	25	13
14	Geelong Regional Libraries	19%	18%	18%	11	13	14
15	West Gippsland RLC	23%	18%	18%	2	9	15
16	Maribyrnong LS	17%	16%	17%	19	23	16
17	Moonee Valley Libraries	19%	18%	17%	12	16	17
18	Gannawarra LS	19%	18%	17%	9	10	18
19	Kingston Libraries	18%	18%	17%	18	11	19
20	Monash Public LS	18%	18%	17%	15	17	20
21	Glen Eira Libraries	16%	16%	17%	23	22	21
22	High Country Library Network	18%	17%	16%	16	19	22
23	Mornington Peninsula Shire LS	20%	17%	16%	8	21	23
24	Darebin Libraries	15%	15%	16%	28	28	24
25	Stonnington L&IS	17%	17%	15%	20	20	25
26	Campaspe Regional Library	17%	16%	15%	22	24	26
27	Whitehorse Manningham Libraries	15%	14%	14%	27	29	27
28	Wellington Shire Library	14%	14%	14%	32	30	28
29	Moreland City Libraries	16%	15%	14%	25	27	29
30	Eastern Regional Libraries	13%	13%	13%	38	32	30
31	Wyndham City Libraries	15%	13%	13%	30	33	31
32	Corangamite RLC	15%	14%	13%	29	31	32
33	Goulburn Valley Libraries	14%	12%	13%	31	34	33
34	Central Highlands Libraries	13%	12%	12%	37	35	34
35	Mildura Rural City Council LS	13%	12%	11%	34	36	35
36	Swan Hill Regional Library	12%	18%	11%	40	12	36
37	Greater Dandenong Libraries	13%	12%	11%	36	40	37
38	Wimmera RLC	12%	11%	11%	39	42	38
39	Mitchell Shire LS	12%	12%	11%	41	38	39
40	Wodonga Library	12%	11%	11%	42	41	40
41	Frankston Library	13%	12%	11%	33	39	41
42	Towong Shire Libraries	13%	12%	11%	35	37	42
43	Latrobe City Libraries	12%	10%	10%	43	43	43
44	Melton City Libraries	10%	10%	10%	45	45	44
45	Hume Libraries	11%	10%	10%	44	46	45
46	Casey-Cardinia Libraries	10%	10%	9%	46	44	46
47	Buloke LS			7%			47



**Indicator 2. ATTENDANCE AT LIBRARY PROGRAMS PER CAPITA ('000)**

Library Service	Attendance at library program per capita ('000)			Rank		
	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
<b>Victoria</b>	<b>325</b>	<b>331</b>	<b>350</b>	<b>of 46</b>	<b>of 46</b>	<b>of 47</b>
1 Murrindindi LS	779	560	628	1	1	1
2 Melbourne LS	440	475	621	11	8	2
3 High Country Library Network	218	246	596	36	36	3
4 Yarra Libraries	406	422	580	13	14	4
5 Mitchell Shire LS	279	457	575	27	10	5
6 Hume Libraries	513	467	561	4	9	6
7 Geelong Regional Libraries	517	505	508	3	3	7
8 Wellington Shire Library	386	430	498	14	13	8
9 Hobsons Bay Libraries	454	482	498	9	6	9
10 Indigo Shire Libraries	446	455	480	10	11	10
11 Campaspe Regional Library	498	455	464	6	12	11
12 Wodonga Library	259	492	458	30	4	12
13 Wimmera RLC	309	354	449	23	18	13
14 Glen Eira Libraries	502	505	448	5	2	14
15 Moonee Valley Libraries	454	488	443	8	5	15
16 West Gippsland RLC	385	404	440	16	16	16
17 Swan Hill Regional Library	349	404	431	17	15	17
18 Yarra Plenty Regional Library	525	481	423	2	7	18
19 Gannawarra LS	473	352	395	7	19	19
20 Monash Public LS	385	384	378	15	17	20
21 East Gippsland Shire Libraries	235	326	367	33	22	21
22 Goldfields LC	284	283	345	25	30	22
23 Greater Dandenong Libraries	208	212	339	38	42	23
24 Brimbank Libraries	311	309	338	22	24	24
25 Melton City Libraries	166	290	333	44	29	25
26 Maribyrnong LS	325	304	314	18	25	26
27 Wyndham City Libraries	436	344	313	12	20	27
28 Mornington Peninsula Shire LS	194	304	311	41	26	28
29 Central Highlands Libraries	270	265	310	28	32	29
30 Corangamite RLC	281	260	308	26	33	30
31 Eastern Regional Libraries	317	311	293	20	23	31
32 Goulburn Valley Libraries	285	298	290	24	27	32
33 Port Phillip LS	313	292	274	21	28	33
34 Whitehorse Manningham Libraries	246	255	270	32	34	34
35 Moreland City Libraries	268	253	258	29	35	35
36 Stonnington L&IS	185	219	253	43	41	36
37 Kingston Libraries	234	269	252	34	31	37
38 Bayside LS	247	245	250	31	37	38
39 Towong Shire Libraries	321	332	242	19	21	39
40 Mildura Rural City Council LS	207	238	240	39	38	40
41 Darebin Libraries	197	226	239	40	40	41
42 Boroondara LS	212	208	216	37	43	42
43 Frankston Library	232	234	215	35	39	43
44 Casey-Cardinia Libraries	187	196	214	42	44	44
45 Glenelg Libraries	141	88	177	45	46	45
46 Latrobe City Libraries	139	148	120	46	45	46
47 Buloke LS			-			47

**Indicator 3.      TURNOVER RATE – PHYSICAL ITEMS**

Library Service		Turnover Rate – Physical Items			Rank		
		2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
	<b>Victoria</b>	<b>5.2</b>	<b>5.3</b>	<b>5.4</b>	<b>of 46</b>	<b>of 46</b>	<b>of 47</b>
1	Eastern Regional Libraries	9.2	9.7	9.6	1	1	1
2	Mornington Peninsula Shire LS	7.1	7.3	8.2	5	6	2
3	Yarra Plenty Regional Library	8.0	8.5	8.2	3	2	3
4	Glen Eira Libraries	8.2	7.9	7.9	2	3	4
5	Casey-Cardinia Libraries	7.0	7.7	7.5	6	4	5
6	Whitehorse Manningham Libraries	7.7	7.6	7.3	4	5	6
7	Melton City Libraries	4.4	5.9	6.9	25	11	7
8	Wyndham City Libraries	6.6	6.6	6.2	7	7	8
9	Greater Dandenong Libraries	6.0	6.5	6.1	9	8	9
10	Darebin Libraries	5.9	5.9	5.9	11	10	10
11	Monash Public LS	5.9	5.8	5.8	10	12	11
12	Geelong Regional Libraries	6.1	6.0	5.7	8	9	12
13	Melbourne LS	4.7	5.6	5.5	18	13	13
14	Boroondara LS	4.8	5.3	5.5	17	16	14
15	Bayside LS	5.3	5.4	5.4	14	14	15
16	Moonee Valley Libraries	5.1	4.9	5.1	15	20	16
17	Frankston Library	5.4	4.3	5.1	12	25	17
18	Goldfields LC	5.0	5.0	5.0	16	19	18
19	West Gippsland RLC	5.4	5.0	5.0	13	18	19
20	Stonnington L&IS	4.4	5.4	5.0	24	15	20
21	Hobsons Bay Libraries	3.7	3.9	5.0	32	29	21
22	Hume Libraries	4.6	4.7	4.9	21	21	22
23	Yarra Libraries	4.3	5.0	4.9	26	17	23
24	Central Highlands Libraries	4.6	4.5	4.8	19	22	24
25	Wodonga Library	4.3	4.2	4.8	27	27	25
26	Moreland City Libraries	4.6	4.5	4.7	20	23	26
27	Kingston Libraries	3.7	3.7	4.6	31	31	27
28	Port Phillip LS	4.6	4.5	4.5	22	24	28
29	Brimbank Libraries	4.4	4.2	4.1	23	26	29
30	Maribyrnong LS	3.9	3.8	3.9	29	30	30
31	Corangamite RLC	4.2	4.0	3.8	28	28	31
32	East Gippsland Shire Libraries	3.7	3.3	3.3	30	33	32
33	Indigo Shire Libraries	3.3	3.7	3.2	34	32	33
34	Goulburn Valley Libraries	2.8	3.0	3.0	36	34	34
35	Mildura Rural City Council LS	3.3	2.8	2.9	33	36	35
36	Glenelg Libraries	2.6	2.9	2.9	39	35	36
37	High Country Library Network	3.1	2.8	2.8	35	37	37
38	Latrobe City Libraries	2.8	2.5	2.7	37	40	38
39	Wellington Shire Library	2.2	2.6	2.7	40	39	39
40	Mitchell Shire LS	2.6	2.7	2.5	38	38	40
41	Murrindindi LS	2.0	2.2	2.3	42	42	41
42	Gannawarra LS	1.9	1.9	2.1	43	43	42
43	Campaspe Regional Library	2.1	2.2	2.0	41	41	43
44	Swan Hill Regional Library	1.8	1.9	1.9	45	44	44
45	Wimmera RLC	1.8	1.9	1.7	44	45	45
46	Towong Shire Libraries	1.6	1.4	1.6	46	46	46
47	Buloke LS			1.3			47

**Indicator 4. TURNOVER RATE – DIGITAL ITEMS**

Library Service		Turnover Rate – Digital Items			Rank		
		2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
	<b>Victoria</b>	<b>3.7</b>	<b>4.3</b>	<b>5.4</b>	<b>of 45</b>	<b>of 46</b>	<b>of 47</b>
1	Brimbank Libraries	3.0	3.2	21.0	25	26	1
2	Casey-Cardinia Libraries	10.3	9.5	16.3	1	3	2
3	Mornington Peninsula Shire LS	8.6	8.6	13.4	4	4	3
4	Melbourne LS	9.0	10.8	12.2	3	1	4
5	Geelong Regional Libraries	7.2	8.0	10.9	5	8	5
6	Stonnington L&IS	9.5	8.2	10.2	2	7	6
7	Goldfields LC	5.9	7.8	9.9	8	9	7
8	Glen Eira Libraries	5.0	8.2	9.3	11	6	8
9	Eastern Regional Libraries	6.8	8.5	8.0	6	5	9
10	Central Highlands Libraries	5.1	6.1	7.7	10	13	10
11	Wodonga Library	3.8	5.5	7.4	19	16	11
12	West Gippsland RLC	4.9	6.3	7.1	12	11	12
13	Corangamite RLC	6.4	5.5	6.8	7	15	13
14	Whitehorse Manningham Libraries	5.2	5.6	6.6	9	14	14
15	Frankston Library	3.1	2.6	6.1	22	34	15
16	East Gippsland Shire Libraries	4.7	3.6	6.0	15	25	16
17	Monash Public LS	4.7	6.2	6.0	13	12	17
18	Wellington Shire Library	0.5	0.6	5.9	41	44	18
19	Bayside LS	1.7	3.6	5.9	36	23	19
20	Wyndham City Libraries	3.8	2.6	5.7	18	35	20
21	Port Phillip LS	3.1	4.9	5.7	23	18	21
22	High Country Library Network	3.1	4.1	5.1	24	20	22
23	Moonee Valley Libraries	3.3	6.9	4.8	21	10	23
24	Hume Libraries	1.9	2.1	4.5	32	37	24
25	Yarra Libraries	4.7	3.6	4.5	14	24	25
26	Hobsons Bay Libraries	2.3	3.0	4.3	30	28	26
27	Goulburn Valley Libraries	2.6	3.1	4.3	28	27	27
28	Glenelg Libraries	2.6	3.7	4.2	27	22	28
29	Darebin Libraries	4.0	4.1	4.1	17	21	29
30	Indigo Shire Libraries	0.4	5.0	4.1	45	17	30
31	Latrobe City Libraries	2.6	2.9	3.9	26	30	31
32	Kingston Libraries	2.5	2.8	3.6	29	32	32
33	Campaspe Regional Library	4.3	2.8	2.9	16	31	33
34	Mitchell Shire LS	1.5	1.8	2.9	39	40	34
35	Maribyrnong LS	1.5	2.9	2.8	38	29	35
36	Moreland City Libraries	1.9	2.6	2.7	33	33	36
37	Towong Shire Libraries			2.6			37
38	Wimmera RLC	1.6	1.8	2.4	37	41	38
39	Boroondara LS	3.4	4.5	2.4	20	19	39
40	Melton City Libraries	1.8	1.8	2.2	34	39	40
41	Greater Dandenong Libraries	1.7	1.0	1.6	35	43	41
42	Mildura Rural City Council LS	1.5	2.1	1.5	40	36	42
43	Gannawarra LS	0.5	1.1	1.4	44	42	43
44	Yarra Plenty Regional Library	1.9	2.0	1.0	31	38	44
45	Murrindindi LS	0.5	10.1	0.9	43	2	45
46	Swan Hill Regional Library	0.5	0.6	0.8	42	45	46
47	Buloke LS			0.5			47

**Indicator 5. PHYSICAL QUALITY OF LIBRARY COLLECTION**

	Library Service	Physical quality of collection			Rank		
		2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
	Victoria	66%	65%	67%	of 46	of 46	of 47
1	Buloke LS			100%			1
2	Stonnington L&IS	82%	90%	100%	5	1	2
3	Brimbank Libraries	77%	63%	96%	9	25	3
4	Greater Dandenong Libraries	84%	87%	86%	2	3	4
5	Yarra Plenty Regional Library	96%	89%	85%	1	2	5
6	Maribyrnong LS	79%	80%	82%	6	5	6
7	Melton City Libraries	62%	71%	80%	25	11	7
8	Kingston Libraries	56%	56%	79%	30	29	8
9	Indigo Shire Libraries	74%	80%	79%	10	6	9
10	Eastern Regional Libraries	83%	77%	77%	3	8	10
11	Whitehorse Manningham Libraries	78%	78%	76%	7	7	11
12	Wodonga Library	55%	66%	75%	31	21	12
13	Monash Public LS	72%	73%	74%	12	9	13
14	Goldfields LC	51%	51%	73%	34	34	14
15	Mornington Peninsula Shire LS	69%	71%	73%	15	12	15
16	Geelong Regional Libraries	72%	71%	73%	11	10	16
17	Wyndham City Libraries	67%	69%	71%	19	13	17
18	Hume Libraries	61%	62%	69%	26	26	18
19	Glen Eira Libraries	68%	68%	68%	17	16	19
20	Melbourne LS	83%	82%	68%	4	4	20
21	Yarra Libraries	66%	68%	68%	21	19	21
22	Casey-Cardinia Libraries	67%	68%	67%	20	18	22
23	West Gippsland RLC	66%	66%	67%	23	22	23
24	Corangamite RLC	77%	68%	67%	8	15	24
25	High Country Library Network	49%	48%	66%	37	36	25
26	Central Highlands Libraries	69%	67%	66%	14	20	26
27	Moonee Valley Libraries	66%	65%	66%	22	23	27
28	Moreland City Libraries	70%	68%	66%	13	14	28
29	Bayside LS	69%	65%	63%	16	24	29
30	Hobsons Bay Libraries	49%	47%	63%	36	38	30
31	East Gippsland Shire Libraries	64%	61%	62%	24	27	31
32	Darebin Libraries	67%	68%	62%	18	17	32
33	Mitchell Shire LS	51%	53%	56%	35	31	33
34	Murrindindi LS	47%	53%	53%	39	32	34
35	Mildura Rural City Council LS	52%	50%	51%	33	35	35
36	Boroondara LS	57%	55%	50%	29	30	36
37	Glenelg Libraries	59%	48%	50%	28	37	37
38	Frankston Library	60%	56%	49%	27	28	38
39	Goulburn Valley Libraries	42%	45%	48%	40	41	39
40	Latrobe City Libraries	54%	46%	44%	32	40	40
41	Port Phillip LS	47%	46%	42%	38	39	41
42	Swan Hill Regional Library	36%	41%	40%	45	43	42
43	Gannawarra LS	37%	36%	39%	44	46	43
44	Towong Shire Libraries	35%	38%	39%	46	44	44
45	Wellington Shire Library	39%	52%	38%	43	33	45
46	Wimmera RLC	41%	41%	37%	41	42	46
47	Campaspe Regional Library	39%	38%	36%	42	45	47

**Indicator 6. LIBRARY SERVICE INCOME PER CAPITA**

Library Service		Cost of library per capita			Rank*		
		2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
	<b>Victoria</b>	<b>\$40.95</b>	<b>\$39.90</b>	<b>\$40.55</b>	<b>of 46</b>	<b>of 46</b>	<b>of 47</b>
1	Towong Shire Libraries	\$19.12	\$24.53	\$22.95	1	3	1
2	Casey-Cardinia Libraries	\$24.73	\$24.45	\$23.97	2	2	2
3	Hume Libraries	\$29.92	\$23.09	\$24.70	6	1	3
4	Wodonga Library	\$29.15	\$28.68	\$28.88	5	4	4
5	Frankston Library	\$32.50	\$29.88	\$29.94	8	5	5
6	Melton City Libraries	\$28.62	\$30.83	\$30.58	4	7	6
7	Eastern Regional Libraries	\$31.40	\$30.59	\$30.74	7	6	7
8	Wyndham City Libraries	\$37.11	\$34.44	\$30.88	15	14	8
9	Latrobe City Libraries	\$28.00	\$31.47	\$33.49	3	8	9
10	Goulburn Valley Libraries	\$34.13	\$33.43	\$33.72	9	10	10
11	Monash Public LS	\$36.16	\$34.42	\$34.11	13	13	11
12	Corangamite RLC	\$35.52	\$35.45	\$35.14	12	17	12
13	Mitchell Shire LS	\$37.68	\$36.55	\$35.69	17	21	13
14	Goldfields LC	\$35.16	\$35.35	\$35.75	11	16	14
15	Central Highlands Libraries	\$34.56	\$33.76	\$35.82	10	12	15
16	Yarra Plenty Regional Library	\$38.31	\$36.24	\$36.37	19	19	16
17	Whitehorse Manningham Libraries	\$37.88	\$31.70	\$36.37	18	9	17
18	Darebin Libraries	\$38.71	\$37.50	\$36.87	20	23	18
19	Moreland City Libraries	\$37.23	\$37.11	\$37.41	16	22	19
20	High Country Library Network	\$45.04	\$39.81	\$38.34	25	24	20
21	Wellington Shire Library	\$41.48	\$34.47	\$40.42	22	15	21
22	Mornington Peninsula Shire LS	\$41.28	\$36.18	\$42.22	21	18	22
23	Kingston Libraries	\$36.59	\$36.46	\$43.26	14	20	23
24	Moonee Valley Libraries	\$48.27	\$46.68	\$44.21	35	30	24
25	Wimmera RLC	\$44.59	\$43.52	\$44.92	24	25	25
26	Brimbank Libraries	\$45.33	\$45.35	\$45.04	27	27	26
27	Greater Dandenong Libraries	\$46.92	\$44.24	\$45.54	30	26	27
28	Mildura Rural City Council LS	\$46.45	\$46.29	\$46.80	29	29	28
29	Geelong Regional Libraries	\$43.70	\$46.02	\$47.39	23	28	29
30	Glenelg Libraries	\$45.99	\$33.57	\$48.52	28	11	30
31	Stonnington L&IS	\$47.36	\$48.05	\$49.41	33	33	31
32	East Gippsland Shire Libraries	\$56.10	\$49.37	\$49.67	39	34	32
33	Glen Eira Libraries	\$49.33	\$49.57	\$49.72	36	35	33
34	Bayside LS	\$47.14	\$46.96	\$50.28	32	32	34
35	West Gippsland RLC	\$46.94	\$52.19	\$50.99	31	37	35
36	Indigo Shire Libraries	\$45.23	\$46.75	\$51.41	26	31	36
37	Port Phillip LS	\$47.93	\$53.13	\$51.49	34	38	37
38	Campaspe Regional Library	\$52.64	\$52.13	\$51.93	37	36	38
39	Murrindindi LS	\$58.14	\$54.60	\$52.32	41	39	39
40	Buloke LS			\$55.51			40
41	Maribyrnong LS	\$60.46	\$59.32	\$59.39	43	43	41
42	Yarra Libraries	\$61.69	\$58.03	\$59.87	44	42	42
43	Hobsons Bay Libraries	\$55.42	\$56.55	\$60.71	38	40	43
44	Boroondara LS	\$57.36	\$57.33	\$61.70	40	41	44
45	Swan Hill Regional Library	\$58.83	\$65.51	\$64.42	42	44	45
46	Gannawarra LS	\$76.13	\$73.22	\$77.99	45	45	46
47	Melbourne LS	\$97.57	\$95.72	\$85.10	46	46	47

\* Income per capita sorted from lowest to highest.

**Indicator 7. COST OF LIBRARY SERVICE TO COUNCIL PER VISIT**

Library Service		Cost of library per visit			Rank*		
		2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
Victoria		\$8.06	\$8.19	\$8.50	of 46	of 46	of 47
1	Towong Shire Libraries	\$4.34	\$6.24	\$5.61	1	3	1
2	Wellington Shire Library	\$9.86	\$6.32	\$6.27	39	4	2
3	Goldfields LC	\$5.61	\$6.02	\$6.32	2	2	3
4	Eastern Regional Libraries	\$6.56	\$6.35	\$6.77	5	5	4
5	East Gippsland Shire Libraries	\$7.86	\$7.18	\$6.99	19	11	5
6	Monash Public LS	\$6.73	\$6.73	\$7.00	7	8	6
7	Moonee Valley Libraries	\$7.36	\$7.65	\$7.15	13	19	7
8	Brimbank Libraries	\$7.02	\$7.48	\$7.16	8	16	8
9	High Country Library Network	\$7.81	\$7.20	\$7.17	18	12	9
10	Yarra Libraries	\$9.85	\$7.10	\$7.19	38	9	10
11	Glenelg Libraries	\$6.61	\$4.75	\$7.37	6	1	11
12	Indigo Shire Libraries	\$7.26	\$6.67	\$7.49	11	7	12
13	Greater Dandenong Libraries	\$5.98	\$6.60	\$7.70	3	6	13
14	Geelong Regional Libraries	\$6.47	\$7.27	\$7.80	4	13	14
15	Melton City Libraries	\$7.13	\$7.64	\$7.83	9	18	15
16	Bayside LS	\$7.23	\$7.45	\$7.92	10	15	16
17	Central Highlands Libraries	\$7.60	\$7.11	\$7.96	16	10	17
18	Casey-Cardinia Libraries	\$8.48	\$7.86	\$8.02	26	21	18
19	Wyndham City Libraries	\$7.98	\$8.55	\$8.08	22	25	19
20	Whitehorse Manningham Libraries	\$8.38	\$7.31	\$8.23	24	14	20
21	Maribyrnong LS	\$7.52	\$7.85	\$8.23	14	20	21
22	Melbourne LS	\$8.87	\$10.07	\$8.35	29	39	22
23	Wodonga Library	\$7.73	\$7.99	\$8.37	17	23	23
24	Latrobe City Libraries	\$7.29	\$9.52	\$8.38	12	35	24
25	Hume Libraries	\$8.88	\$7.50	\$8.57	30	17	25
26	Mitchell Shire LS	\$7.96	\$8.10	\$8.70	20	24	26
27	Port Phillip LS	\$7.56	\$8.86	\$9.01	15	27	27
28	Hobsons Bay Libraries	\$7.96	\$7.92	\$9.02	21	22	28
29	Darebin Libraries	\$9.37	\$9.43	\$9.51	34	33	29
30	Stonnington L&IS	\$8.19	\$8.55	\$9.58	23	26	30
31	Boroondara LS	\$9.15	\$9.51	\$9.69	32	34	31
32	Yarra Plenty Regional Library	\$9.03	\$9.26	\$9.78	31	31	32
33	Gannawarra LS	\$8.47	\$8.88	\$10.01	25	28	33
34	Murrindindi LS	\$9.74	\$9.23	\$10.12	37	30	34
35	Moreland City Libraries	\$9.15	\$9.65	\$10.14	33	36	35
36	Mornington Peninsula Shire LS	\$9.64	\$9.39	\$10.19	36	32	36
37	Corangamite RLC	\$8.76	\$9.85	\$10.24	28	37	37
38	Goulburn Valley Libraries	\$9.63	\$10.05	\$10.39	35	38	38
39	West Gippsland RLC	\$8.73	\$10.45	\$10.81	27	40	39
40	Glen Eira Libraries	\$10.45	\$11.56	\$11.43	40	42	40
41	Wimmera RLC	\$10.52	\$11.69	\$11.46	42	43	41
42	Kingston Libraries	\$10.49	\$8.97	\$11.93	41	29	42
43	Frankston Library	\$11.56	\$11.23	\$12.13	43	41	43
44	Campaspe Regional Library	\$11.69	\$12.61	\$12.20	44	44	44
45	Buloke LS			\$14.01			45
46	Mildura Rural City Council LS	\$13.54	\$13.84	\$15.38	45	45	46
47	Swan Hill Regional Library	\$14.25	\$17.29	\$17.67	46	46	47

\* Cost per visit sorted from lowest to highest.

**Indicator 8. STAFF EFT PER CAPITA**

Library Service	Staff EFT per capita			Rank		
	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
<b>Victoria</b>	<b>0.30</b>	<b>0.29</b>	<b>0.29</b>	<b>of 46</b>	<b>of 46</b>	<b>of 47</b>
1 Yarra Libraries	0.51	0.51	0.50	3	1	1
2 Gannawarra LS	0.52	0.49	0.49	2	2	2
3 Melbourne LS	0.56	0.48	0.45	1	3	3
4 Hobsons Bay Libraries	0.44	0.45	0.45	6	5	4
5 Boroondara LS	0.48	0.47	0.44	4	4	5
6 Mildura Rural City Council LS	0.45	0.44	0.41	5	6	6
7 Mitchell Shire LS	0.38	0.36	0.39	10	12	7
8 Swan Hill Regional Library	0.37	0.40	0.39	12	8	8
9 Murrindindi LS	0.39	0.38	0.37	8	10	9
10 West Gippsland RLC	0.37	0.39	0.37	11	9	10
11 Indigo Shire Libraries	0.35	0.34	0.36	14	16	11
12 Port Phillip LS	0.40	0.40	0.36	7	7	12
13 Maribyrnong LS	0.39	0.37	0.36	9	11	13
14 Geelong Regional Libraries	0.34	0.33	0.35	20	19	14
15 Moonee Valley Libraries	0.36	0.35	0.34	13	13	15
16 Bayside LS	0.35	0.35	0.34	16	14	16
17 Greater Dandenong Libraries	0.34	0.34	0.34	18	17	17
18 Towong Shire Libraries	0.35	0.33	0.34	17	18	18
19 Stonnington L&IS	0.35	0.34	0.34	15	15	19
20 Wellington Shire Library	0.34	0.33	0.32	19	20	20
21 Wimmera RLC	0.28	0.30	0.32	30	24	21
22 Campaspe Regional Library	0.31	0.31	0.32	24	23	22
23 East Gippsland Shire Libraries	0.31	0.32	0.32	21	21	23
24 Kingston Libraries	0.31	0.32	0.31	25	22	24
25 Corangamite RLC	0.31	0.30	0.30	22	25	25
26 High Country Library Network	0.24	0.28	0.30	37	28	26
27 Brimbank Libraries	0.31	0.30	0.29	26	27	27
28 Moreland City Libraries	0.29	0.28	0.29	28	29	28
29 Darebin Libraries	0.31	0.30	0.29	23	26	29
30 Monash Public LS	0.30	0.28	0.28	27	30	30
31 Central Highlands Libraries	0.27	0.26	0.27	32	33	31
32 Goldfields LC	0.28	0.28	0.27	29	31	32
33 Glenelg Libraries	0.26	0.25	0.26	33	36	33
34 Glen Eira Libraries	0.26	0.26	0.25	35	34	34
35 Mornington Peninsula Shire LS	0.24	0.23	0.25	39	40	35
36 Latrobe City Libraries	0.23	0.26	0.25	41	32	36
37 Wyndham City Libraries	0.28	0.26	0.24	31	35	37
38 Goulburn Valley Libraries	0.26	0.24	0.24	34	37	38
39 Frankston Library	0.25	0.24	0.24	36	38	39
40 Whitehorse Manningham Libraries	0.24	0.24	0.23	38	39	40
41 Yarra Plenty Regional Library	0.23	0.23	0.22	40	41	41
42 Hume Libraries	0.21	0.20	0.21	45	45	42
43 Eastern Regional Libraries	0.22	0.21	0.21	42	42	43
44 Melton City Libraries	0.21	0.21	0.21	44	43	44
45 Casey-Cardinia Libraries	0.20	0.18	0.20	46	46	45
46 Wodonga Library	0.21	0.20	0.19	43	44	46
47 Buloke LS			0.18			47



**Indicator 9. NUMBER OF PUBLIC ACCESS DEVICES PER CAPITA**

Library Service		Number of public access devices per capita			Rank		
		2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
	<b>Victoria</b>	<b>0.71</b>	<b>0.63</b>	<b>0.62</b>	<b>of 46</b>	<b>of 46</b>	<b>of 47</b>
1	Glenelg Libraries	2.19	1.68	1.63	1	2	1
2	Geelong Regional Libraries	1.47	1.42	1.48	3	3	2
3	Murrindindi LS	1.73	1.76	1.38	2	1	3
4	Wimmera RLC	0.73	0.71	1.33	22	21	4
5	East Gippsland Shire Libraries	1.37	1.33	1.30	4	4	5
6	Towong Shire Libraries	1.21	1.17	1.16	6	5	6
7	Maribyrnong LS	0.87	0.82	1.15	15	16	7
8	Gannawarra LS	1.21	1.14	1.14	5	6	8
9	Mitchell Shire LS	0.76	0.96	1.11	20	11	9
10	Swan Hill Regional Library	0.71	0.58	1.01	23	28	10
11	Monash Public LS	1.03	1.00	0.98	12	8	11
12	Kingston Libraries	0.75	0.97	0.95	21	10	12
13	West Gippsland RLC	1.18	0.99	0.93	7	9	13
14	Brimbank Libraries	1.04	1.01	0.91	11	7	14
15	Melton City Libraries	1.01	0.94	0.89	13	12	15
16	Wellington Shire Library	0.83	0.87	0.86	17	14	16
17	Central Highlands Libraries	0.62	0.66	0.81	30	22	17
18	Moonee Valley Libraries	1.04	0.88	0.81	10	13	18
19	Indigo Shire Libraries	0.90	0.80	0.79	14	17	19
20	Campaspe Regional Library	0.79	0.77	0.77	18	18	20
21	Hume Libraries	0.78	0.73	0.77	19	19	21
22	Hobsons Bay Libraries	0.84	0.84	0.72	16	15	22
23	Melbourne LS	1.04	0.73	0.69	9	20	23
24	Goldfields LC	0.64	0.64	0.65	28	23	24
25	Yarra Libraries	0.57	0.56	0.61	34	29	25
26	Wodonga Library	0.64	0.62	0.60	27	25	26
27	Greater Dandenong Libraries	0.63	0.60	0.59	29	27	27
28	Wyndham City Libraries	0.65	0.60	0.57	25	26	28
29	High Country Library Network	0.70	0.53	0.56	24	30	29
30	Mildura Rural City Council LS	0.64	0.62	0.54	26	24	30
31	Yarra Plenty Regional Library	1.16	0.50	0.51	8	31	31
32	Goulburn Valley Libraries	0.50	0.49	0.49	35	32	32
33	Buloke LS			0.49			33
34	Boroondara LS	0.43	0.42	0.42	36	35	34
35	Whitehorse Manningham Libraries	0.35	0.40	0.40	43	37	35
36	Corangamite RLC	0.58	0.38	0.38	33	40	36
37	Moreland City Libraries	0.60	0.42	0.38	31	34	37
38	Mornington Peninsula Shire LS	0.39	0.39	0.37	40	39	38
39	Port Phillip LS	0.38	0.37	0.36	41	42	39
40	Eastern Regional Libraries	0.37	0.33	0.36	42	43	40
41	Frankston Library	0.33	0.32	0.34	44	44	41
42	Stonnington L&IS	0.42	0.40	0.34	38	36	42
43	Darebin Libraries	0.42	0.48	0.33	37	33	43
44	Casey-Cardinia Libraries	0.40	0.38	0.29	39	41	44
45	Bayside LS	0.58	0.39	0.26	32	38	45
46	Latrobe City Libraries	0.26	0.25	0.25	46	46	46
47	Glen Eira Libraries	0.32	0.28	0.25	45	45	47



**Indicator 10. CUSTOMER SATISFACTION RATING**

Library Service		Customer satisfaction rating			Rank		
		2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
	<b>Victoria</b>	<b>8.44</b>	<b>8.48</b>	<b>8.55</b>	<b>of 38</b>	<b>of 37</b>	<b>of 35</b>
1	Port Phillip LS	9.9	9.90	9.90	1	1	1
2	Moreland City Libraries	9.7	9.80	9.70	2	3	2
3	Darebin Libraries	9.2	9.20	9.52	8	8	3
4	Corangamite RLC	8.8	8.80	9.50	16	12	4
5	Geelong Regional Libraries	9.5	9.50	9.30	4	5	5
6	Mildura Rural City Council LS	9.5	9.30	9.30	4	7	5
7	Moonee Valley Libraries	7.7	8.20	9.16	30	25	7
8	Bayside LS	8.8	8.78	9.02	12	13	8
9	Wimmera RLC	9.7	9.90	8.85	3	1	9
10	Goulburn Valley Libraries	8.9	8.90	8.84	11	11	10
11	Boroondara LS	8.5	7.90	8.70	20	27	11
12	Frankston Library	9.3	9.54	8.70	7	4	11
13	Hume Libraries			8.70			11
14	Yarra Libraries	8.5	8.77	8.67	20	15	14
15	Casey-Cardinia Libraries	8.6		8.63	17		15
16	Eastern Regional Libraries	8.4	8.45	8.61	25	21	16
17	Hobsons Bay Libraries	8.8	7.20	8.60	14	35	17
18	Wyndham City Libraries	8.5	8.53	8.60	19	17	17
19	Goldfields LC			8.51			19
20	Whitehorse Manningham Libraries	8.5	8.50	8.51	22	19	19
21	Central Highlands Libraries	8.6	8.60	8.50	18	16	21
22	Melbourne LS	8.1	8.10	8.50	27	26	21
23	Monash Public LS	7.6	8.52	8.50	31	18	21
24	Yarra Plenty Regional Library	9.0	9.00	8.47	10	10	24
25	Melton City Libraries	8.8	8.40	8.45	13	23	25
26	Maribyrnong LS	8.3	8.45	8.42	26	21	26
27	Kingston Libraries	8.8	8.78	8.33	15	13	27
28	High Country Library Network	7.9	7.80	8.10	28	29	28
29	Wellington Shire Library	7.4	7.90	8.10	35	27	28
30	Gannawarra LS	7.6	7.70	7.70	31	30	30
31	Mornington Peninsula Shire LS	7.5	7.70	7.60	34	30	31
32	Glen Eira Libraries	7.6	7.40	7.40	31	33	32
33	Latrobe City Libraries	9.5	9.50	7.40	4	5	32
34	Wodonga Library	7.8	7.70	7.30	29	30	34
35	Mitchell Shire LS	5.0	7.00	7.00	38	36	35
	Greater Dandenong Libraries	9.1	9.10		9	9	
	Stonnington L&IS	8.5	8.50		23	19	
	West Gippsland RLC	8.4	8.40		24	23	
	East Gippsland Shire Libraries	7.4	7.40		35	33	
	Towong Shire Libraries	6.8	6.80		37	37	
	Brimbank Libraries						
	Buloke LS						
	Campaspe Regional Library						
	Glenelg Libraries						
	Indigo Shire Libraries						
	Murrindindi LS						
	Swan Hill Regional Library						

Library Service does not have customer satisfaction data.

## 5. VAILS

The Vision Australia Library (VAILS) opens up a world of information to people who are blind or have low vision, or a print disability. Library members can access thousands of audio books, magazines, newspapers and podcasts, as well as thousands of braille and ebraille titles and music braille pieces.

VAILS is a member of PLV. However, as its user base, collections and access and distribution channels are distinctly different to municipal library services it is not appropriate to make direct comparisons between VAILS and the other libraries on some indicators. In particular, VAILS does not have a base population from which to calculate per capita metrics (Indicators 1, 2, 6, 8 and 9). Print materials are typically distributed via mail, with most digital items now downloaded remotely by the user, so there are very few visits to VAILS' Kooyong library (Indicator 7), and limited scope for delivery of programs with a physical attendance outcome (Indicator 2).

The following table presents performance data for VAILS over the last three years, with some adjustments made to the standard metrics used for all other Victorian public libraries.

Library performance indicators		VAILS			
		2016-17	2017-18	2018-19	Trend
1.	Number of members	15,689	15,991	15,350	→
	Number of active library members	11,961	12,176	12,886	↗
2.	Attendance at library programs	1,528	2,301	3,217	↗
3/4.	Turnover rate – collection items	13.6	11.6	12.2	→
5.	Number of items for loan	55,883	59,848	60,256	↗
6.	Cost of library service (\$M)	\$5.34	\$5.12	\$5.54	↗
7.	Number of physical library visits				
8.	Staff EFT	24	18.3	18.3	→
9.	Number of public access devices	3	3	3	→
10.	Customer satisfaction rating (not collected)				

VAILS cost and usage data for 2018-19 shows that loans were at broadly similar levels to previous years, although there was a big increase in attendance at library programs (this has more than doubled in the past two years). Active membership is also increasing.

Total membership, collection turnover, funding levels and the number of public access devices were in line with the 2017-18 results.

VAILS receives \$1.78M funding from the Victorian state government, with the remaining \$3.76M derived from other sources, including grants funding to run targeted programs.

## 6. Indicator Definitions

PLV's library performance indicators are defined as follows. These definitions are consistent, where applicable, with the LGPRF and other library industry data collections and standards.

<b>Dimension</b>	<b>APPROPRIATENESS</b>
Rationale	Indicator of the broad objective that library services should be well-utilised. High or increasing utilisation suggests an improvement in the appropriateness of library services.

Measure	<b>1. Active library members (LB4)</b>
Definition	The percentage of the municipal population who are active library members (i.e. have borrowed a library collection item in the past 12 months).
Type	Outcome – participation
Computation	Number of active library members divided by the municipal population (shown as a percentage)

Measure	<b>2. Attendance at library programs per capita</b>
Definition	The attendance at library programs and events held inside and outside the library per 1,000 persons within the specified period.
Type	Outcome – participation
Computation	Total number of attendances at library programs divided by the number of people in the library services' municipal area (in thousands).

<b>Dimension</b>	<b>QUALITY</b>
Rationale	Indicator of the broad objective that libraries should have a high standard of resources. High or increasing standard of resources suggest improvement in the quality of resources.

Measure	<b>3. Turnover rate – physical items (LB1)</b>
Definition	(Turnover or circulation rate is) The number of loans per physical collection item
Type	Outcome – utilisation
Computation	Number of loans of physical items available for loan divided by the number of physical collection items

Measure	<b>4. Turnover rate – digital items</b>
Definition	(Turnover or circulation rate is) The number of loans per digital collection item
Type	Outcome – utilisation
Computation	Number of loans of digital items divided by the number of digital collection items

Measure	<b>5. Physical quality of library collection (LB2)</b>
Definition	The proportion of the physical library collection that is available for loan that has been purchased in the last 5 years
Type	Outcome – quality
Computation	Number of physical library collection items purchased in the last 5 years divided by the number of physical items in the collection available for loan (shown as percentage)

<b>Dimension</b>	<b>COST</b>
Rationale	Indicator of the broad objective that the delivery of library services should be undertaken in a cost-efficient manner. Low or decreasing cost suggests an improvement in the cost efficiency of library services.

Measure	<b>6. Library service income per capita</b>
Definition	Total direct cost of provision of library services per capita
Type	Input – cost
Computation	Total income from all sources (excluding capital funding) divided by the municipal population

Measure	<b>7. Cost of library service per visit</b>
Definition	Total direct cost of provision of library services per visit
Type	Input – cost
Computation	Total income from all sources (excluding capital funding) divided by the number of visits to branch and mobile libraries
Note	This indicator is different from LGPRF LB3, which looks only at the cost of Council funding per visit, not the true total cost of providing library services.

Measure	<b>8. Staff EFT per capita</b>
Definition	The number of staff contributing to provision of library services per 1,000 persons
Type	Input – workforce
Computation	Total number of EFT staff divided by the number of people in the library services' municipal area (in thousands).

<b>Dimension</b>	<b>SERVICE</b>
Rationale	Indicator of the broad objective that library resources (print and digital) should be free, accessible and well-utilised, and there is capacity to provide computer and internet services. High or increasing participation suggests an improvement in the effectiveness of library services.

Measure	<b>9. Number of public access devices per capita</b>
Definition	The number of public access devices available in the library per 1,000 persons
Type	Input – service accessibility
Computation	The total number of public access devices (not OPACs), divided by the number of people in the library services' municipal area (in thousands).

Measure	<b>10. Customer satisfaction rating</b>
Definition	Customer satisfaction with library service
Type	Impact
Computation	Results will be moderated to approximate a customer satisfaction rating out of 10.

### LGPRF definitions

*Active library member:* is a person who has registered to use the library service (including residents and non-residents) and has borrowed a library collection item (physical or digital) within the reporting period.

*Direct cost:* is operating expenses directly related to the delivery of the library service (including library programs). This includes expenses such as salaries and on costs, agency and contract staff, training and development, conferences and seminars, materials, maintenance, utilities, travel and vehicle/plant hire costs, phones, accommodation (rent/lease), computer costs (where they are specific to the service), library collection item processing costs, regional library contributions and other incidental expenses. It also includes e-books as they do not meet the definition of a depreciable asset and therefore are expensed. It does not include capital purchases such as library collection items vehicles or equipment. Indirect costs such as depreciation and management/corporate overheads are specifically excluded

*Library collection item:* is print materials (such as books, magazines, serials, maps, plans, manuscripts), audio visual and digital materials (such as audio books, CDs, DVDs, videos, computer games, electronic books), and toys and games on hand (active) at the end of the period.

*Library collection item loan:* is a loan of a collection item owned by the Council/Corporation, including loans (and renewals) to other libraries or collections (e.g. Swift). It does not include loans sourced from other libraries or collections.

*Library visit:* is a visit to the library in person.

*ebook:* is an item sourced through aggregators such as Overdrive, Bolinda, ALS/Wheelers and Zinio.

### Notes for interpretation and analysis

In interpreting these indicators it is important to take account of the following.

- Caution is needed in interpreting 'per capita' indicators for library services with high levels of 'out of area' usage. That is, a high number of non-resident library members (e.g. Melbourne Library Service).
- Per capita indicators like active library membership (Indicator 1), program attendance (2), cost (6), staffing (8) and access to computers (9) can be distorted where there is a very small municipal population.
- Direct comparison of customer satisfaction ratings relies on the comparability of satisfaction metrics and data collection methods used in each municipality and for each library service.

Indicators will be monitored over time and reviewed to ensure that they accurately reflect the performance of public libraries in a dynamic environment (e.g. a measure of loans per capita, the concept of 'attendance' in online library activities, the concept of 'active' membership in terms of program participation).

## 7. Data Specifications

The following library performance data (33 data items) will be collected and analysed on an annual financial year basis. Where relevant, \* denotes an LGPFR definition and \*\* denotes a NSLA definition.

Data to be collected	Notes
----------------------	-------

Population	
1. Municipal population	Derived/pre-filled from ABS Estimated Resident Population data at 30 June 2018.

Financial – Income		<i>Use standard statements for year end</i>
2. Operational funding from federal government		Include grants for projects.
3. Operational funding from state government		Includes Premiers Reading challenge, local priorities funding, core funding.
4. Operational funding from local government		Do not include collection funding here. Include at Item 5.
5. Collection funding from local government		Include all collection funding here.
6. Capital funding from federal government		Include grants for library buildings.
7. Capital funding from state government		Include grants for buildings, mobile libraries, Living Libraries funding.
8. Capital funding from local government		Include plant and equipment. Do not use this item for collection funding.
9. Other income not included above		Use this measure to reconcile your income as per your signed off financial report (for RLCs) or actuals in your approved budget at 30 June (for single municipalities).

Financial – Expenditure		<i>Use standard statements for year end</i>
10. Employee costs		Include salaries and on costs, agency and contract staff, training and development, conferences and seminars.
11. Operating and corporate expenses		Include materials, maintenance, utilities, travel and vehicle/plant hire costs, phones, accommodation (rent, lease), computer costs (where they are specific to the library), library collection item processing costs and other incidental expenses. Do not include capital purchases such as library collection items, vehicles or equipment. Indirect costs such as depreciation and council management/ corporate overheads are specifically excluded.
12a. Total expenditure on physical library materials		Include print material (such as books, magazines, serials, maps, plans, manuscripts), audiovisual and physical digital materials (such as audio books, CDs, DVDs, computer games) and toys and games. If possible, exclude processing costs.
12b. Total expenditure on digital library materials		Include ebooks and emagazines.

<b>Financial – Expenditure</b>		<i>Use standard statements for year end</i>
13.	Capital expenditure	Report all capital expenditure. Include: plant, machinery and equipment; motor vehicles and other transport equipment; industrial machinery and equipment; computer software capitalized; dwellings, buildings and other structures; computers and computer peripherals; and artistic originals. Exclude library materials.
14a.	Depreciation	Depreciation (if this can be reported separately).
14b.	Other expenditure not included above	Use this measure to reconcile your expenditure as per your signed off financial report (for RLCs) or actuals in your approved budget at 30 June (for single municipalities).

Human resources		
15.	Number of equivalent full time (EFT) employees	Include full time, part time and casual staff. Calculate number of EFT positions based on 35/38 hour week as appropriate.

Library collection		
16.	Total number of physical items	Include print material (such as books, magazines, serials, maps, plans, manuscripts), audiovisual and physical digital materials (such as audio books, CDs, CD-ROMs, videos, computer games) and toys and games ON HAND (that can be resrved or borrowed) at the end of the reporting period. Do NOT include lost/missing items.
17.	Total number of digital items	Only count ebooks (including eaudio books) and emagazines purchased through aggregators such as Borrowbox, Overdrive and Zinio. Count titles, not issues. Do NOT count music and video streaming services and other digital services where the use of the service by active library members cannot be quantified. Do NOT count separately individual resources on Press Reader and Kanopy. Do NOT include eresources on electronic databases.
18a.	Total number of physical items for loan	Physical items for loan as per Item 16. Do not include physical items (e.g. historical records, maps, manuscripts) that are not available for loan.
18b.	Total number of digital items for loan	Digital items for loan as per Item 17.
19a.	Number of physical items purchased in the last 5 years	Only include physical items still available for loan as per Items 16 and 18a.
19b.	Number of digital items purchased in the last 5 years	Only include digital items still available for loan as per Items 17 and 18b.

Usage		
20a.	Total number of loans – physical items	Includes loans of a collection item owned or licenced by the Council/Corporation including loans (and renewals) to other libraries or collections (e.g. SWIFT). It does not include loans sourced from other libraries or collections.
20b.	Total number of loans – digital items	
21.	Total number of members	Is a person who has registered to use the library service with activity against that registration in the past three years.

22.	Total number of active members	Is a person who has registered to use the library service (including residents and non-residents) who has borrowed a library collection item from the library within the 12-month reporting period.
23a.	Total number of library 'visits' – branch	Is visits in person to a branch library.
23b.	Total number of library 'visits' – mobile	Is visits in person to a mobile library.
23c.	Total number of library 'visits' – delivery	Is visits made as part of collection delivery services (e.g. Home Library).
23d.	Total number of library 'visits' – outreach	Is the number of participants in outreach programs and events.
23e.	Total number of library 'visits' – website	Is visits to the library website, calculated as unique daily users summed over 12 months.
23f.	Total number of library 'visits' – app	Is visits through the library app, calculated as unique daily users summed over 12 months.
24.	Program/event attendance	Include attendance at library programs and events held inside and outside the library.
25a.	Unique wifi users	Number of unique wifi users during the reporting period.
25b.	Total wifi hours	Total number of wifi hours (across all users) during the reporting period.
26.	Number of computer bookings	Total number of bookings for/sessions on public access computers.

Library operations		
27.	Number of library branches	The number of permanent library branches in operation at the end of the reference period. Include central libraries and all branches that are staffed at all times during opening hours. Exclude: mobile library vans; collection vending machines; and self-serve library kiosks (in separate locations from library branches).
28a.	Size of branches – PAFS m <sup>2</sup>	Public Access Floor Space (PAFS) is the area of the STATIC LIBRARY ONLY to which the public have DIRECT access during opening hours. Include collections and computer areas; reading, seating and study areas; customer service; children's, youth and specialist areas. Exclude areas with restricted or partial access such as externally used meeting rooms, staff areas, mobile vehicles, toilets, foyers areas used by other organisations/groups.
28b.	Size of branches – GFA m <sup>2</sup>	Gross Floor Area (GFA) includes all PAFS plus staff, services, amenities and ancillary spaces (e.g. foyer, entry corridors, staff work spaces, toilets, plant, storage, loading).
29a.	Number of mobile library vehicles	Number of mobile library vehicles.
29b.	Number of mobile library stops	Number of mobile library stops.



<b>Library operations</b>		
30.	Number of other library outlets	The number of other library outlets in operation at the end of the reference period. Include: self-serve library kiosks (in separate locations from library branches); library depots; collection vending machines; library pop-up locations; and any other outlets not elsewhere reported.
31a.	Total opening hours – library branches and mobiles	The total number of hours that all library branches and mobile library vehicles are open per week.
31b.	Total opening hours – other outlets	The total number of hours that other library outlets (i.e. agencies, kiosks) are open per week.
32a.	Number of public access devices	Include all desktops, laptops and tablets available for public use. Do not include OPAC or catalogue only devices.
32b.	Number of OPACs	Include OPAC or catalogue only devices.
<b>Customer satisfaction</b>		
33.	Satisfaction rating from customer survey	Moderate your result on a scale of 1 to 10 so that 10 = excellent and 1 = very poor (e.g. 75% satisfaction = 7.5). Use Nexus, Council or other survey results. If not available enter NA. Also provide the source of the satisfaction rating (e.g. Nexus survey, Council survey) and the wording of the actual satisfaction question asked.

CC40/2019

## CCL FACE OF THE LIBRARY PRESENTATION

*Report prepared by Beth Luppino*

### Purpose

To provide the Board an update on CCL 'Face of the Library' campaign.

*CCL Library Plan reference – 2.1*

### Discussion

#### Face of the Library (Library Plan reference 2.1)

A CCL 'brand refresh' is complete and ready to roll out. This involves giving our existing branding a little twist, and we are hopeful this will resonate with our community. Key to the refresh is the development of our image library to incorporate the 'Face of the Library' campaign winners. Library members were invited to submit their stories to become one of the 'Real Faces' that would accurately represent the community and provide insights into all the different ways people use the libraries. Eighty people applied, and twenty were chosen, based on their stories that demonstrated their connection to the libraries.

Our winning 'faces' were featured in a recent [article](#) in the Pakenham Star newspaper. The stories were amazing, choosing the final twenty was a challenge! Our community is diverse and uses our service very different ways, but the common theme is that they find the libraries safe, supportive and inspiring. We hope that over the next couple of years, the stories behind our Face of the Library team inspire others to discover the endless possibilities Casey Cardinia Libraries offer.

The Face of the Library is part of our visual identify update that is being rolled out over the coming months. Acting Marketing Manager, Penny Molnar will provide the Board with a presentation on progress.



### RECOMMENDATIONS

1. That the Board note Casey Cardinia Libraries 'Face of the Library' campaign.

CC41/2019 DRAFT BUDGET 2020 – 2021

*Report prepared by Chris Buckingham and Emily Ramaswamy*

### Purpose

To provide the draft estimates for the operating budget for the 2020–2021 financial Year.

*CCL Library Plan reference – 5.3*

### Background

A draft budget for the 2020 – 2021 financial year has been prepared following the endorsement of the 2019 – 2023 Library Plan, input from the CCL Executive and Leadership Teams. Senior Council Officers have been provided a preliminary briefing. This Budget also takes into account key decisions made by the CCL Board made throughout the course of the 2019 – 2020 Financial Year.

The final version of the Budget will be presented to the Board for adoption in April 2020.

### Discussion

This budget has allowed for:

#### Income

- An increase in Member Council contributions reflective of the increased costs to maintain current levels of service – matching the Member Council contribution estimated for 2020 – 2021 in the adopted 2019 – 2023 Strategic Resource Plan (SRP).
- An increase in State Government contributions of 2.5% above those received in 2019 – 2020
- Lower income from investments due to low interest rates and the drawn down on reserves to fund operations.

#### Expenditure

- An increase in Employee costs expected with the annual salary increase. As the Enterprise Agreement (EA) negotiations have not been concluded at this point, there may be small movements in this area.
- The 2020 – 2021 Budget allows for an increase in Annual Leave Expense, in line with 2019 actual results.
- Library materials, both capital and expensed have been allocated a 2% increase due to increased use of the existing collection.
- IT & Communications expenditure has been allocated a 2% increase to allow for annual increases in service provider costs and software subscriptions.
- Depreciation estimate has been reduced to reflect the reduced IT capital expenditure in 2019 and 2020.

Comprehensive Income Statement For the Years ending June 30		
	Budget 2019-20	Budget 2020-21
<b>Revenue</b>		
Council Contributions	8,363,505	8,781,681
State Government Grants	2,682,570	2,771,127
CFC Grant Funding	165,240	176,000
Interest on Investments	88,000	37,500
Other income	293,279	301,618
Total Income	11,592,595	12,067,926
<b>Expenditure</b>		
Employee Costs	8,557,266	8,847,119
IT & Communications	736,700	737,593
Library Materials	311,000	317,220
Promotions & Marketing	91,500	135,160
Administration	626,851	606,605
Depreciation	1,518,584	1,430,760
Total Expenditure	11,841,901	12,074,457
Net Gain (loss) disposal of plant & Equipment	9,121	0
Total comprehensive result	(240,185)	(6,530)

Statement of Capital Works For the Years ending June 30		
	Budget 2019-20	Budget 2020-21
<b>Capital Expenditure</b>		
Library Materials	1,189,640	1,213,433
Motor Vehicles	35,000	0
Furniture & Equipment **	185,000	188,700
	1,409,640	1,402,133

\*\* Note – this figure represents IT Equipment purchases only, following a commitment by Member Councils to provide furniture required for the library spaces as per the Regional Library Agreement.

Balance Sheet		
As at June 30		
	Budget 2019-20	Budget 2020-21
<b>ASSETS</b>	\$	\$
<b>Current Assets</b>		
Cash Asset	70,000	70,000
Financial Assets	2,674,743	2,696,840
Receivables	50,000	50,000
	2,794,743	2,816,840
<b>Non-Current Assets</b>		
Fixed Assets	4,353,844	4,325,216
<b>TOTAL ASSETS</b>	<b>7,148,587</b>	<b>7,142,057</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables	470,879	481,379
Employee Entitlements	1,490,600	1,479,200
	1,961,479	1,960,579
<b>Non-Current Liabilities</b>		
Employee Entitlements	25,800	26,700
<b>TOTAL LIABILITIES</b>	<b>1,987,279</b>	<b>1,987,279</b>
<b>NET ASSETS</b>	<b>5,161,308</b>	<b>5,154,778</b>
<b>EQUITY</b>		
Members Contribution on Formation	2,051,239	2,051,239
Accumulated Surplus	3,110,069	3,103,539
<b>TOTAL EQUITY</b>	<b>5,161,308</b>	<b>5,154,778</b>

In line with the Regional Library Agreement, the split of cost between Member Councils is not able to be finalised until after the April 2019-March 2020 usage figures are calculated. For reference the Member Council contributions were split on the following basis in 2019 – 20

- City of Casey 74.115%
- Cardinia Shire Council 25.885%

### **Proposals for Additional Resources**

Our libraries are welcoming and socially inclusive spaces for people to read, relax, connect, learn and work. There is growing demand for greater access to physical and virtual library collections, services and support. Further to recent discussions regarding the community's need for better access to the library services, and increased demand for support provided by library staff, CCL have identified five opportunities for potential enhancement of services to the community.

#### **1. Cranbourne West PLUS – New Library Location with outreach programs.**

CCL discussed with City of Casey a pocket library scenario for Selandra Rise Community Hub. It was decided that this was not the best option and City of Casey and CCL jointly explored the option of Cranbourne West PLUS. The proposal is for a pocket library in a community that does not have access to a library. The building is new and in the early stages of construction. A pocket library provides the community with access to library services and a chance to encourage development of positive visitation and usage patterns.

Open Jan 1<sup>st</sup> 2021, with the first 12 months of cost to be paid for by City of Casey (as per RLA).

- 1.5 EFT Band 4C,
- New Collection of Collection of 750 items with 2-4 bays to house HOLDS
- 2020 - 2021 Cost of \$182,690

#### **2. Toomah Community Centre – Pocket Library**

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. 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).

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.

Open by July 1<sup>st</sup> 2020, with the first 12 months of cost to be paid for by Cardinia Shire Council (as per RLA).

- 1.0 EFT Band 4C,
- New Collection of Collection of 750 items with 2-4 bays to house HOLDS
- 2020 - 2021 Cost of \$211,340

**3. Doveton –Extension of Hours**

Since extending the existing opening hours to include Wednesday's, the 9am open on weekdays, visitation and engagement with the local community continues to grow. Doveton Locals love having the ability to their library more across the weekday and there have been a number of requests from community members to close later on a Friday and extend the current Saturday openings. The area already has foot traffic with the local Autumn Place supermarket and shops open to the community during these times.

To meet the increased need of the community, CCL would like to extend the opening hours of Doveton Library on Friday and Saturdays.

- Extending closing time on a Friday from 5pm to 6pm – 2020 – 2021 cost of \$16,156
- Extending 3.5 opening hours on a Saturday to match other CCL Branches (10am – 4pm) – 2020 – 2021 cost of \$35,533.

**4. Bunjil Place – SWOTVAC Hours**

Since the opening of Bunjil Place Library, there is an identified community need for places to study for upcoming end of year exams known as SWOTVAC (Study Without Teaching Vacation). If you visit Bunjil Place Library (and other branches) in October, you will see lots of students around the library deep in study. Bunjil Place Library has responded by placing extra tables on the library floor to accommodate increased demand from our student community.

CCL has had open discussions with City of Casey about how the library can deliver longer opening hours during SWOTVAC. It is the library staff that make Bunjil Place Library, the community can relate to the staff. While extended opening might not mean significant increase in visitation, anticipate that it will allow students to remain in the library for longer.

CCL would like to extend the opening hours of Bunjil Place Library over the SWOTVAC period to provide school students with a safe and friendly environment to prepare for their final exams.

- 40 nights \* 2 hours \* 5 staff (400 staff hours)
- \$18,791 cost in 2020 – 2021.

**5. Additional Staffing Requirements**

Over the past 12 months, CCL has worked to find the required mix of staffing levels to service increasing needs from the community. Administration and Payroll are also required to manage staff planned and entitled leave, illness and unforeseen periods of leave.

CCL would like to address the strain that is currently being placed on staff at the branch level through –

- Allocating a pool of \$75,000 to be drawn down on to replace shifts during high periods of leave and to backfill staff undertaking training.
- Retention of Outlook placements – extension of contracts currently due to expire July 2020 for a further 12 months (16 hours / week) at a cost of \$32,838 in 2020 – 2021

Formal business cases will be provided to the Member Councils to support advocacy of these projects.

An approximate cost breakdown of the 5 resource requests is below, the split of costs between Member Councils is based upon the split used in the 2019- 2020 Adopted Budget

	Estimated Annual Cost			
	2020/21	2021/22	2022/23	2023/24
<b>Cranbourne West PLUS - from 1 Jan 2021</b>	<b>\$ 182,690</b>	<b>\$ 181,421</b>	<b>\$ 187,660</b>	<b>\$ 209,471</b>
City of Casey	\$ 182,690	\$ 157,940	\$ 139,084	\$ 155,249
Cardinia Shire Council	\$ -	\$ 23,481	\$ 48,576	\$ 54,222
<b>Toomah - from 1 Jul 2020</b>	<b>\$ 211,340</b>	<b>\$ 139,419</b>	<b>\$ 144,162</b>	<b>\$ 170,249</b>
City of Casey	\$ -	\$ 103,330	\$ 106,845	\$ 126,180
Cardinia Shire Council	\$ 211,340	\$ 36,089	\$ 37,317	\$ 44,069
<b>Doveton - Saturday Ext. (10am-4pm)</b>	<b>\$ 35,533</b>	<b>\$ 36,777</b>	<b>\$ 38,064</b>	<b>\$ 39,397</b>
City of Casey	\$ 26,336	\$ 27,257	\$ 28,211	\$ 29,199
Cardinia Shire Council	\$ 9,197	\$ 9,520	\$ 9,853	\$ 10,198
<b>Doveton - Friday Ext. (6pm Close)</b>	<b>\$ 16,156</b>	<b>\$ 16,721</b>	<b>\$ 17,306</b>	<b>\$ 17,912</b>
City of Casey	\$ 11,974	\$ 12,393	\$ 12,827	\$ 13,276
Cardinia Shire Council	\$ 4,182	\$ 4,328	\$ 4,479	\$ 4,636
<b>Bunjil Place - SWOTVAC</b>	<b>\$ 18,791</b>	<b>\$ 19,449</b>	<b>\$ 20,130</b>	<b>\$ 20,834</b>
City of Casey	\$ 13,927	\$ 14,415	\$ 14,919	\$ 15,441
Cardinia Shire Council	\$ 4,864	\$ 5,034	\$ 5,211	\$ 5,393
<b>Additional Staffing Requirements</b>	<b>\$ 107,838</b>	<b>\$ 111,612</b>	<b>\$ 115,519</b>	<b>\$ 119,562</b>
City of Casey	\$ 79,924	\$ 82,721	\$ 85,617	\$ 88,613
Cardinia Shire Council	\$ 27,914	\$ 28,891	\$ 29,902	\$ 30,949
<b>All Projects</b>	<b>\$ 572,349</b>	<b>\$ 393,787</b>	<b>\$ 407,322</b>	<b>\$ 457,862</b>
City of Casey	\$ 314,851	\$ 315,335	\$ 301,886	\$ 339,345
Cardinia Shire Council	\$ 257,497	\$ 78,452	\$ 105,436	\$ 118,517

## Conclusion

The Draft Budget and the Proposal for Additional Resources will provide a solid platform for the continued growth and expansion of valued services to the community.

## RECOMMENDATIONS

1. That the Board note the 2020 -2021 Draft Budget and Proposals for additional funding from Member Councils.



## OFFICERS' REPORTS

CC42/2019 FINANCE

*Report prepared by Emily Ramaswamy*

### Purpose

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

*CCL Library Plan reference - 5.3*

### Discussion

Income Statement Month Ended 31 October 2019	Total Budget 2019-20	Budget YTD October 2019	Actual YTD October 2019	Variance	% Actual Vs Budget
<b>Income</b>					
Council Contributions	8,363,505	2,787,836	2,787,835	(1)	(0.0%)
Government Grants	2,682,570	2,624,430	2,704,962	80,532	3.1%
CfC Funding	165,240	60,180	64,627	4,447	7.4%
Interest on Investments	88,000	29,332	25,112	(4,220)	(14.4%)
Other Income	293,279	83,055	69,147	(13,908)	(16.7%)
<b>TOTAL INCOME</b>	<b>11,592,595</b>	<b>5,584,833</b>	<b>5,651,682</b>	<b>66,850</b>	<b>1.2%</b>
<b>Expenditure</b>					
Employee Costs	8,557,266	2,572,480	2,524,000	48,479	1.9%
IT & Communications	736,700	215,316	173,523	41,793	19.4%
Library Materials	311,000	212,989	201,356	11,633	5.5%
Promotions & Marketing	91,500	30,520	50,153	(19,633)	(64.3%)
Administration	626,851	202,946	182,350	20,595	10.1%
Depreciation	1,518,584	0	0	0	
Total Expenditure	11,841,901	3,234,251	3,131,382	102,868	3.2%
Net Gain(loss) disposal of plant & equipment	9,121	9,121	(7,285)	(16,406)	
<b>Net result for the reporting period</b>	<b>(240,185)</b>	<b>2,359,703</b>	<b>2,513,014</b>	<b>153,312</b>	<b>6.5%</b>

### Income

YTD income is higher than budget due to the Premier's Reading Challenge funds being received earlier than expected. Interest on investments is lower than expected due to reduced interest rates, and it is expected to remain under budget for the year after Reserve Bank commitment to retain a cash rate of 0.75%. Shortfall in Other income is considered a timing variance and should correct by end of December.

### Expenditure

All YTD variances in expenditure are considered to be timing related.

Employee costs are currently \$48K underspent due to the delay in budgeted salary increase, and the organisation expects that this will fall close to budget after EA negotiations are concluded and increases are processed.

The underspend in IT & Communications is also considered a timing variance and is tied to the new ILMS contract not yet being in place.

### Capital Expenditure

Capital Expenditure	Total Budget 2019-20	Budget YTD October 2019	Actual YTD October 2019	Variance	% Actual Vs Budget
Library Materials	1,189,640	539,932	487,023	52,909	9.8%
Motor Vehicles	35,000	0	0	0	0.0%
Furniture & Equipment	185,000	61,600	106,660	(45,060)	(73.1%)
Furniture & Equipment - IT	185,000	61,600	102,875	(41,275)	
Furniture & Equipment - Libraries	0	0	3,785	(3,785)	
<b>Capital Expenditure for the reporting period</b>	<b>1,409,640</b>	<b>601,532</b>	<b>593,683</b>	<b>7,849</b>	<b>1.3%</b>

All YTD variances in Capital Expenditure are considered to be timing related and are expected to align later in the financial year.

### Credit Card Expenditure

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Finance</b>			
August Statement	26/07/2019	Alibaba - 2 Boxes Cat 7 ethernet cable 305m	\$555.40
<b>Total August 2019</b>			<b>\$555.40</b>
September Statement	4/09/2019	Woolworths - Branch petty cash cards	\$250.00
	6/09/2019	Lean Enterprise - Smart Sheets - BUN	\$114.46
	16/09/2019	PLV Conference attendance - parking	\$17.00
	17/09/2019	PLV Conference attendance - parking	\$17.00
	19/09/2019	Australia Post - Postage - Laptop Return	\$159.05
<b>Total September 2019</b>			<b>\$557.51</b>
October Statement	2/10/2019	ABC 2000 - Badge Maker	\$886.50
	17/10/2019	Payroll training attendance - parking	\$10.13
	23/10/2019	Coles - Branch petty cash cards	\$500.00
	24/10/2019	Return to Work Coordinator Training attendance - parking	\$22.55
<b>Total October 2019</b>			<b>\$1,419.18</b>
<b>TOTAL</b>			<b>\$2,532.09</b>

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING  
Wednesday 27 November 2019

Card Holder	Transaction Date	Detail	\$
<b>Chief Executive Officer</b>			
August Statement	6/08/2019	Myki - Myki card top up - travel for meetings	\$50.00
	13/08/2019	Clancys Foodstore Albury - Breakfast	\$15.00
	13/08/2019	Melb Onstreet Parking - Carparking - meeting	\$7.00
<b>Total August 2019</b>			<b>\$72.00</b>
September Statement	27/08/2019	Myki - Myki card top up - travel for meetings	\$50.00
	1/09/2019	Hotels.com - Mantra 100 Exhibition Booking - PLV Conference 15-17 September	\$126.99
	6/09/2019	Officeworks - USB Charger for Mobile	\$14.88
	6/09/2019	Hotels.com - Mantra 100 Exhibition Booking PLV Conference 15-17 September	\$126.99
	9/09/2019	M&OP Car Park - Car Parking - meeting	\$7.50
<b>Total September 2019</b>			<b>\$326.36</b>
October Statement	7/10/2019	Myki - Myki card top up - travel for meetings	\$50.00
	8/10/2019	M&OP Car Park Melbourne - Parking - meeting	\$7.50
	15/10/2019	Abode - The Apartment HO Kingston Hotels - Hotel Booking Kingston Hotel - APLA event - Canberra	\$214.15
	15/10/2019	ALIA - Membership	\$360.00
	16/10/2019	Virgin Australia Airlines - Flights Canberra - Australian Public Library Alliance (APLA event - Canberra)	\$3.39
	16/10/2019	Virgin Australia Airlines - Flights Canberra - Australian Public Library Alliance (APLA event - Canberra)	\$340.00
<b>Total October 2019</b>			<b>\$975.04</b>
<b>TOTAL</b>			<b>\$1,373.40</b>

CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING  
Wednesday 27 November 2019

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Customer Experience</b>			
August Statement	25/07/2019	Amazon - clear tote bags for Memory box project	\$24.45
	25/07/2019	Amazon - clear tote bags - memory box project	\$60.45
	26/07/2019	Officeworks - UCan2 supplies	\$452.90
	26/07/2019	Ebay - VR cardboard goggles - UCan2 Adult literacy project	\$73.20
	30/07/2019	Coles - Catering - UCan2 supplies	\$147.70
	5/08/2019	Amazon - Tote bags - CFC CRA - literacy kits - refund	-\$45.94
	8/08/2019	Amazon - Tote bags - CFC CRA literacy kits - refund	-\$28.46
	11/08/2019	Webjet - Qantas - Return flights to Sydney - Michelle McLean - COSA Conference	\$550.85
	12/08/2019	Zen Hotels - Accommodation - Michelle McLean - COSA Conference 27-31 October	\$749.59
	13/08/2019	Amazon - Tote bags - CFC CRA - refund	-\$9.53
	15/08/2019	Dominos - Pizza for Family games event at Endeavour Hills Library	\$68.00
	16/07/2019	MyDeal - 8L electric urn - Hampton Park Library	\$99.00
	17/08/2019	Officeworks - USBs for UCan2 program	\$139.86
	20/08/2019	Officeworks - Folders for UCan2 program	\$39.20
	20/08/2019	Officeworks - Laptop bag - GMCE	\$59.00
<b>Total August 2019</b>			<b>\$2,380.27</b>
September Statement	29/08/2019	Target - Sloths for storytime programs	\$140.00
	4/09/2019	Coles - Catering - UCan2 Scope training	\$18.30
	9/09/2019	Amazon Marketplace - Refund	-\$3.45
	19/09/2019	Bunnings - Ear plugs - VCE study period - Bunjil Place Library	\$44.90
	19/09/2019	Dominos - Pizza for Family games event at Endeavour Hills Library	\$68.00
<b>Total September 2019</b>			<b>\$267.75</b>
October Statement	7/10/2019	Target - Bean Bag - Cardinia Mobile Library	\$39.00
	7/10/2019	Coles - Petrol Cards - Green Funerals Event	\$70.00
	7/10/2019	Woolworths - Wishcard for Cardinia CFC	\$50.00
	14/10/2019	Temple & Webster - Gazebo for Endeavour Hills Library Christmas event	\$226.05

**CASEY-CARDINIA LIBRARY CORPORATION BOARD MEETING**  
**Wednesday 27 November 2019**

	14/10/2019	The Face Paint Shop - Face paint for Endeavour Hills Christmas event	\$92.96
	15/10/2019	Coles - Gift Card for Community Survey winner	\$100.00
	17/10/2019	Dominos - Pizza for Family games event at Endeavour Hills Library	\$68.00
	22/10/2019	Gift Package Accessories - Paper Bags - Community Christmas Events at Endeavour Hills and Hampton Park Libraries	\$360.00
	23/10/2019	Child Safe Training attendance - parking	\$66.59
<b>Total October 2019</b>			<b>\$1,072.60</b>
<b>TOTAL</b>			<b>\$3,720.62</b>

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Digital Operations</b>			
August Statement	5/08/2019	Adobe - Adobe Creative Cloud	\$197.10
	15/08/2019	Woolworths - Pen Batteries	\$9.00
	15/08/2019	Myki - PLV Public Transport	\$50.00
	19/08/2019	Jazza - Digital paint brushes for Photoshop	\$9.99
	22/08/2019	Microsoft - Office 365	\$409.20
<b>Total August 2019</b>			<b>\$675.29</b>
September Statement	4/09/2019	Creativemarket.com - Digital Assets	\$13.42
	5/09/2019	Adobe - Adobe Creative Cloud	\$249.20
	13/09/2019	Myki - Myki card top up	\$50.00
	19/09/2019	Alibaba - USB drives for secret Santa	\$537.61
	23/09/2019	JB HiFi - Cables	\$272.65
	24/09/2019	Crown Parking - Parking	\$9.00
	24/09/2019	Alibaba - Security Devices	\$1,033.35
	26/09/2019	Target - Coverings	\$100.30
<b>Total September 2019</b>			<b>\$2,265.53</b>
October Statement	26/09/2019	Bunnings - Cabling and accessories	\$291.24
	26/09/2019	Docusign - Docusign	\$420.24
	30/09/2019	Officeworks	\$92.54
	29/09/2019	JB HiFi - Charging cables	\$149.85
	30/09/2019	JB HiFi - Power boards	\$98.00
	5/10/2019	Adobe - Adobe Creative Cloud	\$249.20
	14/10/2019	Microsoft - Microsoft 365	\$2,145.00
<b>Total October 2019</b>			<b>\$3,446.07</b>
<b>TOTAL</b>			<b>\$6,386.89</b>

Card Holder	Transaction Date	Detail	\$
<b>General Manager, Organisational Development</b>			
August Statement	30/07/2019	Vinnies CEO Sleepout - Community Fundraising	\$110.00
	21/08/2019	Supplies for Staff team bonding activity	\$10.00
<b>Total August 2019</b>			<b>\$120.00</b>
September Statement	10/09/2019	OHS Supplies - Cable ties - Courier	\$6.89
	10/09/2019	OHS Supplies - Cable ties - Courier	\$374.99
	17/09/2019	PLV Conference attendance - parking	\$17.00
<b>Total September 2019</b>			<b>\$398.88</b>
October Statement	8/10/2019	Staff Development Day - Supplies	\$60.73
	8/10/2019	Staff Development Day - Presenter gifts	\$78.00
<b>Total October 2019</b>			<b>\$138.73</b>
<b>TOTAL</b>			<b>\$657.61</b>

#### **Bank Reconciliation**

A Bank Reconciliation is available on request.

#### **Konica Minolta** (*Library Plan Reference 5.3*)

In August 2019, CCL were notified by the auditors that City of Casey were processing an automated monthly payment on a rental agreement for photocopiers that had been returned to Konica Minolta in July 2017.

On receipt of the advice CCL contacted Konica Minolta and asked that the payments be stopped, and a refund applied for the period commencing when the photocopiers were collected.

Konica Minolta have ceased debiting CCL for the photocopiers but have not agreed to a refund.

#### ***Timeline***

**May 2014** – Rental agreement signed with Crown Business Solutions (underwritten/financed by Investec Asset Finance & Leasing)

**During contract period** – Crown Business Solutions were brought out by Konica Minolta. Investec Asset Finance & Leasing was brought out by BOQ. The Rental agreement continued with these changes.

**August 2017** – CCL purchased new photocopiers outright from Konica Minolta. CCL paid Konica Minolta outright for the new photocopiers, which included a "COLLECTION" line item for old photocopiers in the invoice.

**August 2019** – Monthly recurring payments identified on the old Rental Agreement identified by CCL Auditors. Konica Minolta were notified of the issue. Konica Minolta issued a cancellation request for the agreement to BOQ. The cancellation was undertaken in line with agreement (Konica Minolta issuing the cancellation with BOQ).

**September – November 2019** – Konica Minolta conducted an internal investigation.

**November 2019** – Konica Minolta notified CCL that the issue is with BOQ. BOQ notified CCL that they were never notified by Konica Minolta of agreement cancellation in August 2017.

***Point of Contention***

Konica Minolta are at fault for not notifying the financier of the agreement's cancellation.

CCL Rental Agreement was under Konica Minolta Equipment Finance.

CCL nominated that the purchase of the new photocopiers, through Konica Minolta, and the "COLLECTION" item invoiced from Konica Minolta (invoices reference 91446578, 91445937, 91446575, 91446577, 91446576, 91445956, 91445938, 91445971) constituted CCL's cancellation of the existing Rental Agreement, with Konica Minolta failing to notify BOQ.

***Issue***

CCL have paid for 25 months (August 2017 through August 2019) of rental to the value of \$3,742.93 per month (\$93,573.25) for assets that Konica Minolta have removed. BOQ collected the \$93,573.25 under their right through the Rental Agreement. Konica Minolta did not receive these funds BUT failed to notify BOQ that the Rental Agreement had ceased.

***Next Steps***

CCL are presently awaiting written communication from BOQ on this matter. Upon receipt of this, we will take our evidence and written communication from Konica Minolta and BOQ to raise a claim with the Victorian Small Business Commission. This process will seek mediation on the issue and, if no resolution is found, The Small Business Commission will issue CCL with the required documentation to take the matter further.

**Conclusion**

The budget at the end of October is considered to be on track, with variances being timing related. CCL is currently 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 note the progress of the ongoing investigation and resolution of the Konica Minolta ceased Rental Agreement contract.

CC43/2019

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 – 1.1, 1.2, 3.2, 4.2*

**Discussion**

**Draft Facilities Development Plan – 2019 – 2022** (*Library Plan reference 3.2 and 4.2*)

Our Facilities Development Plan provides Member Councils with a clear line of sight on CCL's needs. We are committed to working in partnership with Member Councils to enhance the visitor experience across the network and ensure that our library services meet the growing needs of the region.

Member Councils have been actively using the Plan to guide investment in current facilities throughout the year. The achievement of a significant number of improvements has prompted a review and update of the plan.

Recent improvements in 2019 include:

1. Pakenham: Drainage works to resolve flooding issues; internal furniture upgrades; power and data improvements in library study zones; recarpeting throughout library and foyer (as well as other spaces in the complex); and foyer furniture improvements
2. Emerald: Living Libraries grant application submitted for library upgrade; Reading Garden works at library entrance (underway); and new meeting room furniture
3. Bunjil Place: Furniture updates in study spaces
4. Hampton Park: Furniture updates in study spaces

Business cases for pocket libraries at Toomah Community Hub and Cranbourne West Community Hub will be submitted to Member Councils.

**Cardinia Mobile Library** (*Library Plan reference 1.1, 1.2 and 3.2*)

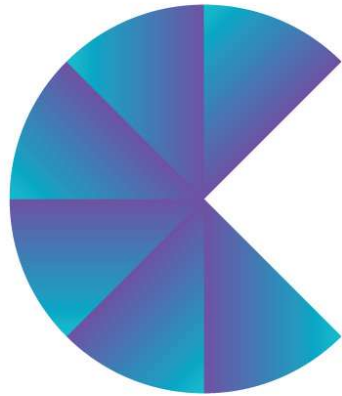
The new mobile library is due for completion on 11 December. We anticipate that the vehicle will be in circulation by Monday 16 December. This will be a wonderful Christmas present to the Cardinia community, and will be celebrated at each stop with activities, book give-aways for kids and of course lovely new spaces to enjoy. The external design of the vehicle is eye-catching and features some of our real community members (see [CC46/2019 Customer Experience Report](#) for the 'Face of the Library' campaign). Another key design feature is Cardinia Shire's 'Together We Can' branding raising awareness of Family Violence. Along with Cardinia Shire, we will host a Ministerial visit, together with local VIPs in the week of 16-20 December.

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**RECOMMENDATIONS**

1. That the Buildings and Facilities report be noted.
2. That the Board note the Draft Facilities Development Plan 2019 – 2022.





Casey  
Cardinia  
**Libraries**

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

**DRAFT**

**Facilities**

**Development Plan**

**2019 – 2022**

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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

### Creativity

- Thinking of new ways to do things is crucial to our success
- We challenge the status quo, if we believe a better way is possible
- We cultivate creativity in others

### Fairness

- We treat people fairly and recognise them as individuals
- We do not let our personal feelings bias our decisions about others
- We actively support social inclusion and connection
- We are accountable for our behaviour

### Humour

- Our humour enables us to express how we feel.
- We like to laugh, bringing smiles to other people
- We use humour to build connections and create a positive experience for everyone

### Love of Learning

- We love learning about new things.
- We believe there is always an opportunity to learn
- We learn from each other

### Social Intelligence

- We are mindful of people's feelings
- We know what to do to put others at ease
- We are kind, compassionate and look for the best in each other

### Teamwork

- When we all contribute, we excel
- We look out for each other
- We play to each other's strengths
- We work with our community

## Our Approach

- We put people first
- Pay it forward
- Follow up and reciprocate good deeds
- Help each other grow
- Share our stories and learn from each other
- Share ideas freely
- Quick little steps
- Give new things a go
- Momentum not perfection
- Encourage each other to take calculated risks
- Build confidence and resilience by working to our strengths
- Encourage authentic and courageous conversations
- Embrace the opportunity to learn when, things don't go as planned
- Acknowledge our partners
- Celebrate success

## 1. Introduction

CCL plays 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, strengthen communities. The Facilities Development Plan connects directly to key strategies in the Library Plan 2019–2023 specifically:

- 1.1 Create accessible physical and virtual spaces which inspire our community
- 3.2 Increased investment in new infrastructure and services that support our community

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 Plan provides an overview of the Council assets used by Casey Cardinia Libraries (CCL) and articulates the immediate and long-term renewal program for the network. It also identifies the need for new and refurbished library facilities in the region.

CCL welcomes the opportunity to work in partnership with Member Councils and the State Government to further develop planning for public library facilities as a critical part of infrastructure for existing and emerging communities

## 2. Regional Overview

CCL is one of Victoria's largest public library services. We support a rapidly growing and diverse community of nearly 450,000 people which is growing at 4.5% per annum. Forecasts estimate that the population in the City of Casey and Cardinia Shire councils will exceed 650,000 within the next twenty years.

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



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.

In October 2019 Casey Cardinia Libraries had more than 130,000 members, in 2018 – 2019 made over 2.6 million loans (physical and digital) and received more than 2.2 million visits (physical and virtual).

CCL services are not keeping pace with population growth, which is largely occurring in areas where we do not have an easily accessible library physical service for example Clyde, Cranbourne West and Officer.

Our people, our buildings and collection are very popular with the people who do access our services, but we are running at full capacity without meeting the needs of people who find it hard to get to our libraries.

CCL is a high profile and popular service; however, we are not keeping pace with population growth, which is largely occurring in areas where we do not have an easily accessible library physical service for example Clyde, Cranbourne West and Officer.

The use of library spaces as 'community loungerooms' and places of social connection continues to grow in importance – and this is particularly important for emerging communities in our growth corridors. This is not measured in CCL's leading key performance indicators, however.

Without increased investment in new library services, it is anticipated that membership and visits will grow slowly, and borrowing of physical items will remain stable, while library users continue to explore different ways of consuming information including eBooks and Audio Books.

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.

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, educational opportunities for all ages and promote social harmony.

### 3. Roles, Responsibilities and Funding Opportunities

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.

CCL have a responsibility to ensure that assets are appropriately managed and recorded.

Future development of libraries in the region is dependent on co-operative investment from City of Casey, Cardinia Shire Council and State Government.

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 regional assets (Growing Suburbs) and applying funds gathered through developer contributions.

CCL seeks a partnership approach to the development and maintenance of library facilities. We are tenants in Council owned buildings, but we can add significant value by being prepared to work collaboratively to support Member Council priorities including improved sustainability.

A recent example of positive collaboration has been the development of the tender specifications for the new Cardinia Mobile Service. Council officers with relevant expertise in tender design have worked closely with library staff to develop specifications that will deliver best value and a much-improved mobile service that community and staff can enjoy for years to come.

Libraries are integrated into City of Casey's Community Facilities Framework. CCL is working with Council to deliver high quality library facilities under three key areas – Planning; Design; and Access. This document provides population-based triggers for library facilities in growth areas.

CCL's Library plan is cited as a key reference in Cardinia Shire's Liveability Plan, and CCL has ongoing involvement in the implementation of this plan:

Liveability policy domains: Education

- 2.1 Planning for education and training facilities which meet the diverse needs of a growing population.
- 2.2 Advocating for and facilitating improved access and opportunities for continuous learning.
- 2.3 Supporting early childhood education centres and schools to be healthy places for children and young people to learn.
- 2.4 Promoting learning through nature, arts and cultural experiences.

## 4. Strategic Considerations

### Challenges and Opportunities for Casey Cardinia Libraries

#### Budgets and Funding

The ongoing support and commitment of City of Casey, Cardinia Shire and State Government are critical to our success. We also need to seek new partnerships with business and community that generate revenue and create efficiencies eg Federation University. CCL continues to work closely with both Member councils to ensure we can continue to meet community needs efficiently.

#### Case Study

CCL has entered into a Memorandum of Understanding with Federation University to create dedicated study spaces in our library network that will enhance the visitor experience.

### 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.

There is a pressing need for new library services in growth hotspots including Officer, Clyde and Cranbourne West.

### Technology

There is unprecedented change in the way we 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 will see continued growth in uptake of digital resources.

### 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 work with the Sustainability teams of both Member Councils in order to meet these commitments.

CCL have committed to the following actions: waste reduction, responsible purchasing, travel efficiencies, equipment purchase and usage, sharing information, using sustainable energy, understanding our buildings and facilities and inspiring/engaging others.

### Policy

There is plenty of evidence that placing libraries in the heart of developing communities is good practice, but there is no formal policy trigger within State or Local Government for the establishment of new libraries in Victoria.

This means that new and growing communities in the Casey Cardinia are at risk of missing out on the library services that they deserve.

### 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.

## 5. Objectives and Desired Outcomes

CCL Library Plan Reference	Objectives	Desired Outcomes
<ul style="list-style-type: none"> <li>1.1 Create accessible physical and virtual spaces which inspire our community</li> </ul>	<ul style="list-style-type: none"> <li>Develop 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>People visit our libraries and are happier for it</li> <li>Increased library visitation and engagement (physical and digital)</li> <li>Strong attendance at programs and events</li> </ul>
<ul style="list-style-type: none"> <li>3.2 Increased investment in new infrastructure and services that support our community</li> </ul>	<ul style="list-style-type: none"> <li>Develop agreed process for refurbishment and replacement of Council owned assets under the management of CCL.</li> </ul>	<ul style="list-style-type: none"> <li>New libraries in target communities (Officer, Clyde and Cranbourne)</li> <li>Cost of library service per capita remains stable</li> <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>3.2 Increased investment in new infrastructure and services that support our community</li> </ul>	<ul style="list-style-type: none"> <li>Ensure timely and cost-efficient maintenance, replacement and/ or refurbishment of Council owned assets.</li> </ul>	<ul style="list-style-type: none"> <li>Timely and cost-efficient maintenance, replacement and/ or refurbishment of Council owned assets.</li> </ul>
<ul style="list-style-type: none"> <li>1.1 Create accessible physical and virtual spaces which inspire our community</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> <li>Increased library visitation and engagement (physical and digital)</li> </ul>
<ul style="list-style-type: none"> <li>1.1 Create accessible physical and virtual spaces which inspire our community</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>People visit our libraries and are happier for it</li> <li>Increased community satisfaction with the physical spaces provided by CCL.</li> </ul>
<ul style="list-style-type: none"> <li>3.2 Increased investment in new infrastructure and services that support our community</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 carpark meet the needs of users</li> <li>Public transport services are promoted and improved.</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 8,500 visitors per week.



#### Strategic Considerations

Enhancing the library spaces to continuously improve the Customer Experience and align with goals in City of Casey's (Bunjil Place) Visitor Experience Strategy.

#### Priorities

- Furniture renewal (annual requirements)
- Internal painting (annual touch ups)
- Acoustic treatments to enhance study areas
- User-experience technology
- Improved accessibility – physical access to returns chutes, lending collections
- Increased display shelving



### 6.2 Cardinia Mobile Library

The Mobile Library is the busiest in Victoria and services approximately 1,000 people per week. It visits 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.



#### Strategic Considerations

Cardinia Shire received funding through the Living Libraries Infrastructure Program, and a new truck and trailer will be delivered in November 2019.

#### Priorities

- Ongoing assessment of community needs and timetable adjustments
- Regular vehicle maintenance
- Livery (external wrap) of new vehicle to be redesigned and replaced by November 2024
- Internal furniture and fittings renewal as required
- Technology upgrades (review annually) to improve Wi-Fi access.

### 6.3 Cranbourne Library

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

In 2018, it received a makeover as a result of a small Living Libraries Infrastructure Grant resulting in a brighter more accessible service.



#### 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.

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

Federation University identified that the largest proportion of students attending the Berwick campus reside in Cranbourne and surrounding suburbs. As part of a wider MOU with CCL, the University sponsored a study zone in the library to enable students to study locally and connect with lifelong learning opportunities.

A new library has been discussed as part of the Casey Complex Urban Design Framework – CCL have advocated for the new library to be located in the heart of the precinct in close proximity to the new Cranbourne South train station.

Both now and in the future, work needs to be done to create strong visual linkages with other key recreational assets in the precinct.

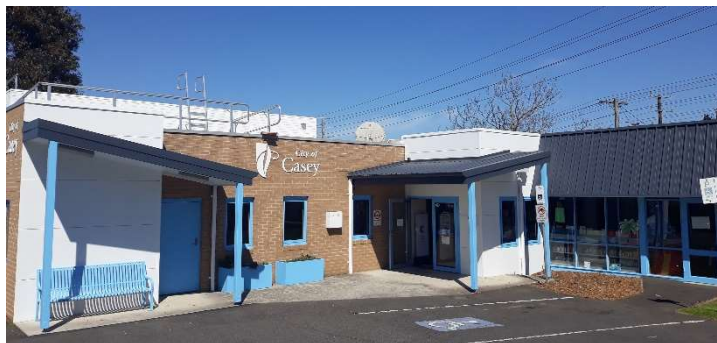
#### Priorities

- Air-conditioning – Improve even temperature distribution throughout public and staff work areas
- Water leaks – Rectify ongoing leaks in building and any related damp/mould/flooding issues
- Remove old games console cabinetry to allow for more study space
- Install blind in foyer windows
- Update display solutions for community information (including removal of outdated noticeboards)
- Improve charging facilities for game controllers to keep pace with community usage
- Update study facilities in Young Adult zone
- Renew external Returns chutes
- Relocate to a new purpose-built library designed to meet growing demand for services

## 6.4 Doveton Library

Doveton Library is in 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.

### Strategic Considerations

The community have embraced the extended opening hours and visitation has grown significantly to nearly 1,200 visits per week.

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.

City of Casey are also considering a collaborative arrangement with Doveton College and their library as part of the Doveton Aquatic Centre Master Plan process.

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



### Priorities

- Additional power and data points to facilitate community access to internet and fixed computers
- Replace lighting to ensure library collections and lounge spaces are well-lit (current lighting is patchy and inconsistent)
- Planning and design to commence for new Autumn Place library
- New library to be constructed as a part of Autumn Place Hub.



## 6.5 Emerald Library

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

The library, sports facilities and new Hills Hub (community multi-use facility) forms a community precinct which services residents of the Emerald and surrounding suburbs. Precinct works include a new reading garden at the main entrance.



Cardinia Shire have recognised the need to renew the library exterior cladding and internal layout to bring it up to the standard of the Hub and sports pavilion.

A proposal has been submitted to the Living Libraries Infrastructure grants program. If successful, the library foyer, external cladding, amenities, circulation desk and children's areas will be redeveloped.

Federation University have committed to funding new (branded) study furniture for the library in 2020.

### Priorities

- Precinct signage and presence for library at street view (the new Hub obscures the library from street view)
- Upgrade the foyer furniture – the space is heavily used by visitors (mostly teens) as additional lounge/meeting space
- Upgrade public amenities
- Install staff amenity
- Reduce circulation desk footprint
- Create new children's library in existing meeting room
- Convert current small children's area to additional study space (furniture to be supplied by Federation University)
- Improved lighting in the lower carpark
- Renewal of the children's playground to the east of the library



## 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.

### Strategic Considerations

The library works with other precinct partners to activate the 'Town Square' (central outdoor spaces, currently under redevelopment).

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.

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

Library patrons often request silent study areas; however, the library is open plan with a sunroom without partitions to section it off as a meeting room or quiet study area.

There is an opportunity to leverage the newly constructed plaza to extend the library's footprint into the open area through innovative programming and outdoor furniture.

### Priorities

- Renewal of public amenities
- The physical link between the Endeavour Hills Shopping Centre and the library needs to be enhanced (accessible footpaths)
- Reduce the size of the customer service desk and make space for Young Adult section
- New colour scheme internally and externally
- Create Silent Study zone (section off an area of the library with acoustic treatments, or create a closed area)
- 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.

### 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 or redeveloped library as part of the [Hampton Park Community Precinct Masterplan](#), which will inform the need for refurbishment of the existing library. Currently, there is a lack of connection between the Library, Youth centre, and the shopping precinct.

A silent study area is often requested by community and is not available due to the current layout of the building.

CCL is working with the City of Casey Youth Centre to access their adjoining rooms when they are not using the space.

### Priorities

- Develop reading garden/outside space to extend current footprint (City of Casey seeking external funding to support)
- Upgrade public amenities
- Repainting – particularly foyer, also library meeting room
- Renew external Returns chute (and associated signage)
- External courtyard – relocate secure bin storage to enable courtyard to be used for program extension (outside meeting room)



## 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 and is 1,200 square metres in size.

### 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.

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.

### Priorities

- Internal painting in library, foyer and public amenities
- A retractable blind on the meeting room windows would enhance the presentation of the space
- Lighting in the foyer and toilets needs to be enhanced to make the spaces safer and more welcoming
- Upgrade Returns chute
- Activate library reading Garden by investing in high quality outdoor (fixed) furniture





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

CCL will work with the Member Councils on the 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, however community growth in Pakenham East and Nar Nar Goon may also point to new facilities.

### 7.1 Future Service Points

#### Clyde

A major suburban development will occur at Clyde/Clyde North in the next few years. This development is expected to include 13,923 residents by 2026 (increasing to 97,000 by 2041) and includes the normal range of retail/commercial and community facilities.

The Cardinia Creek South Precinct Structure Plan includes of community facilities along Alexander Boulevard. This precinct will ultimately support a residential community of approximately 10,450 dwellings and a population of around 29,250 people.

The City of Casey has identified a range of community facilities to be provided as part of the Clyde and Cardinia creek South developments. Included in this are potentially two new public library branches. A minimum of 1,200 square metres would be required in order to meet community need. Estimated costs for the fit out and ongoing operational costs for a 1,200 square metre library have been provided to the City of Casey.

#### Officer

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 1,800 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.

The proposed Hub included spaces for:

- Public library/shared TAFE library facility
- Collaborative learning spaces
- Youth program areas
- Display/function spaces
- Café



- Flexible office spaces
- Quiet study spaces
- Learning spaces.

Council is considering options to deliver library services from the existing Shire offices as a short-term strategy. This would help to build patterns of visitation ahead of the Community Hub and precinct development.

#### Toomah Community Centre

Toomah Community Centre is a contemporary building located next to the Cardinia Railway Station. It is operated by Windermere on behalf of Cardinia Shire Council. 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

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).

Cardinia Shire and Windermere staff see an opportunity to boost visitation and engagement in the Centre by implementing library services. Capital investment would be required for a small browsing collection, physical borrowing collections, lounge furniture and required ICT hardware.

#### Cranbourne West Community Centre

Cranbourne West Community Centre is due for completion in 2020. It will service a growing community catchment of up to 18,000 people. City of Casey and CCL staff have identified opportunities to up-skill a shared team of staff to be able to deliver both library and community programs in the centre. A minimal capital investment would be required to fit out shelving for a small browsing collection, physical borrowing collections, lounge furniture and required ICT hardware.

## 8. Conclusions and Recommendations

The way our community 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 have short term needs which include a sharper focus on maintenance and presentation of existing assets.

We also need to be judicious in the way we plan the development of new assets. Member Councils appreciate of 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 of new libraries in the region. There is a pressing need for new libraries in Officer and Clyde.

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.

CCL will continue to work with Member Councils to develop our library network in a way that meets the growing needs of our community, while maximising the return on investment.

## 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)

## Appendix 2 – Ongoing Building Maintenance Requirements

	Cardinia Mobile	Cranbourne	Doveton	Emerald	Endeavour Hills	Hampton Park	Bunjil Place	Pakenham
Carpeting steam Cleaning <ul style="list-style-type: none"> <li>Branches annually</li> <li>Mobile quarterly</li> </ul>	✓	✓	✓	✓	✓	✓	✓	✓
Air-conditioning Maintenance	✓	✓	✓	✓	✓	✓	✓	✓
Meeting, Task and Lounge Chairs cleaned	✓	✓	✓	✓	✓	✓	✓	✓
Interior Window Cleaning every 2 months	✓	✓	✓	✓	✓	✓	✓	✓
Automated Electronic doors maintenance	✓	✓	✓	✓	✓	✓	✓	✓
External Windows	✓	✓	✓	✓	✓	✓	✓	✓
Building walls to be cleaned and de-cobweb annually		✓	✓	✓	✓	✓	✓	✓
Gutters/ roofs checked and cleared annually		✓	✓	✓	✓	✓	✓	✓
Gardens /Landscapes maintained regularly		✓	✓	✓	✓	✓	✓	✓
Storm Drains checked and cleared annually		✓	✓	✓	✓	✓	✓	✓
Routine Mechanical Maintenance	✓							
Maintenance of Mobile sites	✓							

CC44/2019

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.*

#### Security Review and LMNTRX (Library Plan Reference 1.2, 1.3 1.4, 4.3 and 5.3)

Our security review recently identified five user account credentials that were being sold on the dark web. Three of the credentials were inactive, but two were live. Disaster recovery process had these accounts changed instantly and the staff members walked through the breach to ensure their new credentials remain secure.

Post reviews (digital autopsy) has found that although these credentials were compromised, no data or information was accessed or leaked. Access attempts made outside of Victoria were geo-blocked natively by our security and resolved automatically.

In light of this breach, we have reminded staff of digital security practices and connected them again to our internal learning management system (LITMOS) training material on digital security. This will be followed up with further proactive security testing frameworks to ensure system compromises are mitigated, identified and remediated where possible.

### Infrastructure

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

#### Code Club and Public Event Laptops (Library Plan Reference 1.2 and 1.3)

Over the past two months we have been configuring a new standard operating environment (SoE) for our new set of public event laptops. Each branch now has a dedicated set of ten laptops each. These will be used to run a range of digital access events, like kid's code clubs, adult digital literacy and so much more.

These new devices bring a range of new options over and above our current event requirements whilst adding new features like touchscreens, 360 conversions and improved performance – for the more advanced programs and events we have been wanting to run but couldn't.

Increasing our fleet from 30 to 70 empowers every branch to run more and a variety of programs. Previously programs were limited in frequency to allow time to transport the laptops between branches, restricting and limiting attendance that tended to be booked out. Our staff are now able to deliver more programs to our community.

## 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.*

## Power Platform (Library Plan Reference 1.2, 1.3, 3.1, 4.1, 4.3 and 5.2)

Over the past two years we have been working towards centralising our business intelligence into one system. Starting with our Office 365 migration in 2017, then the adoption of Flow (now Power Automate) and PowerApps in 2018. To now the centralisation of data collection and reporting to our Power BI platform (supported by Azure hosted SQL data storage).

This transition to Power BI platform will be slow, our intention will be the first of its kind in Victoria – second in Australia, only behind the state-wide push by the Tasmanian Libraries. This will bring data from all of our current data sources, over 20 currently identified reporting systems, and provide us with live operational data combined with state-of-the-art business intelligence tools and automation.

This process will also include the creation of new/custom data collection tools to empower us with greater insights into customer behaviour, empowering us to make more informed decision making around delivering community outcomes.

Our first data connections have been made with our people counting systems, enabling us to contextualise this data into more meaningful insights that has been used in determining desired opening hours based on activity and occupancy.

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## **RECOMMENDATIONS**

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

CC45/2019

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

### CCL Organisational Health Check (*Library Plan reference 5.1*)

The annual staff survey was conducted in September this year, before the Staff Development Day to help inform workshops on the day. The results demonstrate strong ownership of the organisations values across CCL and a shared commitment to upholding a positive work culture. It was also apparent that the Leadership Team have some work to do to ensure that their team mates can see them bringing the organisational values to life.

The response rate was very high, indicating a strong sense of engagement with the survey and the opportunity to express their views.

The survey results have been considered by the Leadership Team and actions are being worked on.

The survey has now run for four years giving the ability to track and compare staff feedback. For 2020 we will review the survey and change our methodology. A refreshed survey will provide opportunity to update questions, ensure relevancy and provide staff with expanded opportunities for qualitative feedback.

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

The theme of CCL's Annual Staff Development Day in October was "Libraries Change Lives". The CCL team listened to several guest speakers including Cardinia Shire CEO, Carol Jeffs and Abiola Ajetomobi from the Asylum Seeker Resource Centre. We also engaged in a team building exercise involving spaghetti and spent time working together on CCL's current Values and their meaning to us as a team.

The Leadership Team have gathered insights from open discussion with their team mates on what the Values and Guiding Behaviours mean to them. Below are our revised Values and Guiding Behaviours.

## VALUES

### Creativity

- Thinking of new ways to do things is crucial to our success
- We challenge the status quo, if we believe a better way is possible
- We cultivate creativity in others

### Fairness

- We treat people fairly and recognise them as individuals
- We do not let our personal feelings bias our decisions about others
- We actively support social inclusion and connection
- We are accountable for our behaviour

#### Humour

- Our humour enables us to express how we feel.
- We like to laugh, bringing smiles to other people
- We use humour to build connections and create a positive experience for everyone

#### Love of Learning

- We love learning about new things.
- We believe there is always an opportunity to learn
- We learn from each other

#### Social Intelligence

- We are mindful of people's feelings
- We know what to do to put others at ease
- We are kind, compassionate and look for the best in each other

#### Teamwork

- When we all contribute, we excel
- We look out for each other
- We play to each other's strengths
- We work with our community

#### OUR APPROACH

- We put people first
- Pay it forward
- Follow up and reciprocate good deeds
- Help each other grow
- Share our stories and learn from each other
- Share ideas freely
- Quick little steps
- Give new things a go
- Momentum not perfection
- Encourage each other to take calculated risks
- Build confidence and resilience by working to our strengths
- Encourage authentic and courageous conversations
- Embrace the opportunity to learn when, things don't go as planned
- Acknowledge our partners
- Celebrate success

CCL will continue to shape the way we work together as the service grows to meet the needs of our community. We will revisit the Values again as part of the development of the 2021 - 24 Library Plan.

CCL will change the date of the all staff workshop in 2020 so that there is no tension between branch closures and SWOTVAC. A change in location for Staff Development Day will also be considered.

#### Living Leadership (*Library Plan reference 5.2*)

The staff survey showed staff satisfaction from completing and skills learned from the program were high. There is still a cohort of over 25 staff who would like to participate in current Living Leadership program. This will be rolled out early 2020. CCL will then consider developing a new leadership/development program to offer staff in future years.



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

ASU, Staff and Management Representatives have been working through the current EA and log of claims. Majority of clauses of the EA have been discussed and agreed to in principle with a few outstanding clauses requiring further work.

Staff and ASU representatives are not prepared to commit to Quantum and Timing until clauses are finalised. Management Team are confident that bargaining will be completed by end December 2019. Due to Christmas leave, public holidays etc this will mean that the vote will be held at the end of January/early February 2020.

Management and Staff Representatives agreed to conduct the vote online through an agreed external provider.

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

Staff have participated in a range of training programs including: Return to Work Co-ordinator; Team Building; Managing Vicarious Trauma; Accidental Counsellor; Advocacy for Libraries; COSA (Sirsi Dynix User Conference); and Libraries Change Lives.

**Risk Management Plan** (*Library Plan reference 5.1 and 5.3*)

CCL have updated the Risk Management Plan (attached) and completed the quarterly Top Risk Register with minor changes.

Risk number	Risk Rating (after mitigation)	Identified Risk
1	7	Staff assaulted in library or on outreach visits ( <u>fatal</u> )
	7	Changes to government policy
2	6/7	Catastrophic event destroying a library
3	6	Data Security Breach or Cyber Attack
	6	Decline in revenue from funding partners
4	5	Failure to adhere to legal and regulatory compliance issues e.g. OH&S
	5	Legal claim or proceedings against CCL
	5	Bomb threats
	5	Staff assaulted in library or on outreach visits
	5	Unattended children in the library
	5	Accident in the library causing harm to patron/staff
	5	Legal claim or proceedings against CCL
	5	Disruption of the partnership between Cardinia Shire Council and the City of Casey
	5	Impact on cash flow if significant debtors delay payments
	5	Unanticipated calls on materials or finances

Note: Several of the risks have the same rating hence why there are more than 10 risks listed.

**RECOMMENDATIONS**

1. That the People and Culture Report be noted.
2. That the Risk Management Plan be noted.
3. That the Risk Management Assessment Quarterly Report be noted.



# Organisation Survey Results

## 2020

**Section 1 Demographics**

**Section 2 Values In Action**

**Section 3 Individual Perspective**

**Section 4 Organisational Perspective**

**Section 5 Future Perspective (Optimism)**

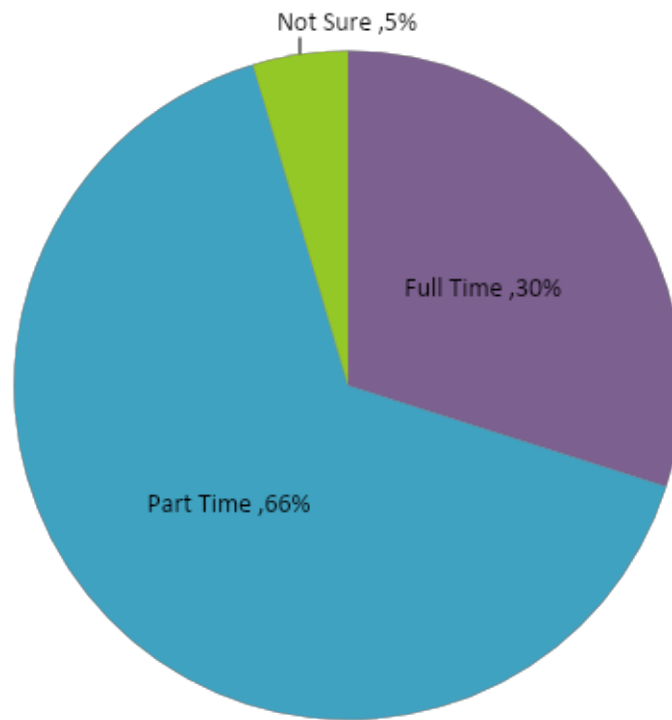
**Section 6 Living Leadership Program**

## **Section 1 Demographics**

### **Response Statistics**

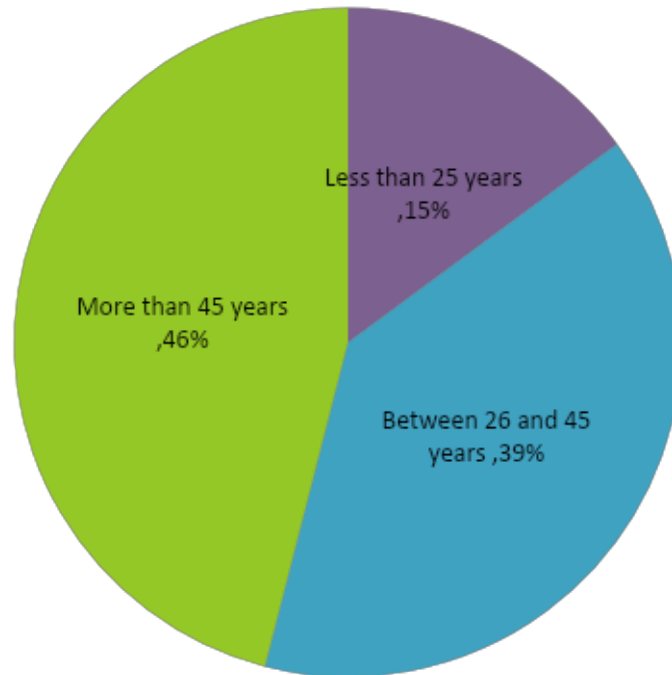
	Count	Percent
Complete	87	100
Partial	0	0
Disqualified	0	0
Totals	87	

## 1.What is your Employment Classification?



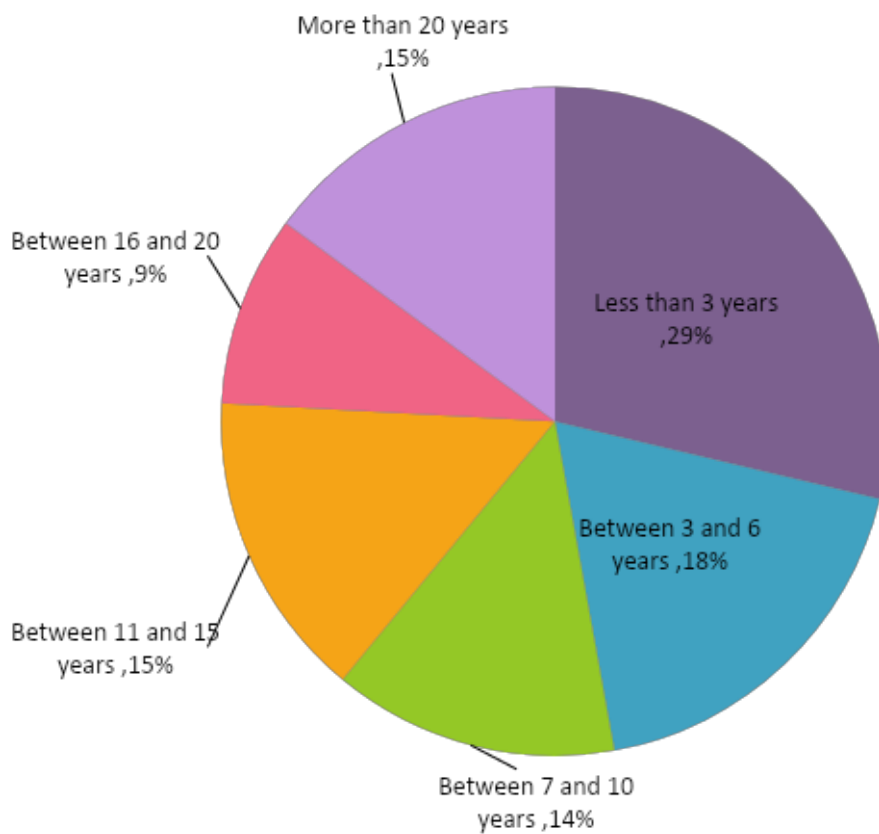
Value	Percent	Count
Full Time	29.9%	26
Part Time	65.5%	57
Not Sure	4.6%	4
	Totals	87

## 2.Please select the group that best represents your age



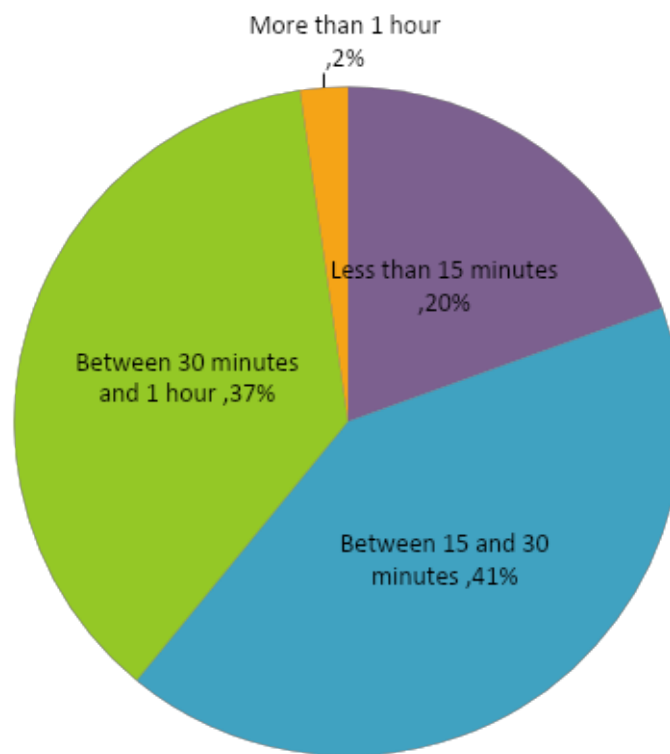
Value	Percent	Count
Less than 25 years	14.9%	13
Between 26 and 45 years	39.1%	34
More than 45 years	46.0%	40
	Totals	87

### 3. Please indicate the group that best represents your years of service



Value	Percent	Count
Less than 3 years	28.7%	25
Between 3 and 6 years	18.4%	16
Between 7 and 10 years	13.8%	12
Between 11 and 15 years	14.9%	13
Between 16 and 20 years	9.2%	8
More than 20 years	14.9%	13
	Totals	87

#### 4.How long is your commute to work from home?



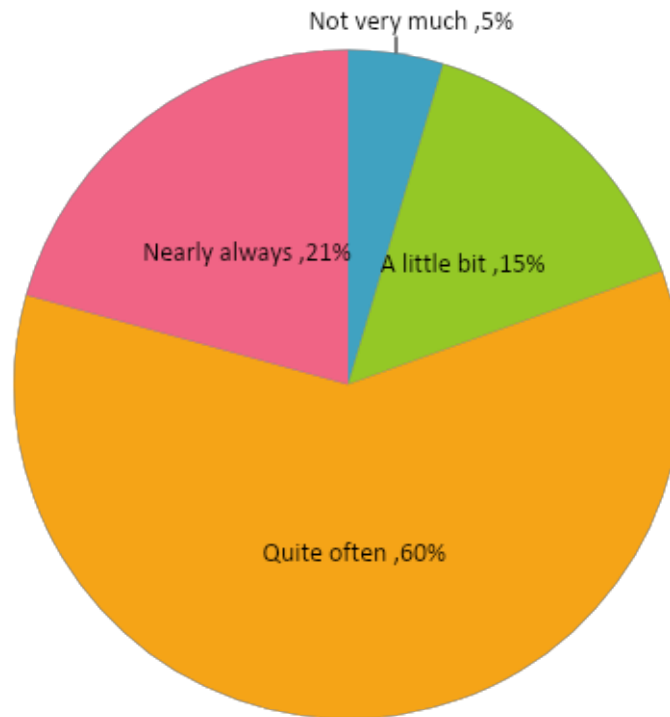
Value	Percent	Count
Less than 15 minutes	19.5%	17
Between 15 and 30 minutes	41.4%	36
Between 30 minutes and 1 hour	36.8%	32
More than 1 hour	2.3%	2
	Totals	87



## Section 2 Values In Action

### CREATIVITY

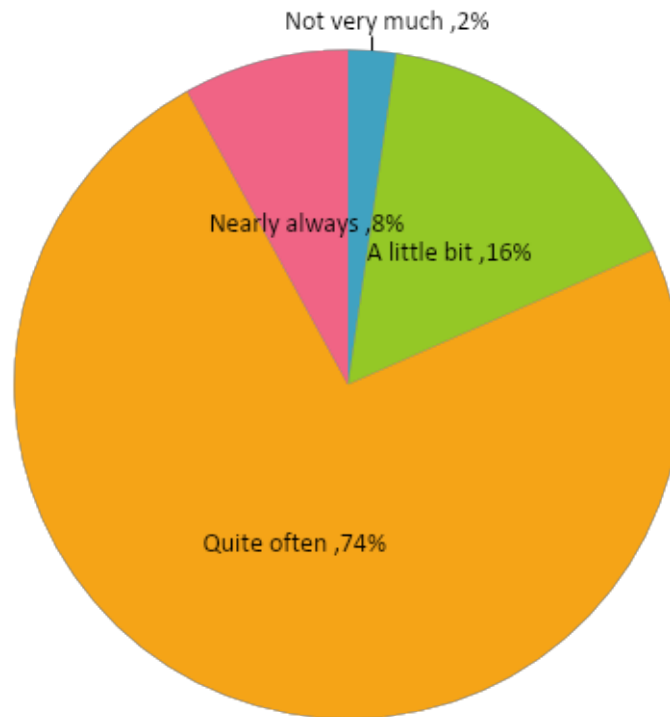
#### 5.How well do I live this value right now?



Value	Percent	Count
Not very much	4.6%	4
A little bit	14.9%	13
Quite often	59.8%	52
Nearly always	20.7%	18
	Totals	87

## CREATIVITY

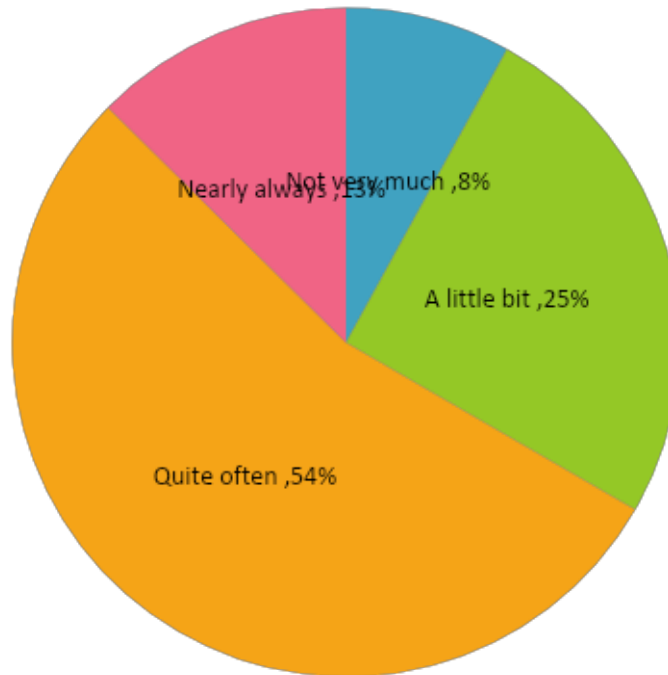
### 6.How well do others around me live this value right now?



Value	Percent	Count
Not very much	2.3%	2
A little bit	16.1%	14
Quite often	73.6%	64
Nearly always	8.0%	7
	Totals	87

## CREATIVITY

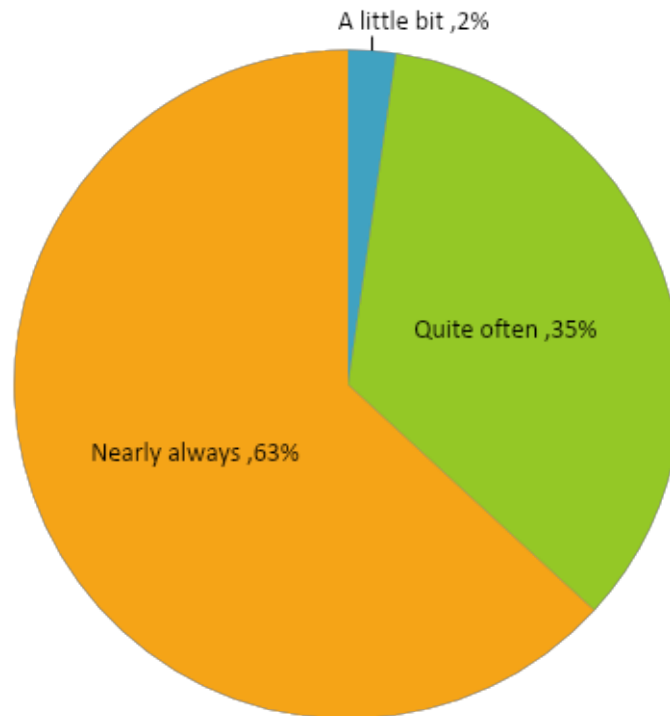
7.How well does the Leadership of the organisation live this value right now?



Value	Percent	Count
Not very much	8.0%	7
A little bit	25.3%	22
Quite often	54.0%	47
Nearly always	12.6%	11
	Totals	87

## TEAMWORK

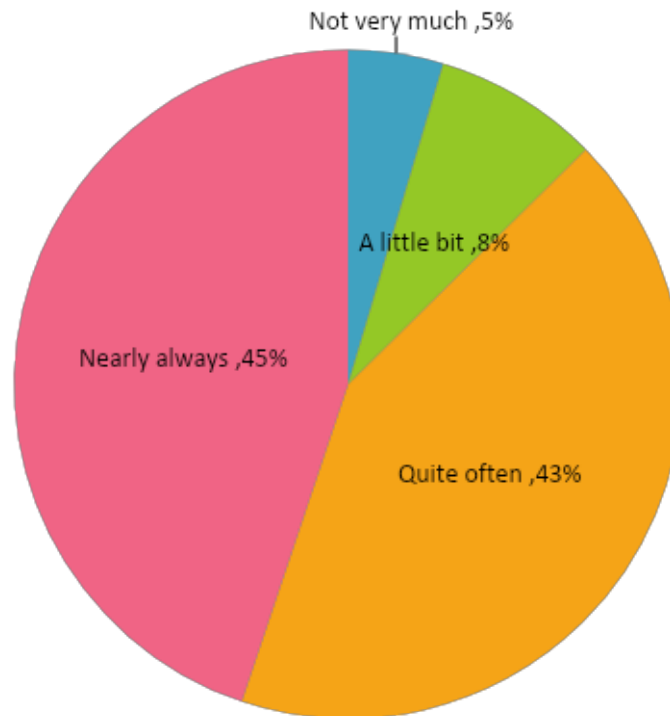
### 8.How well do I live this value right now?



Value	Percent	Count
A little bit	2.3%	2
Quite often	34.5%	30
Nearly always	63.2%	55
	Totals	87

## TEAMWORK

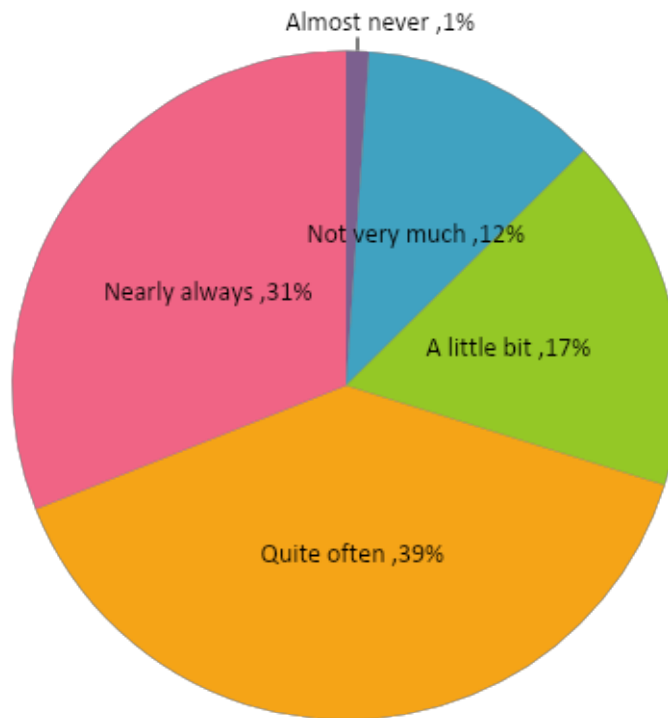
### 9.How well do others around me live this value right now?



Value	Percent	Count
Not very much	4.6%	4
A little bit	8.0%	7
Quite often	42.5%	37
Nearly always	44.8%	39
	Totals	87

## TEAMWORK

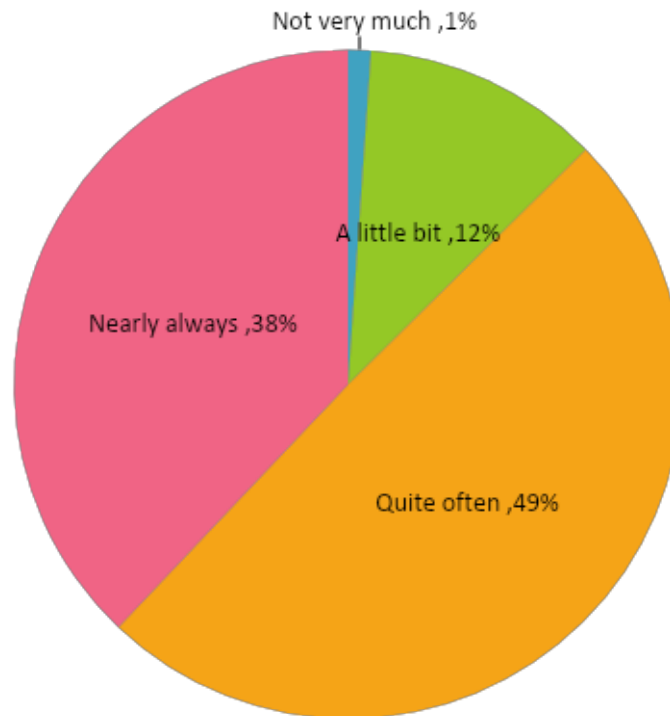
### 10.How well does the Leadership of the organisation live this value right now?



Value	Percent	Count
Almost never	1.1%	1
Not very much	11.5%	10
A little bit	17.2%	15
Quite often	39.1%	34
Nearly always	31.0%	27
	Totals	87

## LOVE OF LEARNING

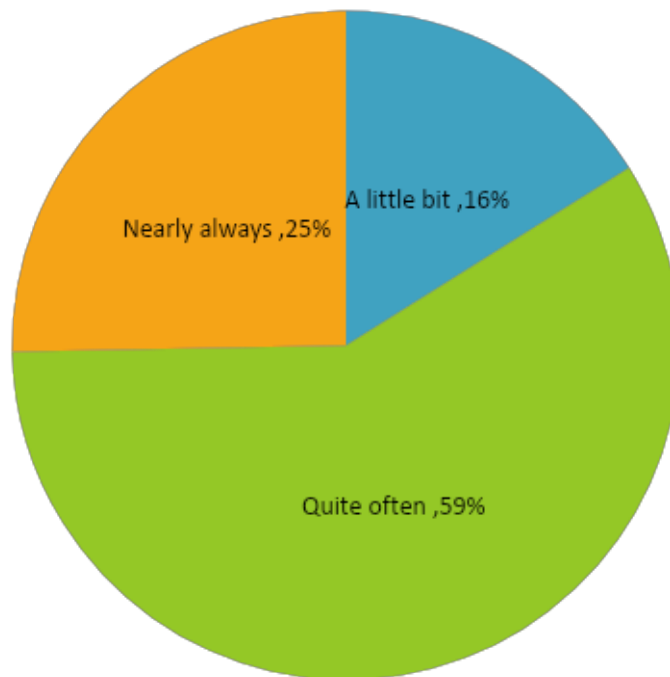
### 11.How well do I live this value right now?



Value	Percent	Count
Not very much	1.1%	1
A little bit	11.5%	10
Quite often	49.4%	43
Nearly always	37.9%	33
	Totals	87

## LOVE OF LEARNING

12.How well do others around me live this value right now?

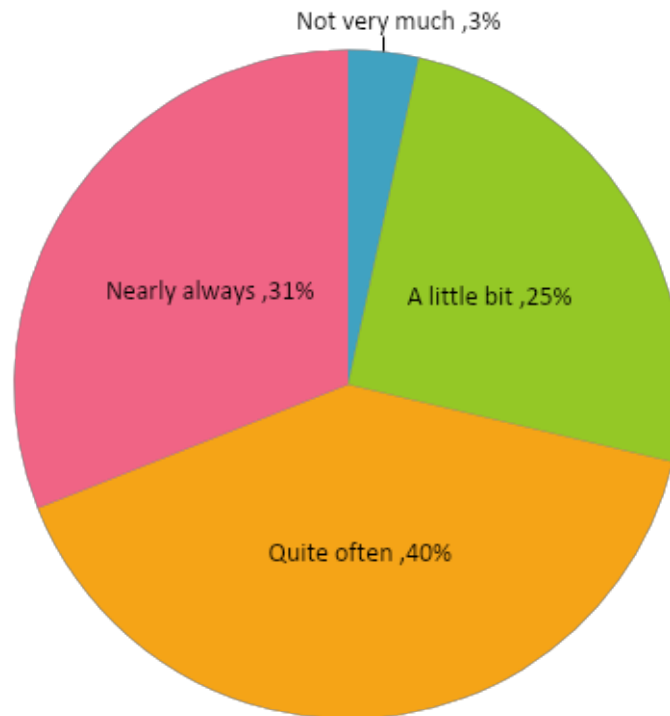


Value	Percent	Count
A little bit	16.1%	14
Quite often	58.6%	51
Nearly always	25.3%	22
	Totals	87



## LOVE OF LEARNING

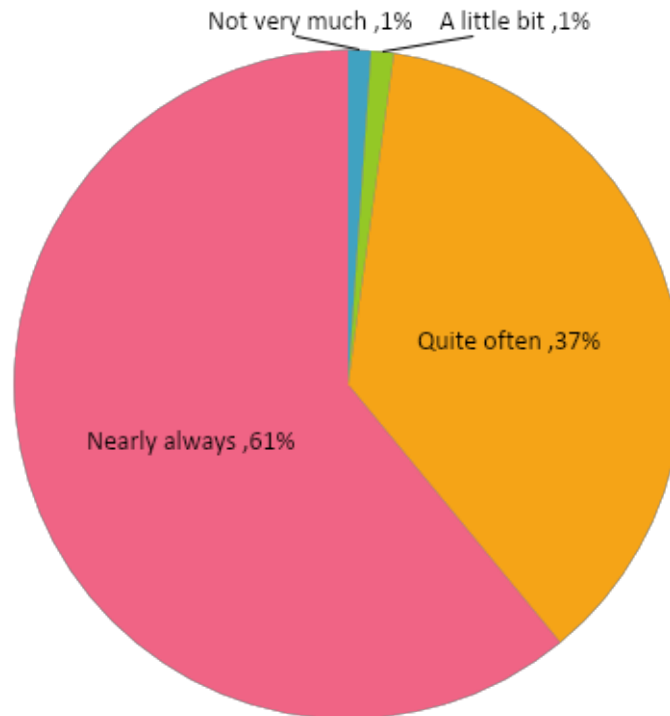
**13.How well does the Leadership of the organisation live this value right now?**



Value	Percent	Count
Not very much	3.4%	3
A little bit	25.3%	22
Quite often	40.2%	35
Nearly always	31.0%	27
	Totals	87

## FAIRNESS

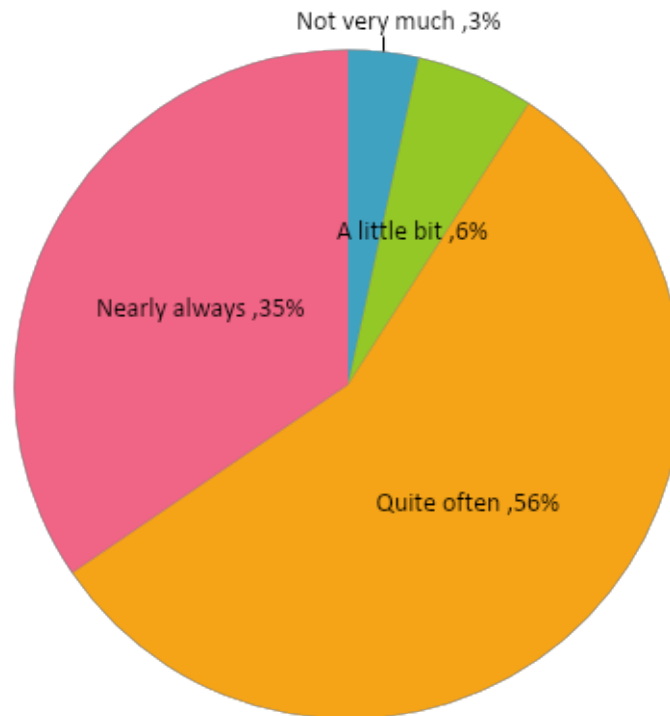
### 14.How well do I live this value right now?



Value	Percent	Count
Not very much	1.1%	1
A little bit	1.1%	1
Quite often	36.8%	32
Nearly always	60.9%	53
	Totals	87

## FAIRNESS

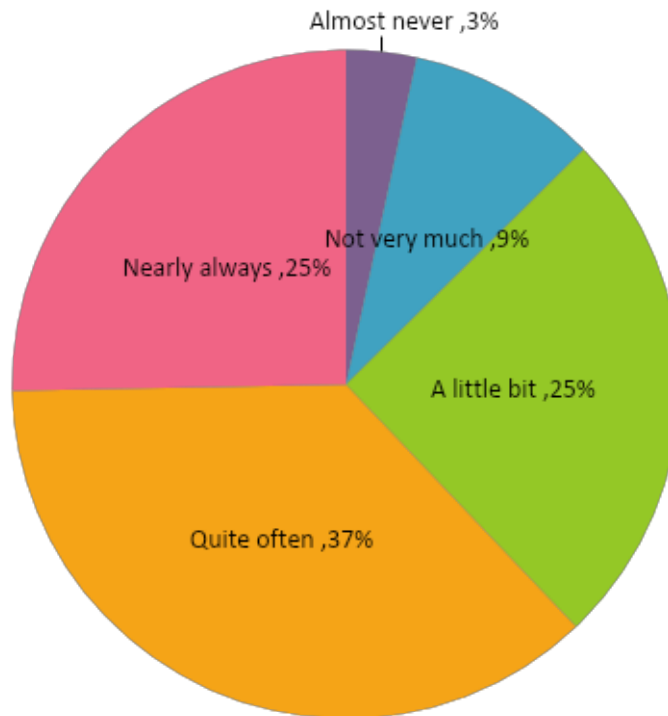
15.How well do others around me live this value right now?



Value	Percent	Count
Not very much	3.4%	3
A little bit	5.7%	5
Quite often	56.3%	49
Nearly always	34.5%	30
	Totals	87

## FAIRNESS

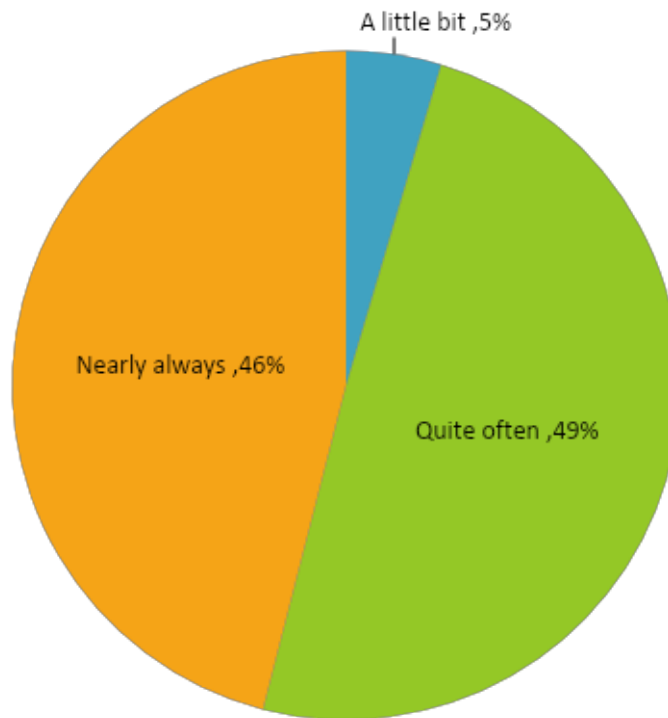
16.How well does the Leadership of the organisation live this value right now?



Value	Percent	Count
Almost never	3.4%	3
Not very much	9.2%	8
A little bit	25.3%	22
Quite often	36.8%	32
Nearly always	25.3%	22
	Totals	87

## SOCIAL INTELLIGENCE

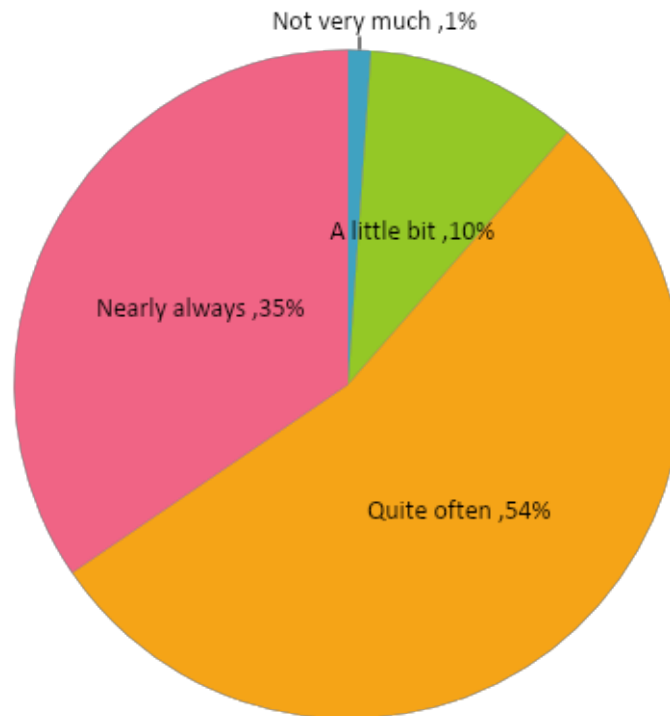
### 17.How well do I live this value right now?



Value	Percent	Count
A little bit	4.6%	4
Quite often	49.4%	43
Nearly always	46.0%	40
	Totals	87

## SOCIAL INTELLIGENCE

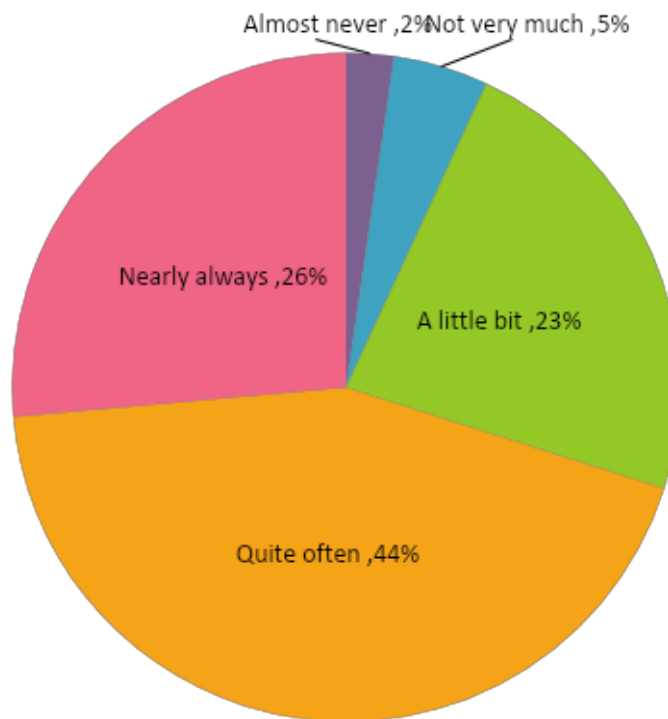
**18.How well do others around me live this value right now?**



Value	Percent	Count
Not very much	1.1%	1
A little bit	10.3%	9
Quite often	54.0%	47
Nearly always	34.5%	30
	Totals	87

## SOCIAL INTELLIGENCE

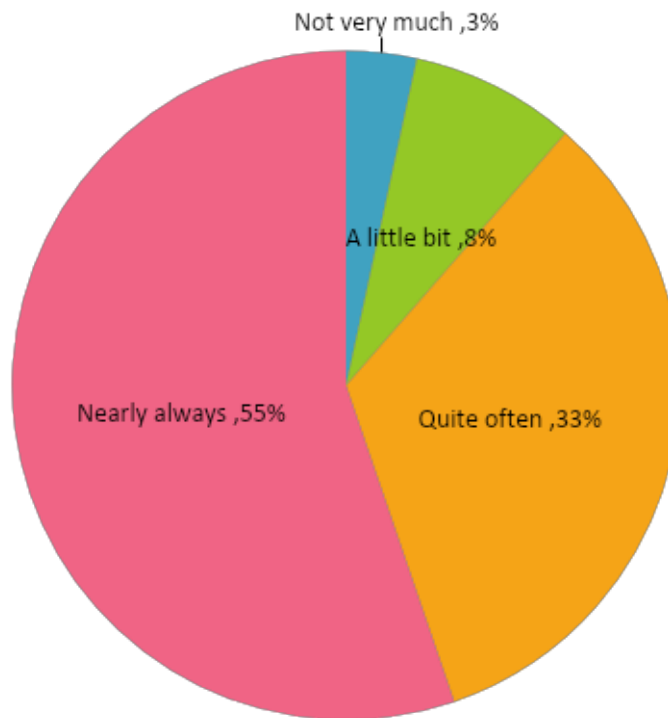
**19.How well does the Leadership of the organisation live this value right now?**



Value	Percent	Count
Almost never	2.3%	2
Not very much	4.6%	4
A little bit	23.0%	20
Quite often	43.7%	38
Nearly always	26.4%	23
	Totals	87

## HUMOUR

### 20.How well do I live this value right now?

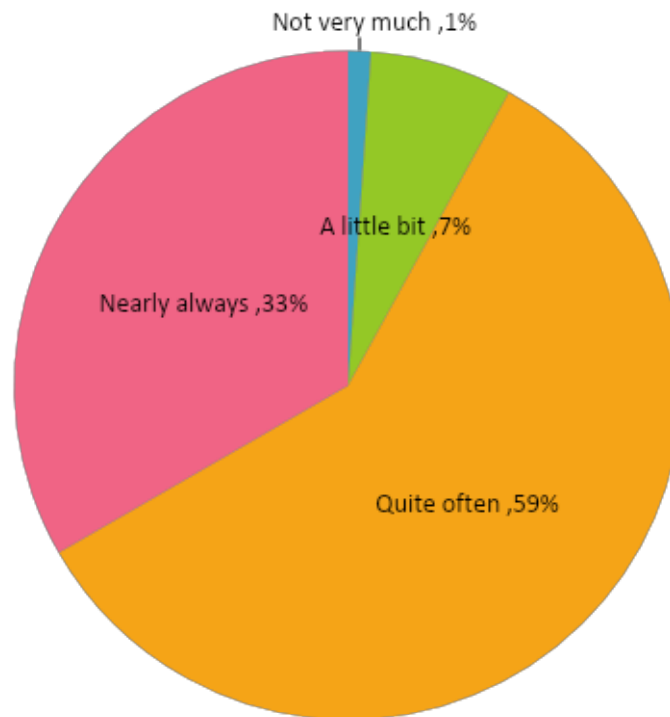


Value	Percent	Count
Not very much	3.4%	3
A little bit	8.0%	7
Quite often	33.3%	29
Nearly always	55.2%	48
	Totals	87



## HUMOUR

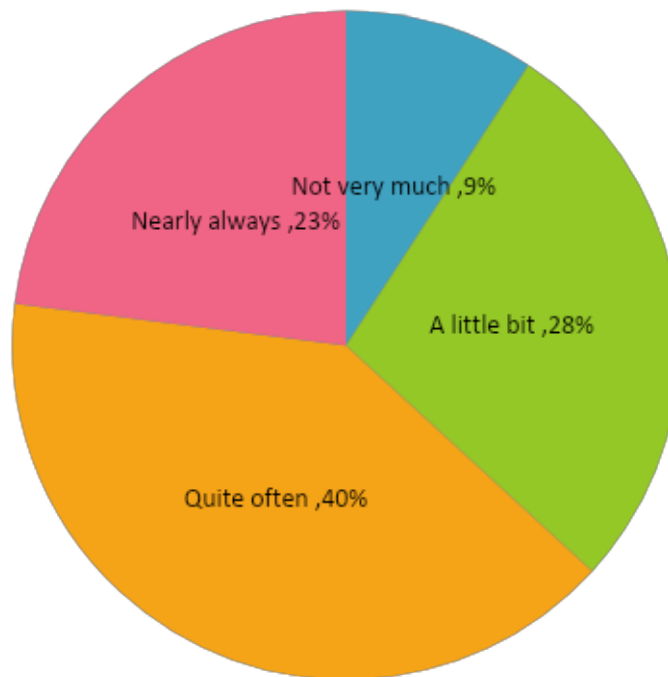
21.How well do others around me live this value right now?



Value	Percent	Count
Not very much	1.1%	1
A little bit	6.9%	6
Quite often	58.6%	51
Nearly always	33.3%	29
	Totals	87

## HUMOUR

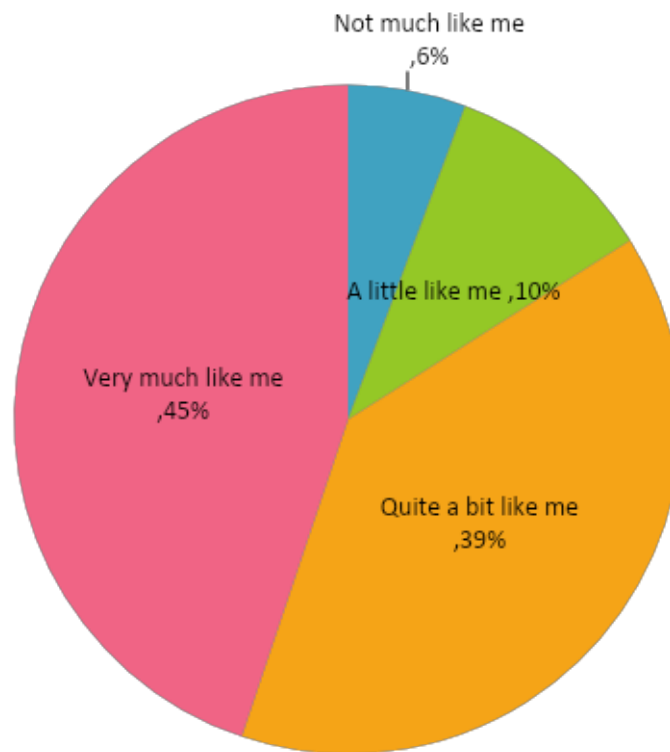
22.How well does the Leadership of the organisation live this value right now?



Value	Percent	Count
Not very much	9.2%	8
A little bit	27.6%	24
Quite often	40.2%	35
Nearly always	23.0%	20
	Totals	87

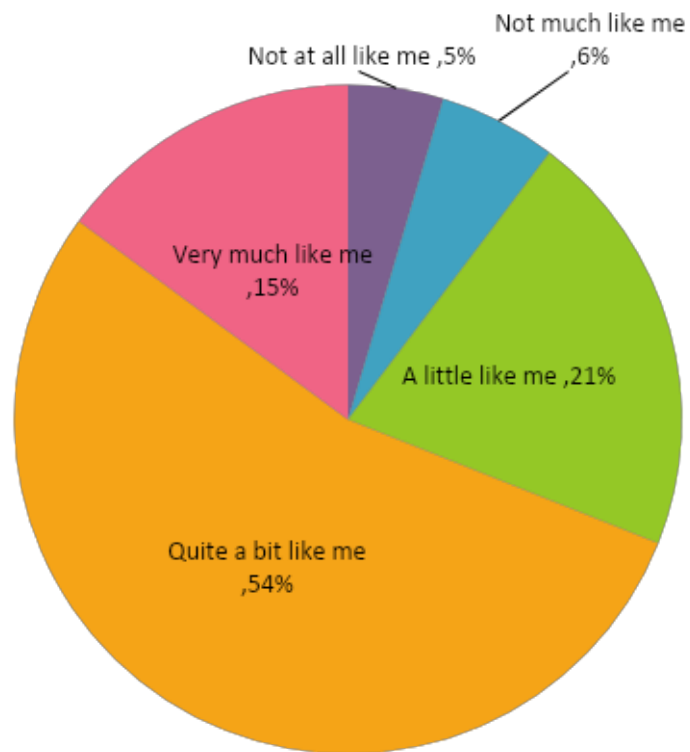
### Section 3 Individual Perspective

**23.Considering everything about my job, I am satisfied.**



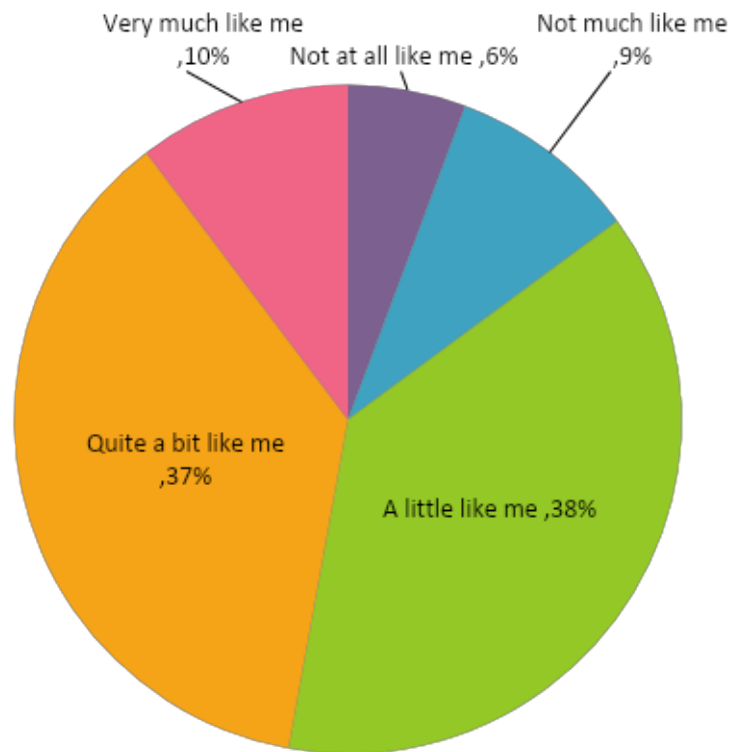
Value	Percent	Count
Not much like me	5.7%	5
A little like me	10.3%	9
Quite a bit like me	39.1%	34
Very much like me	44.8%	39
	Totals	87

## 24.I feel well informed about everything that is happening in my branch/team



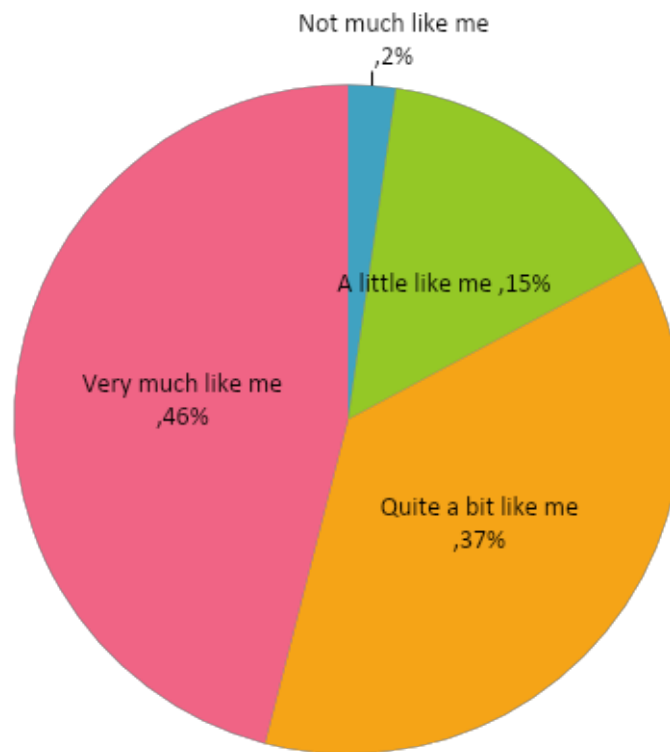
Value	Percent	Count
Not at all like me	4.6%	4
Not much like me	5.7%	5
A little like me	20.7%	18
Quite a bit like me	54.0%	47
Very much like me	14.9%	13
	Totals	87

**25.I feel well informed about everything that is happening in the organisation as a whole**



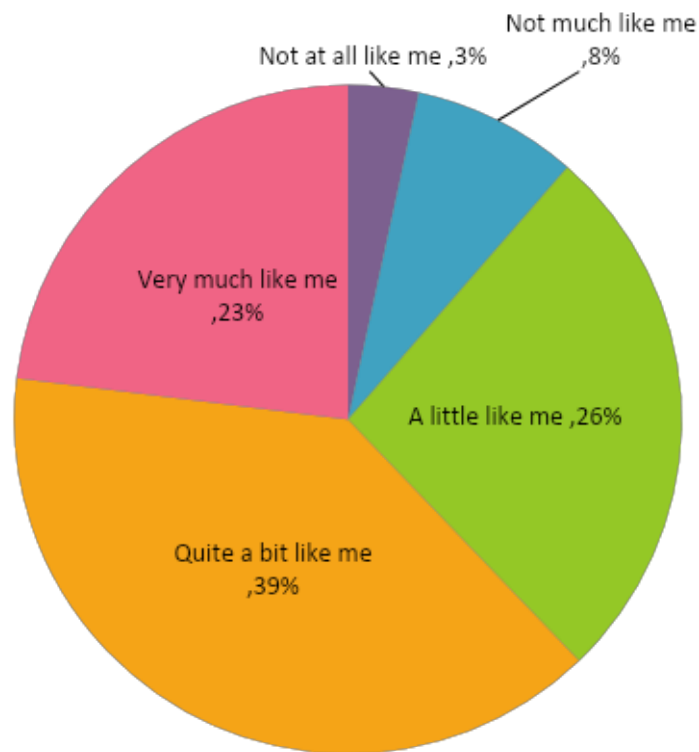
Value	Percent	Count
Not at all like me	5.7%	5
Not much like me	9.2%	8
A little like me	37.9%	33
Quite a bit like me	36.8%	32
Very much like me	10.3%	9
	Totals	87

## 26. When I am at work I feel like I make a difference to others



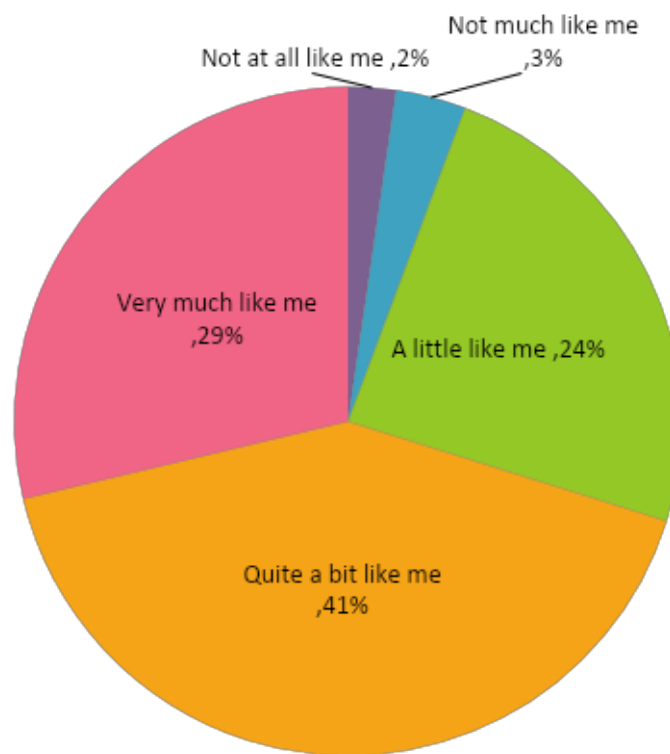
Value	Percent	Count
Not much like me	2.3%	2
A little like me	14.9%	13
Quite a bit like me	36.8%	32
Very much like me	46.0%	40
	Totals	87

## 27.I feel valued by my colleagues and by the organisation as a whole



Value	Percent	Count
Not at all like me	3.4%	3
Not much like me	8.0%	7
A little like me	26.4%	23
Quite a bit like me	39.1%	34
Very much like me	23.0%	20
	Totals	87

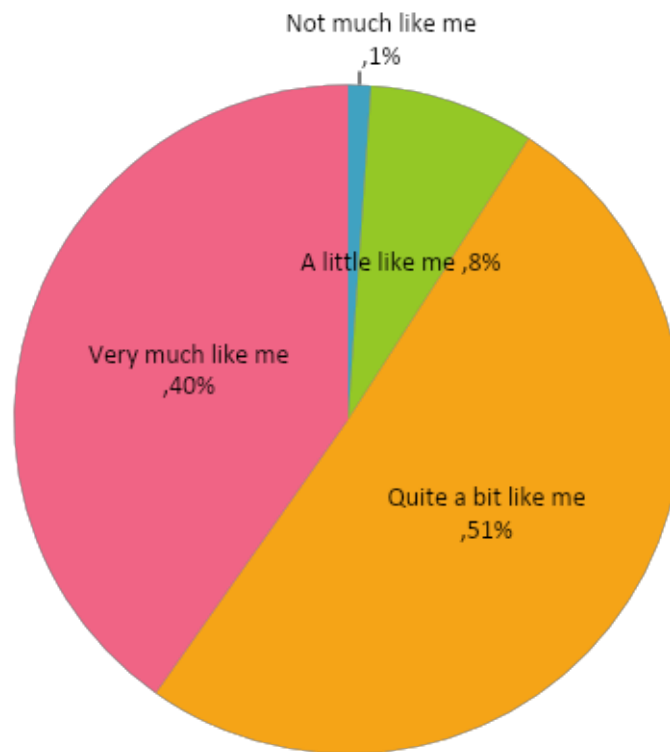
## 28.I feel like I get to play to my strengths at work



Value	Percent	Count
Not at all like me	2.3%	2
Not much like me	3.4%	3
A little like me	24.1%	21
Quite a bit like me	41.4%	36
Very much like me	28.7%	25
	Totals	87

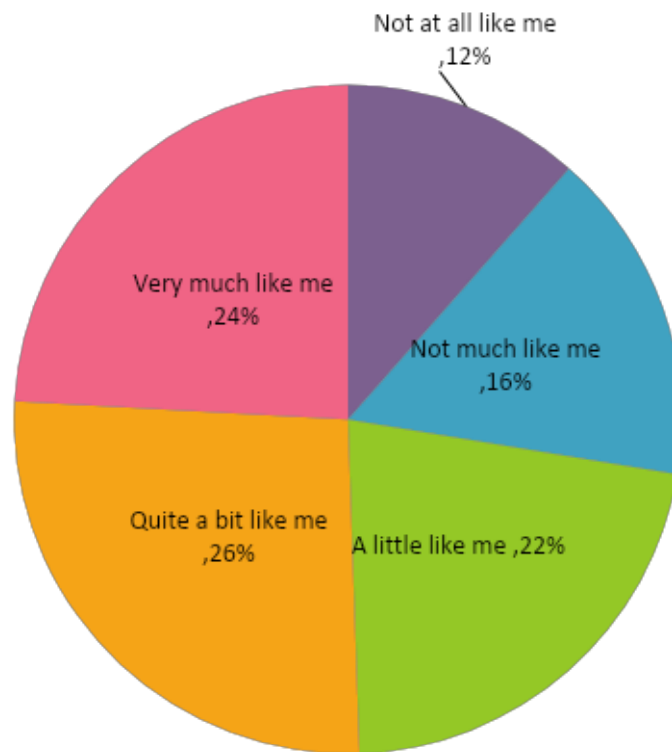


**29.I feel like I have enough skills and knowledge to do the job that is asked of me**



Value	Percent	Count
Not much like me	1.1%	1
A little like me	8.0%	7
Quite a bit like me	50.6%	44
Very much like me	40.2%	35
	Totals	87

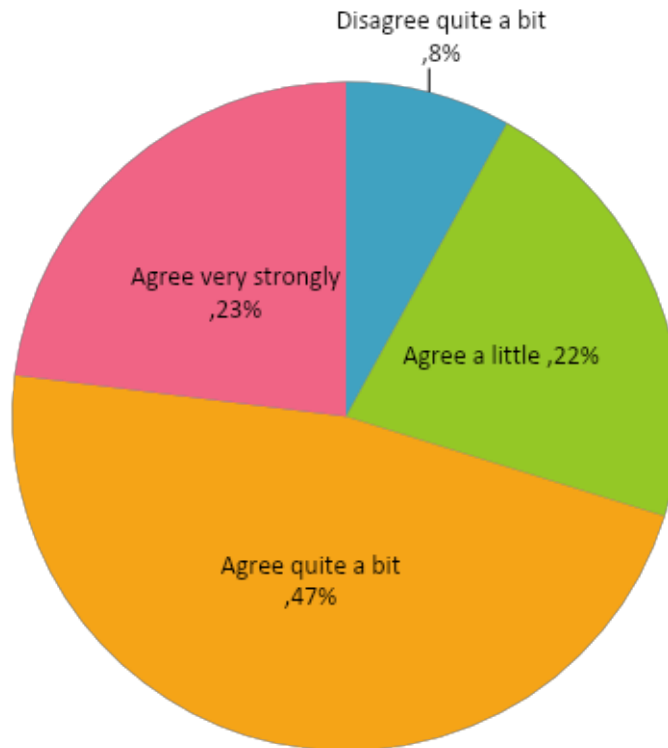
### 30.I feel like I am involved in the decision making in my branch/team



Value	Percent	Count
Not at all like me	11.5%	10
Not much like me	16.1%	14
A little like me	21.8%	19
Quite a bit like me	26.4%	23
Very much like me	24.1%	21
	Totals	87

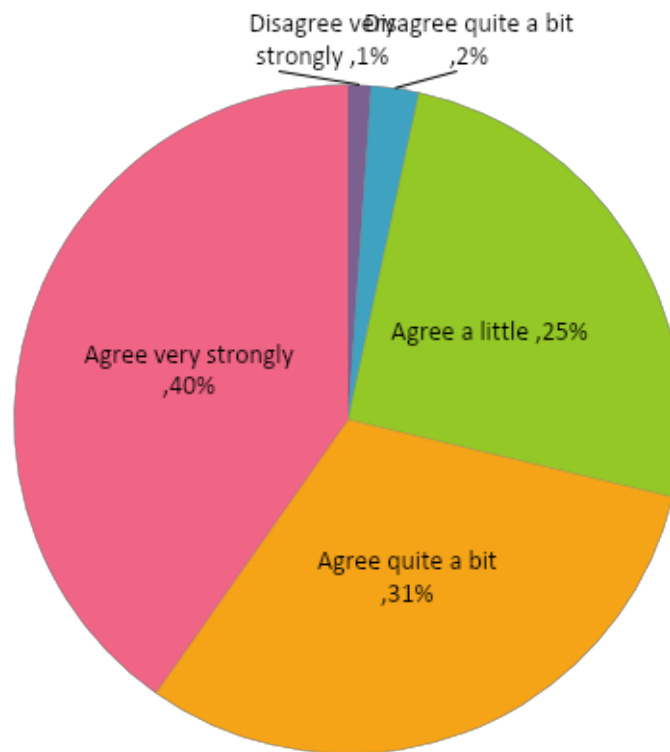
## Section 4 Organisational Perspective

### **31.The leadership has a clear strategy and plan for the organisation**



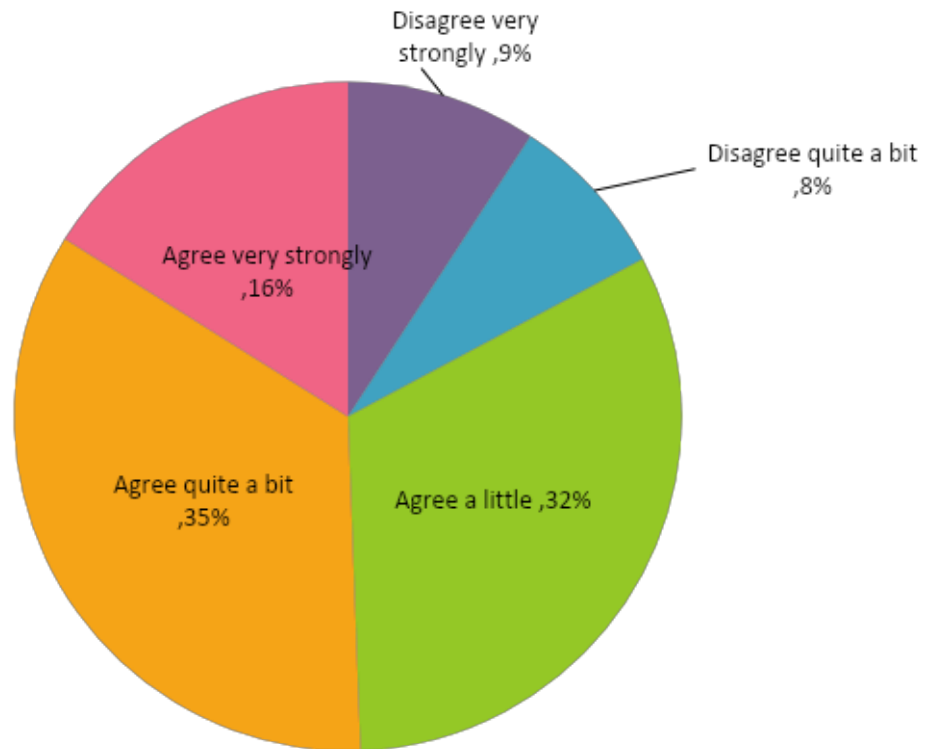
Value	Percent	Count
Disagree quite a bit	8.0%	7
Agree a little	21.8%	19
Agree quite a bit	47.1%	41
Agree very strongly	23.0%	20
	Totals	87

**32.The organisation is great to work for and I would recommend it to friends and people in my network**



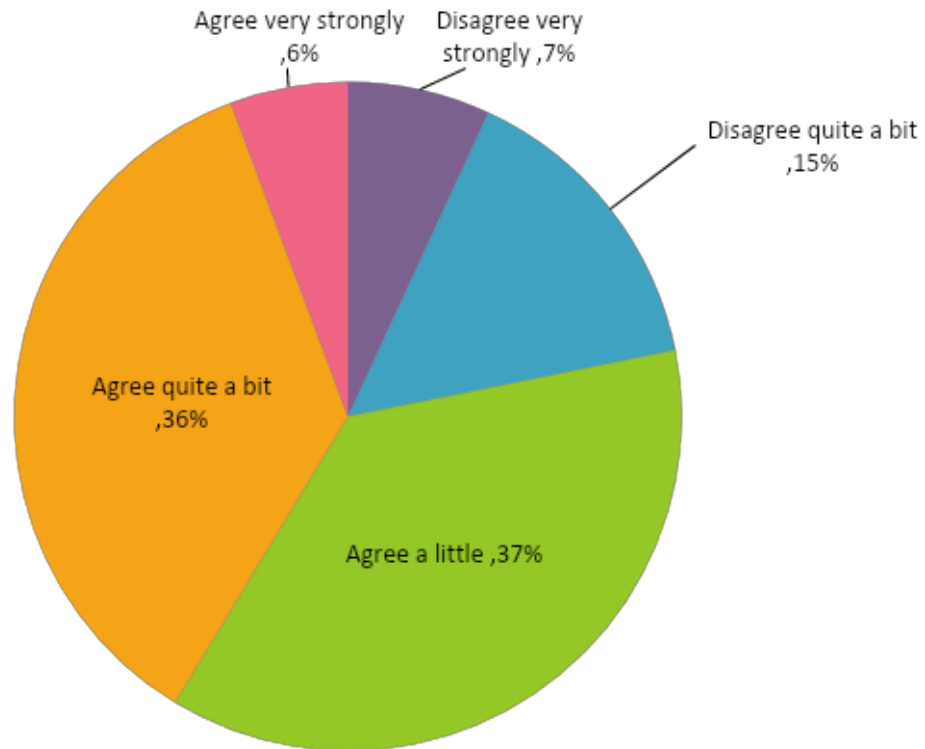
Value	Percent	Count
Disagree very strongly	1.1%	1
Disagree quite a bit	2.3%	2
Agree a little	25.3%	22
Agree quite a bit	31.0%	27
Agree very strongly	40.2%	35
	Totals	87

**33.The organisation provides opportunities for growth and progression for those who want it**



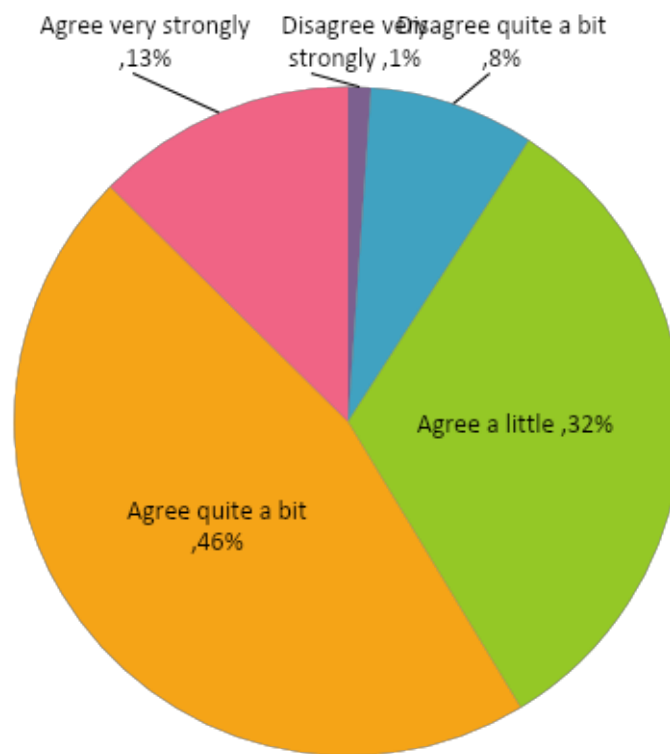
Value	Percent	Count
Disagree very strongly	9.2%	8
Disagree quite a bit	8.0%	7
Agree a little	32.2%	28
Agree quite a bit	34.5%	30
Agree very strongly	16.1%	14
	Totals	87

**34.The leadership fully understands the capabilities of the staff and utilise them wisely and fully**



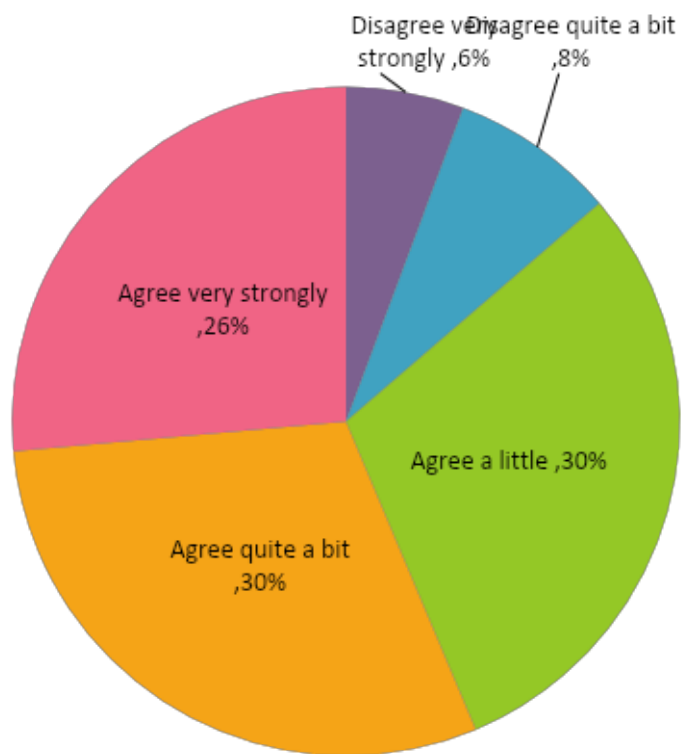
Value	Percent	Count
Disagree very strongly	6.9%	6
Disagree quite a bit	14.9%	13
Agree a little	36.8%	32
Agree quite a bit	35.6%	31
Agree very strongly	5.7%	5
	Totals	87

### 35.The teams and branches all cooperate and work together well



Value	Percent	Count
Disagree very strongly	1.1%	1
Disagree quite a bit	8.0%	7
Agree a little	32.2%	28
Agree quite a bit	46.0%	40
Agree very strongly	12.6%	11
	Totals	87

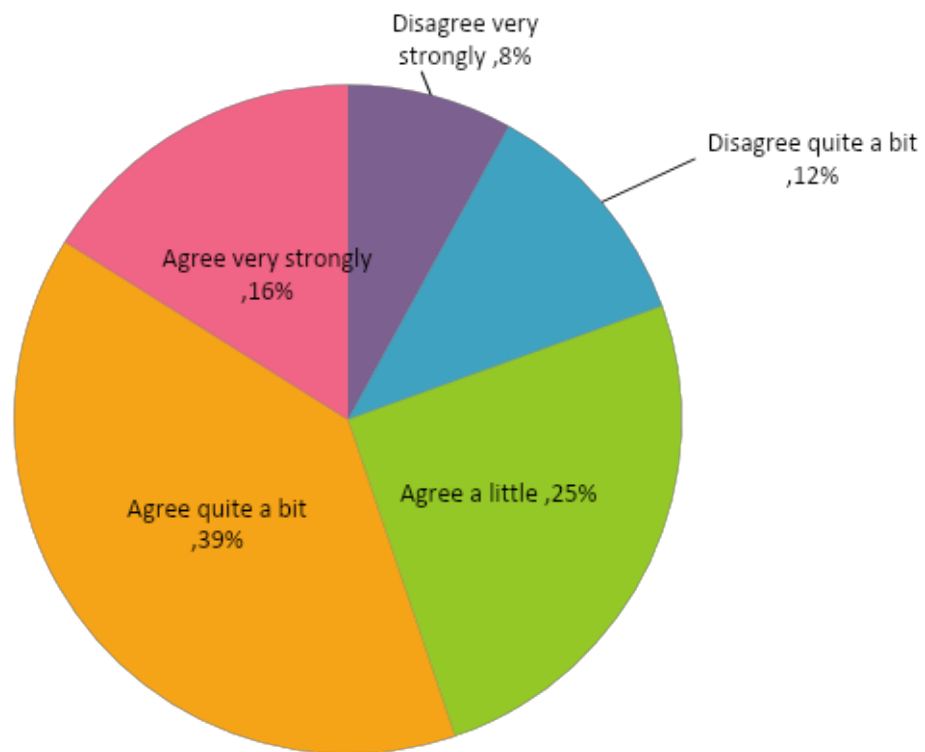
### 36.The leadership are honest and trustworthy



Value	Percent	Count
Disagree very strongly	5.7%	5
Disagree quite a bit	8.0%	7
Agree a little	29.9%	26
Agree quite a bit	29.9%	26
Agree very strongly	26.4%	23
Totals		87



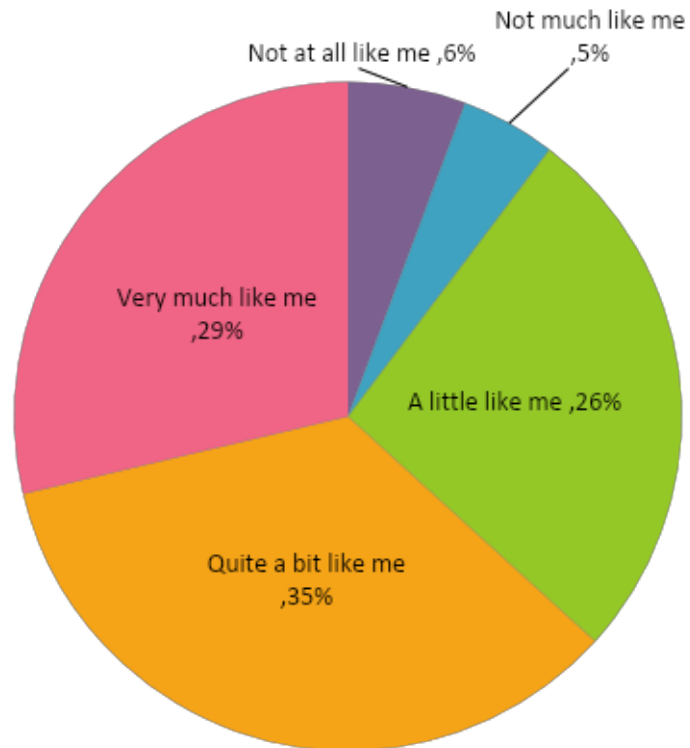
### 37. When conflict or problems arise, they are dealt with openly and effectively



Value	Percent	Count
Disagree very strongly	8.0%	7
Disagree quite a bit	11.5%	10
Agree a little	25.3%	22
Agree quite a bit	39.1%	34
Agree very strongly	16.1%	14
	Totals	87

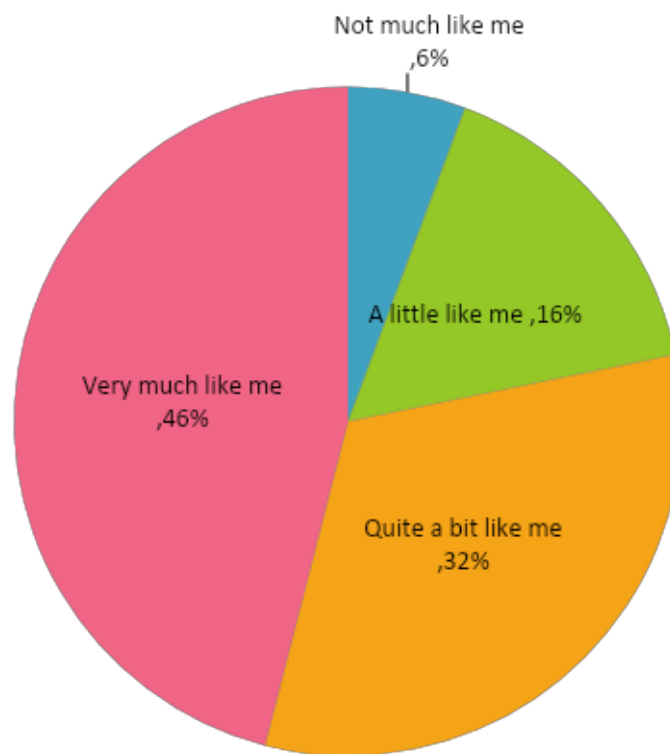
## Section 5 Future Perspective (Optimism)

### **38.I am optimistic about the future of my own job**



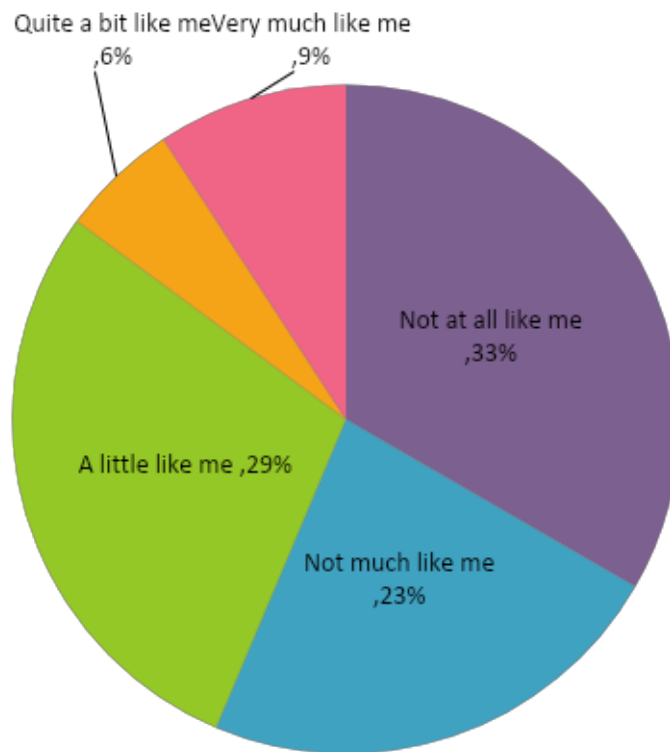
Value	Percent	Count
Not at all like me	5.7%	5
Not much like me	4.6%	4
A little like me	26.4%	23
Quite a bit like me	34.5%	30
Very much like me	28.7%	25
	Totals	87

### 39.I am optimistic about the future of the organisation



Value	Percent	Count
Not much like me	5.7%	5
A little like me	16.1%	14
Quite a bit like me	32.2%	28
Very much like me	46.0%	40
	Totals	87

#### 40.I often think about leaving or looking for another job



Value	Percent	Count
Not at all like me	33.3%	29
Not much like me	23.0%	20
A little like me	28.7%	25
Quite a bit like me	5.7%	5
Very much like me	9.2%	8
	Totals	87

**41.If you had the opportunity to lead CCL for a day, what would be the one single thing you would do to improve the way our organisation works for the community?**

I would give people the time they need to create good programs rather than making the time as limited and short as possible. I would give more value to the efforts of those who work to give the community extra experiences and value.

whoops, answered the wrong thing, so I think to improve how our organisation works for the community we still have a bit to do around making sure everyone is on the same page with how we react to our everchanging communities and the people in them, hard to know exactly how you could do that, perhaps really listen to what they want rather than what we think they want. I have been doing that recently and have some great ideas about what we could do but we would need money to do it :)

Put what patrons ask for and want first over other agendas

Allow more opportunities for growth for younger part-time staff

-

have a designated outreach officer that covered visiting all aspects of the wider community, to prevent staff in the branch being put under pressure when staff go out and to prevent disappointment in the community when needs cannot be met.

Have more referral services to refer high needs community members on

Depending on the resources, being able to provide more to enable disadvantaged people to complete tasks they're struggling with.

.

I would connect with every single staff member and thank them for the wonderful job they do and ask them what the organisation could do to help them do their job. The library is the people who in it.

Communicate to CCL teams as to what is coming up in the future for CCL and ask for feedback. Ask branch teams to what they would like to provide to their communities and how the branch can be supported to

More qualified staff

Hold a public forum and closed workshops for our community so they have a hands on opportunity to create the future direction of the service

Focus on staff wellbeing so that they are happier in their jobs and better supported to support the community.

24hr library - I know its not financially viable but the community would benefit.

Extend opening hours

Better staffing

Incorporate a cafe or parent space for Mum's wanting to read or feed their babies.

I think our community gets a great service, perhaps longer opening hours on the weekend
no idea
Locate our libraries within the same space/building complex as essential and community services eg. Maternal & child health services, play groups, services like health hubs, doctors etc or places to go for help and information. This community space could have outdoor spaces for play, relax, eat (definitely have an affordable cafe). Inside there could be locations for meeting spaces & groups, parent friendly spaces where parents can go to breastfeed etc
I would have one day a week where the library would be open 24 hours and hot food and drinks would be provided for those that needed it
Re-arrange our libraries to better market the products we offer: rearrange collections, more marketing of non-book materials, special events to attract new members, better relationships with other organisations such as the Casey Philharmonic for concerts inside our libraries.
increase current staff hours (if they want) before hiring external/extra staff and let staff choose whether or not they work the weekends
Tool library - While it would require some work on behalf of organisation, a tool library gives people opportunity to borrow rarely needed items rather than forcing purchase when not required often.
Acoustic dampers in Bunjil Place so that everyone can enjoy the library without worrying about noise levels.
I would assign a librarian or I
as a youth person i dont get enough time off desk to really feel effective to reach out to the community and encourage young parents to use the library and its services to better develop their child's full potential - we seem to only get to help those that feel comfortable to come in the door :(ts
Open ALL branches uniform hours across the weekend (Sat and Sun)
More outreach work!! I'd love to see us go for more grants to fund positions in outreach for targeted communities, like CALD. Hiring staff FROM those communities.
?
increase adult outreach programs to promote community engagement & reflect community needs.
Relaxed
Allow more opportunities for growth for younger part-time staff and have a well-organised rostering system where part-time staff are given set hours as they are not employed under a casual position.
No idea sorry
ensuring branches are staffed correctly so we can give more time to patrons and do more detailed enquiries and programs.
communication with and time to link with community networks to effectively utilise personnel and resources in provision of services/programs
I wouldn't improve on anything.

Clearer signage in my branch
I really don't know!
More opportunities for the community to have input in programming ideas.
Make sure that staff understand that polite, friendly and well informed customer service is a priority. If patrons don't come to the library, we are all out of a job. Be nice, smile like you are happy to help! I have had comments about other staff not being helpful or friendly. If you don't know the answer to a question, ask another staff member and make an effort to learn the answer for next time. Too much misinformation is being passed on to patrons.
More consistency of staff. We have a lot of staff for 8 branches, and lots of people doing lots of little shifts. More 7 hour shifts and staff working at only 1 or 2 branches, so that they are all over the branches events and or processes and get to build better rapport with customers.
Mobile local taxi service for the senior library members who cannot drive or walk the distance from the public trans.port. to be able to
Pretty happy with how things are traveling.
Provide consistent access to physical and virtual branches for all abilities
Same events for kids and adults, in all the branches.
i would not change anything, i think it is moving along in a good direction
Have an honest discussion with staff about the effects of budget constraints and seek feedback on changes that can be made throughout the organisation to better manage the situation.
provide more opportunities to complete or attend training especially around poverty and CALD communities, online resources
Continue to remove barriers for our community to fully engage with our service
Provide more opportunity for outreach to small towns in our community
.
extend awareness of community issues to the whole community where possible to create some unity and acknowledgement. I would spread awareness to the cross-section of the community that isn't utilising the library by doing pop-ups in and around supermarkets
Ensure good staffing to enable staff to be working without pressure and under stress with demands of the day
Creating more outreach/collaboration. Partnering up with other organisations to build more community connections
Charging a small amount for events - sounds counter intuitive and like it doesn't fit in with our values, however, but it will give more onus on the people booking in to turn up and prevent people just doing blanket bookings for events (eg. school holidays), it doesn't have to be every single event, but perhaps the more expensive performers or programs that require more resources.
Extended opening hours on weekends. A detailed and varied marketing strategy to promote the hours

Not sure

Service is only as good as the staff. More staff accountability, training and development opportunities with a customer focused service . Building the grass roots library community where people feel welcome and valued at all socioeconomic levels.

Organise staffing better to ensure that those on the branch floor actually have time to engage with patrons and don't have to stressfully rush to get tasks done. Also, engage with the wider community by creating communication strategies to engage with those members who are not already. Furthermore, embrace making the space work for everyone. Currently many of them are quite loud and we often get complaints after 6pm that people cannot focus. This needs to be improved upon in a way that suits all

Make sure that all voices are heard , ideas from all staff are valued, considered and heard. Many ideas for linking in to our community are talked about in the teams, wonderful ideas, however not everyone has the opportunity to contribute.

To reinstate more contact with the public rather than the self serve model used at Bunjil Place

Reinstate how valued our workers are...making them work skeletal crews leads to stress and physical as well as mental issues.

don't get rid of so many books from collection, keep numbers/amount constant and if replacing keep subjects interesting and relevant

I would ensure the organisation is properly funded!!! :)

More community events for adults. Most all are oriented to young children or teens.

check in with our team more

More staff to complete all the everyday tasks to ensure efficient and effective customer service.

Ensure adequate staffing

Continue to keep the benefits of a free and accessible library to the community as a priority.

open our libraries for longer hours

Ask the community what they want or need from us, and take steps to ensure we have to staffing to provide these services.

Upskill and train staff that are already employed to allow room for growth and more working hours

Make it easier for the community to express what they want out of the library and try to take their considerations on board

A thorough business case and project plan for new IT expenditure so that there is accountability, support and true utilisation both internally and externally.

I would do job swaps so that all staff could gain a better understanding of the job/roles different people in the organisation do

If I had this opportunity I would probably run an open house where there are different activities running across different branches on the one day. these activities could be about the different services the library provide, but also just a bit of fun for those who are visiting.



Hard to say as I think very well covered. Maybe more options to select shifts.

Respect and value the staff who are so passionate about their communities! Don't undermine or be condescending about what they do.

N/A

?

Have another PD day with great food and cake and with other professionals from diverse areas of client services, community and leadership brought in to talk to us about their experiences.

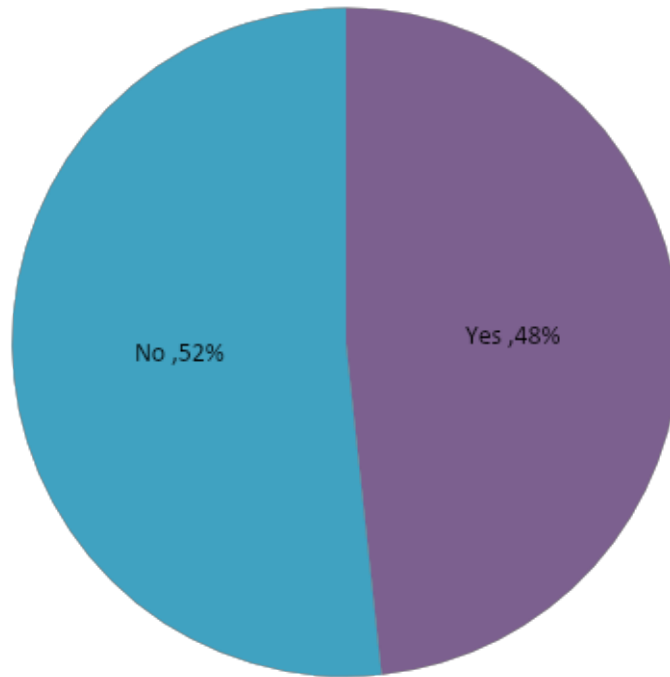
increase programs with a focus on prevention of family violence

fix IT, photocopying, papercut, wi fi improve speed, more public pcs and library catalogues

unsure

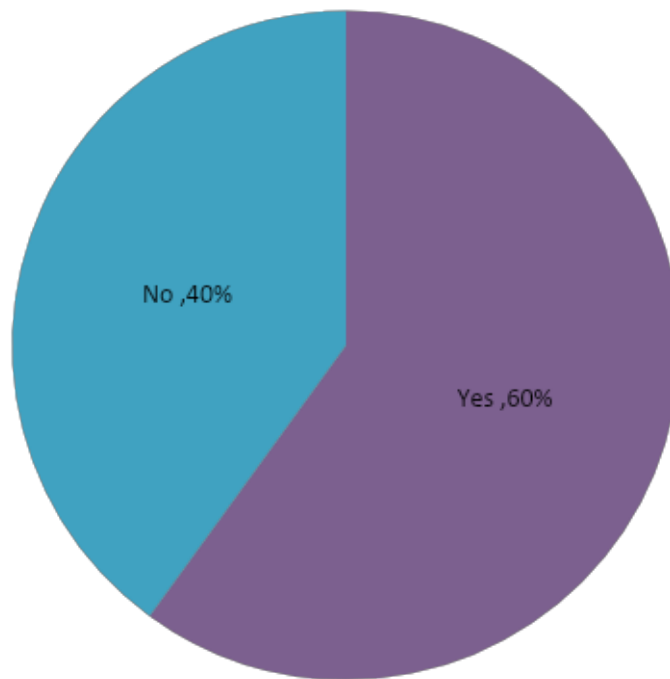
## Section 6 Living Leadership Program

### 42.Did you participate in the Living Leadership Program?



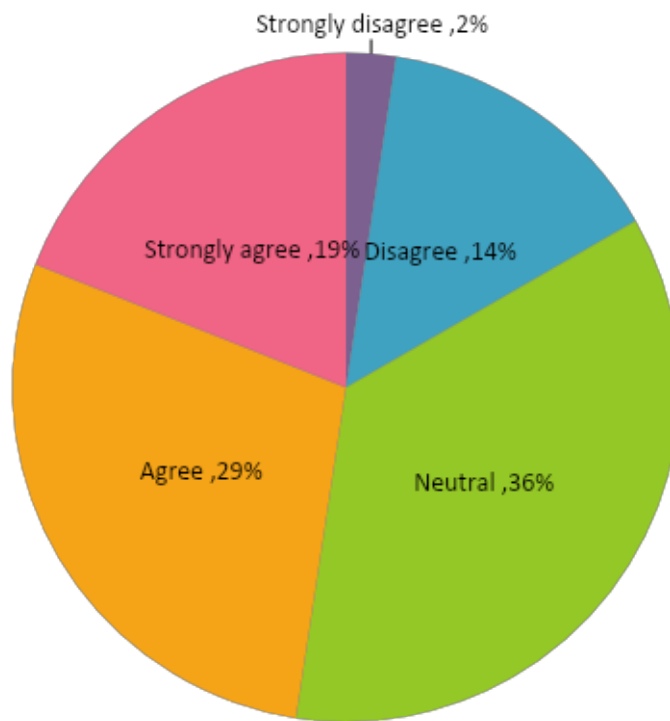
Value	Percent	Count
Yes	48.3%	42
No	51.7%	45
	Totals	87

**43.Would you be interested in participating in the future?**



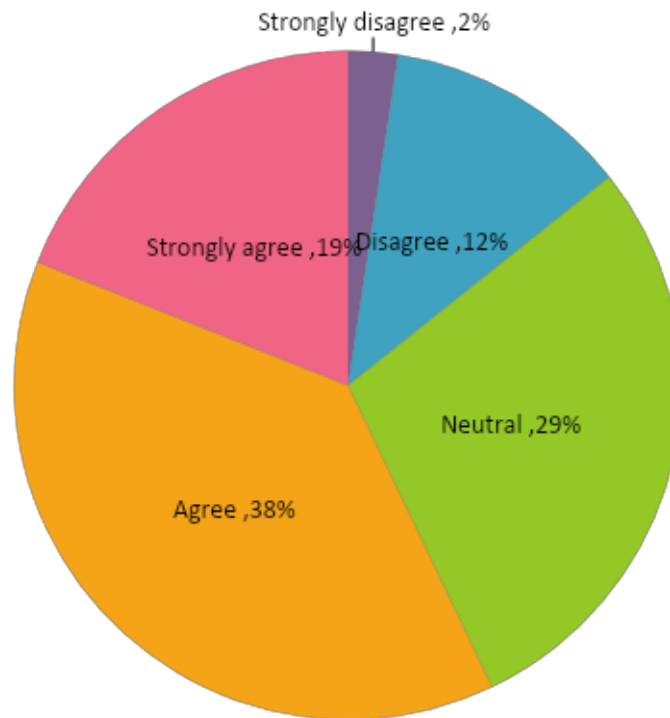
Value	Percent	Count
Yes	60.0%	27
No	40.0%	18
	Totals	45

#### 44.I found the program very personally beneficial for me outside of work



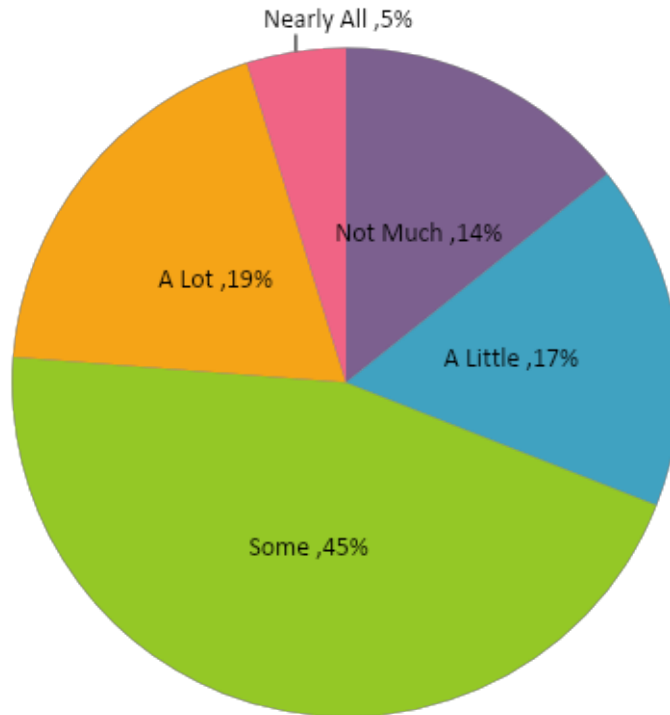
Value	Percent	Count
Strongly disagree	2.4%	1
Disagree	14.3%	6
Neutral	35.7%	15
Agree	28.6%	12
Strongly agree	19.0%	8
	Totals	42

#### 45.I found the program very beneficial for my role at work



Value	Percent	Count
Strongly disagree	2.4%	1
Disagree	11.9%	5
Neutral	28.6%	12
Agree	38.1%	16
Strongly agree	19.0%	8
	Totals	42

**46.How much of what you have learned from the program do you use in your daily life both at work and outside of work?**



Value	Percent	Count
Not Much	14.3%	6
A Little	16.7%	7
Some	45.2%	19
A Lot	19.0%	8
Nearly All	4.8%	2
	Totals	42

#### 47.What have you used the most or did you find most helpful?

Identifying my strengths and working to use them.
I did the first go round, so reaching back in my memory, the goal setting and intrinsic and extrinsic stuff was interesting
Strengths
the strengths and weaknesses
Conversations with my teams about their strengths, but I think the concepts were too theoretical for some to comprehend
.
Strengths profile
The strengths profiling. Without it the performance reviews are very hard to participate in
Thinking of my strengths when dealing with difficult situations.
It was not useful for me and a waste of corporation resources.
Try to keep with new procedures. I also read,,study and I have taken a creative writing course to challenge myself.
I find it very useful to talk with staff about their strengths and the strengths of their team mates, it is a very positive way to interact. Also understanding my own strengths and development areas is useful in helping me decide my goals.
I learnt what my strengths and weaknesses are and how I do/don't fit into my role at work.
Recognising my own strengths and where I can work more on my weaknesses
Found out my strengths and how to use them in better ways.
i barely remember now what was discussed - it was so rushed too :-(
Thinking about goals and understanding the ways different goals can conflict and undermine each other. It really helped me be kinder and more realistic with myself. Definitely better self-care now!
?
understanding my core values
Understanding and utilising my strengths
Finding out more about the way I think and how our strengths and weaknesses and core values really tie into our approaches to the work we love or don't love doing.
Strengths profile
fairness, social intelligence and humor.

Learning about my strengths and how some learned strengths although I might be great at it can also be tiring and stressful when I need to use them alot.

Strengths profile

Goal setting, short term and long term.

Strengths and values conversations, for knowing how my team works and how to communicate with them better. It was nice to share strengths where many of us knew our own already but then had a framework to discuss and relate them back to.

why some goals are easy to achieve and others aren't

Awareness of strengths and how best to utilise them.

The concept of embracing individual strengths, and being able to recognise the strengths of colleagues and appreciate what they bring to the table and appreciate my own strengths.

Identifying strengths in myself and others.

Relate to my colleague in a different way

to learn to step back, I am NOT the corporation and I alone can not change things.

Learning how to use my strengths and values to be more efficient in the workplace

It brought people from across CCL together

it was most helpful

Personal style assessment

Learning how to use my strengths to improve/deal with my weaknesses

I didn't find much of it overly helpful

I liked the strengths audit?

Self awareness and personal core values, strength & weaknesses

understanding strengths and why something is of value to me





Casey  
Cardinia  
**Libraries**

**The Journey from Good to Great!**

**DRAFT**

# **Risk Management Plan**

**2019 – 2020**

## Introduction

Public libraries have a core role promoting literacy, providing free access to information, encouraging a culture of lifelong learning and contributing to positive socio-economic outcomes across the community.

CCL is one of Victoria's largest public library services. We are funded principally by the City of Casey, Cardinia Shire and the Victorian State Government. We support a rapidly growing and diverse community of more than 447,000 people. ([Regional Population Growth, Australia – 3218.0 Australian Bureau of Statistics, Revised March 2019](#)).

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.

At the end of October 2019, CCL had over 130,000 members and in 2018-19 received more than 2.2 million visits across the network.

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

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

The Risk Management Plan was reviewed ensuring CCL are working towards [ISO 31000:2018](#).

## Risk Management Approach

### Definition

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

The key steps in managing risk:

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

## Occupational Health and Safety Hierarchy of Controls

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

## Risk Likelihood Descriptors

Likelihood Level	Likelihood Descriptor Rating Factor	Description
5	Almost certain	<ul style="list-style-type: none"> <li>• The event will occur on a regular basis</li> <li>• High level of recorded incidents and/or very strong anecdotal evidence</li> <li>• Opportunity, reason or means to occur</li> <li>• Strong likelihood of recurrence</li> <li>• More than 1 in 10 events</li> </ul>
4	Likely	<ul style="list-style-type: none"> <li>• Regular recorded incidents and strong anecdotal evidence</li> <li>• Anecdotal evidence indicates medium frequency</li> <li>• Considerable opportunity to occur</li> <li>• Between 1 in 10 per event and 1 in 100 per event</li> </ul>
3	Possible	<ul style="list-style-type: none"> <li>• The event should occur in some time</li> <li>• Few recorded incidents or minimal anecdotal evidence</li> <li>• Few incidents in associated organisations/facilities</li> <li>• Some opportunity, reason or means to occur</li> <li>• Between 1 in 100 per event and 1 in 1,000 per event</li> </ul>
2	Unlikely	<ul style="list-style-type: none"> <li>• The event may occur at some time</li> <li>• Few recorded or known incidents</li> <li>• No recent incidents in associated organisations/facilities</li> <li>• Little opportunity, reason or means to occur</li> <li>• Between 1 in 1,000 per event and 1 in 10,000 per event</li> </ul>
1	Rare	<ul style="list-style-type: none"> <li>• The event will only occur in exceptional circumstances</li> <li>• Little opportunity for occurrence</li> <li>• Less than 1 in 10, 000 per event</li> <li>• No recorded or known incidents</li> </ul>

## Risk Consequences Descriptors

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

## Risk Rating

Risk Rating	Classification	Required Action
9 to 10	Extreme	Risk unacceptable. Immediate action required Consultation with CCL Leadership
7 to 8	High	Action Plan required Monitoring required by CCL Leadership
5 to 6	Moderate	Regular monitoring of the risk by relevant Leadership Team Manager
Below 5	Low	General monitoring through staff and standard/routine processes

## Risk Rating Matrix

Consequence	Likelihood				
	Rare 1	Unlikely 2	Possible 3	Likely 4	Almost Certain 5
Catastrophic 5	Moderate 6	High 7	High 8	Extreme 9	Extreme 10
Major 4	Moderate 5	Moderate 6	High 7	High 8	Extreme 9
Moderate 3	Low 4	Moderate 5	Moderate 6	High 7	High 8
Minor 2	Low 3	Low 4	Moderate 5	Moderate 6	High 7
Insignificant 1	Low 2	Low 3	Low 4	Moderate 5	Moderate 6

## Risk Register Matrix

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

## Risk Responses

Retain/accept the risk	<ul style="list-style-type: none"> <li>• If after controls are in place the risk is deemed acceptable the risk can be retained</li> <li>• Plans still need to be in place to manage/fund the consequences of the risk should it occur</li> </ul>
Reduce the likelihood of the risk occurring	<ul style="list-style-type: none"> <li>• Monitor</li> <li>• Preventative maintenance</li> <li>• Audit &amp; compliance programs</li> <li>• Staff training</li> <li>• Policies and procedures</li> </ul>
Reduce the consequences of the risk occurring	<ul style="list-style-type: none"> <li>• Contingency planning</li> <li>• Disaster Recovery Plans</li> <li>• Offsite back up</li> <li>• Communications Plan</li> <li>• Emergency Procedures</li> <li>• Staff training</li> </ul>
Transfer the risk	<ul style="list-style-type: none"> <li>• Involve another party bearing or sharing part of the risk for example member councils as they own the library buildings</li> <li>• Outsourcing</li> <li>• Joint ventures</li> </ul>
Avoid the risk	<ul style="list-style-type: none"> <li>• Decision to not proceed with the activity due to the likelihood it will generate risk</li> </ul>

## Key priorities

- Ongoing identification of risks through incident reporting, engagement with suppliers, and consultation with staff and stakeholders.
- Risk Register - CCL will identify and rank risks in collaboration with the Leadership Team (LT) and Occupational Health and Safety (OH&S) officers.
- Risk mitigation strategies will be documented and implemented.
- The General Manager, Organisational Development (GMOD) will update the risk register in consultation with LT, OH&S Committee and Staff Consultative Committee on a quarterly basis.
- Chief Executive Officer (CEO) will read and acknowledge the updated risk plan.
- The People and Culture report to CCL Board will provide updates on the management of risk at CCL including the Top 10 Risk Register that will be tabled on a quarterly basis.
- The CCL Board will be notified of any events that have or are likely to have a Catastrophic or Major Impact on the organisation within 24 hours of occurrence or sooner if practicable.

## Related Policies and Forms

- [Risk Management Plan](#)
- [Risk Management Register](#)
- [Disaster Response and Recovery Plan](#)
- ICT Disaster Response and Recovery Plan
- [Incident Response Guidelines](#)
- [Child Safe Policies and Procedures](#)
- [Health and Safety documents](#)

## Related Policies

- [Employee Code of Conduct](#)
- [Employee Handbook](#)
- Corporate – Insurance/Legal

## Related forms for documentation

- Online Register of Injuries & Incidents – general
- Online Register of Injuries & Incidents – Child Safe Standards
- [Risk Assessment Templates](#)

## External Service providers

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

## Responsibilities – Who?

- CEO Chief Executive Officer
- GMOD General Manager, Organisational Development
- GMDO General Manager, Digital Operations
- GMCE General Manager, Customer Experience
- GMF General Manager, Finance
- BM Branch Managers
  - BUN = Bunjil Place
  - CRA = Cranbourne
  - DOV = Doveton
  - EME = Emerald
  - END = Endeavour Hills
  - HAM = Hampton Park
  - PAK = Pakenham
  - CMO = Cardinia Mobile

Risk Ratings Register

Risk Identification							Risk Mitigation				
#	Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
10	Staff assaulted in library or on outreach visits (fatal)	GMOD	CCL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each be safe and then call for support Outreach staff allocated mobile phones	Staff fatally injured	2	5	7	Staff provided Conflict Resolution training OHS Reps and first aiders act and provide guidance Outreach staff to have mobile phones at all times Maintain and utilize Employee Assistance Program (EAP) Duress button installed at Hampton Park on order for Doveton	2	5	7
17	Changes to government policy	CEO	The State Government likely to change the Local Government Act in the next three months.	CCL may have to change its governance arrangements in response to the new Act	4	3	7	Active participation in Public Libraries Victoria and engagement with key stakeholders in State and Local Government	4	3	7
2	Data Security Breach or Cyber Attack	GMDO	CCL stores data for all its members, staff and stakeholders CCL is heavily reliant on the technology underlying the service	Loss of trust if data were hacked Loss of clientele or service provision if systems were compromised	3	5	8	Cybersecurity Proactive threat mitigation Engaged industry experts Regular updates to security posture	3	3	6
1	Catastrophic event destroying a library	CEO	Fire, Earthquake, Flood, Pollution event	Depending on scale CCL could lose branches and staff in a catastrophic event Note CMO and Emerald are at high risk in event of bushfire and specific policies have been formulated to address this risk	2	5	7	Risk Management Plan Disaster Response and Recovery Plan	2	4	6
13	Decline in revenue from funding partners	CEO	CCL revenue from funding partners has been relatively stable. Factors that will impact on future revenue are: rapidly growing population, rate capping, and CCL's capacity to generate revenue from alternate sources	Short fall in revenue over the medium – long term will lead to decline in services and or visitor experience.	3	3	6	Advocate for increased funding from State Government Generate revenue from private sector including corporate partnerships, sponsorships and donations Encourage Member Councils to fund new initiatives that enhance service delivery.	3	3	6
3	Failure to adhere to legal and regulatory compliance issues e.g. OH&S & RTW	CEO GMOD	All staff required to provide a safe work environment Identification of risks/ hazards OHS Reps engagement across the service	Exposure to unsafe work practices Possible harm to staff and users Third party intervention to manage risk and /or incident	3	5	8	Good compliance frameworks and clearly articulated policies and procedures Fully trained staff – OHS reps, Fire Wardens, RTW and First Aiders Elimina OHS system	2	3	5
9	Staff assaulted in library or on outreach visits	GMOD	CCL to provide adequate staffing at all times All staff are required to ensure they do not place themselves in a situation of danger All sites have lockable work area Staff to support each be safe and then call for support Outreach staff allocated mobile phones	Staff injured	2	5	7	Staff provided Conflict Resolution training OHS Reps and first aiders act and provide guidance Outreach staff to have mobile phones at all times Maintain and utilize Employee Assistance Program (EAP) Duress button installed at Hampton Park on order for Doveton	2	3	5



## Risk Ratings Register

Risk Identification							Risk Mitigation				
#	Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
11	Unattended children in the library	GMCE	There is a perception public library are safe places	Frightened child – staff need to follow approved guidelines Language barriers Staff unable to contact parents/carers by phone Staff may be required to call Police and/or DHS Staff do not leave the library with child	4	3	7	All staff trained in Child Safe standards All staff sign Child safe Code of Conduct policy Staff follow guidelines in managing situation – incidents reports, follow up and review of guidelines and polices	4	1	5
8	Bomb threats	CEO BUN-BM	Gather information and complete assessment Liaise with Wardens	Treat seriously Staff and users – provide support Provide follow-up such as EAP	3	3	6	Ensure Emergency Management Procedures are up to date and understood by team All staff trained in emergency response management Communication to ET, council, emergency services	2	3	5
12	Accident in the library causing harm to patron/staff	GMCE	CCL staff to take all reasonable measures to ensure library sites are safe spaces, clear of barriers and easy to access	Area of the library space to be cordoned off Emergency services required Councils to be notified Evacuation of whole building and closed to public Disruption to service for a period	3	3	6	management staff trained in emergency response management Communication to ET, Council, emergency service OHS Reps and first aiders act and provide guidance Appropriate containment of information Duress buttons installed and montitored at Hampton Park and Doveton libraries	2	3	5
20	Disruption of the partnership between Cardinia Shire Council and the City of Casey	CEO	The two Councils have a strong track record of collaboration. CCL partnership has been in place for 20 years Current Regional Library Agreement was reviewed and signed off in 2017.	A breakdown in the partnership would lead to the deconstruction of CCL	2	4	6	Draft a paper on the opportunities and challenges created by increased disruption in the operating environment inc changes to the LG Act, once the Act has passed through Parliament.	1	4	5
21	Unanticipated calls on materials or finances	GMF	CCL operates under a rigorous compliance framework. While there was a highly publicised call on resources through Defined Super Benefits further calls are unlikely	CCL has a reasonable capital reserve, however a multimillion-dollar call, could impact severely on the organisation	2	4	6	Keeping abreast of current factors impacting on State and Local Government	1	4	5
23	Impact on cash flow if significant debtors delay payments	GMF	CCL has three main funding partners, who have paid their dues in a timely fashion in recent years	Extended delay in payments by one of the three funding partners could cause major problems for CCL cash flow	2	4	6	Maintain strong lines of communication with key stakeholders from Casey, Cardinia and Victorian State Government	2	3	5
16	Legal claim or proceedings against CCL	CEO	There is currently one legal claim pending lodged against CCL (worksafe)	CCL incurs costs of defending against legal proceeding and is sued	5	3	8	Good compliance frameworks and clearly articulated values	2	3	5

## Risk Ratings Register

Risk Identification							Risk Mitigation				
#	Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
4	Fraud	CEO GMF	Banking procedures – all staff trained and have personal pin number Purchase orders – approved and countered signed	Breach of trust and values of CCL Review and investigation into compliance practices Could lead to significant prosecution and fines	2	4	6	Clear lines of authority and approval processes Annual review of the Procurement Policy City of Casey control Treasury Function CCL participate in VAGO Audit on an Annual basis	1	3	4
5	Poor procurement practices	GMF	Ensure staff understand the procurement arrangements Staff not exposed to undue pressure from suppliers Purchasing Plan is implemented	Breach of the agreed policies and procedures Adverse damage to relationships – internal & external	3	3	6	Approved contracts are entered in line with Legislation and Procurement Australia Test the market and review contracts on a regular basis Annual review of the Procurement Policy Educate specialist CCL staff on the legal and contractual requirements	1	3	4
6	Poor supplier management	CEO	Collection Purchasing plan is implemented Product and service standards are regularly reviewed Contractual arrangements are regularly reviewed	Library resources are inefficiently spent	3	3	6	Review top ten supplier contracts Meet with key suppliers regularly	1	3	4
7	Infrastructure Failure	GMDO	ICT is an integral part of service provision Many manual tasks are now completed via ICT	Staff unable to provide service to customers CCL unable to communicate with community, stakeholders	3	3	6	Suitably qualified staff Ongoing training Continuous improvement of infrastructure Proactive monitoring of systems	2	2	4
22	Increase in Workcover Premiums	GMOD	CCL has an aging workforce that has exposure to manual handling risks.	While CCL has the capacity to manage increased Workcover premiums, the organisation would prefer to have no workplace injuries and a happy healthy workforce	3	3	6	Actively support happy and healthy workplace through proactive programs & EAP Efficient workflows & use of RFID has decreased manual handling. Continue looking for efficiencies Thorough RTW processes in place to maximise quick return to work	2	2	4
14	Sharp Decline in loans	GMCE	Loans are one of the key usage and relevance indicators for CCL. Physical loans had been gently declining over a number of years, however in the last 18 months this has turned around. Growth in digital loans continues.	Item loans are one of the library's core community services. Loans are linked to visitation, another key indicator of library usage.	2	3	5	Ensure that the collection is well maintained and contains items that people want to borrow. Maintain removal of overdue fines Ensure digital offering of collections is appealing and well-used	1	3	4
18	Loss of reputation/ brand	CEO	CCL has recently refreshed its brand and is engaging community in conversations about what they expect from the library	Community disengages with CCL, visitation decreases	2	3	5	Continued engagement with community about the services it needs from CCL Promotion of CCL services and values	1	3	4
19	Poor enterprise risk management	CEO GMOD	CCL has constructed this Risk Management Plan in response to the need for coordinated risk management	The lack of a plan would impact on CCL's capacity to respond to risk	2	3	5	Revise Risk Management Plan on an annual basis every August Table the Top Ten Risk Register with the Board on a quarterly basis	2	2	4

Risk Ratings Register

Risk Identification							Risk Mitigation				
#	Risk	Who?	Analysis	Impact	Likelihood	Consequence	Risk Rating	Mitigation	Likelihood	Consequence	Risk Rating
15	Decline in visitation	GMCE	Visitation should grow steadily in line with projected population growth; and steadily increasing membership.	Declining visitation would impact on CCL's ability to advocate for increased funding	1	3	4	Establish strategies to grow visitation that are not collection dependent eg Programs Create spaces that attract contemporary communities for a variety of uses, including small business, programs, social connection and fast free WiFi. Advocate for new libraries in growth areas to enable community access (Clyde, Cranbourne West, Officer, Nar Nar Goon)	1	3	4
25	Personal use of own vehicle	GMCE	CCL staff at times use their own car to drive to and from Outreach and other library activities	CCL staff person has an accident travelling to or from the place Unaware of the safety and accessibility of staff vehicle for putting in and out library materials and transporting	1	3	4	CCL Vehicle Policy is kept up to date and CCL employees who drive their own vehicles understand the policy.	1	3	4
24	Inability to recruit suitably qualified staff	GMOD	CCL is undergoing significant change, it is vital that we recruit suitably qualified staff to enable best outcomes	CCL has successfully recruited new employees over the last 12 months Need for additional mobile library operators	1	3	4	Strong focus on values framework, creating a sense of optimism and excitement about the possibility of working for CCL Recruit for mobile library operators	1	2	3

CC46/2019

## OPERATIONAL PERFORMANCE

*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*

### Library Usage (Library Plan reference 1.1, 1.2, 3.1 and 4.1)

Year on year both physical and eLoans are up. There was a slight drop month on month in September, but it picked back up in October. The positive trend was similar for visitation, July and August visitation was on par with the same time the previous year, picking up in September (although down month on month). Physical and virtual visits for October, were almost 206,000, representing a 2.7% increase year on year. Doveton Library continues to demonstrate strong and positive growth in visitation.

eLoans continue to perform well. Bolinda and RB Digital eAudiobooks and eBooks usage continue to increase. Freegal remains popular especially the streaming service.

Our membership increased month on month, we have over 130,000 members. Bunjil Place, Cranbourne and Pakenham continue to gain the most memberships. Our membership has been growing, month on month, year on year. The last time where membership declined was in September 2017. Two years ago, in October we had 115,502 members.



Programs continue to be popular both with adults and young people. Tinies Time and Baby Time attendance was down in September/October due to school holidays. Our holiday program attendance was strong. Doveton Library program attendance is up year on year.

Website visits are slightly down on the same time last year but remain steady. This decline was offset by increased engagement with the CCL app. In October there were almost 12,000 app sessions. Bookmyne usage continues to decline as members move across to the using app, plans are being investigated to phase this out.

Internet use and Wi-Fi use is steady and up on the same period last year. Doveton has seen strong growth for both Wi-Fi and internet usage this can be linked to increased visitation.

Community engagement with our social media and newsletter is growing. The number of followers through our social media channels are steady, our reach and engagement is strong. In August our Facebook reach was over 22,000. This can be attributed to LEGO with Maddy and Jimmy announcements, True Crime addicts and renowned Australian author Vicki Petrides. Newsletter engagement is positive with the open rate reaching over 22% in October.

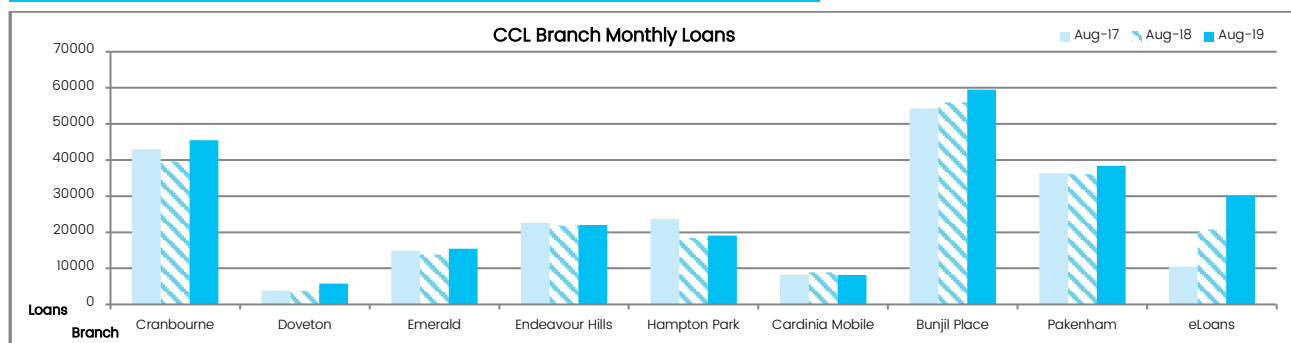
In the past the Library held car and motorbike manuals reference items (use in the library only). As usage patterns change and the sheer number of manuals grows the library stopped housing these manuals. In November, we went live with Haynes Car and Motorbike Manuals online. Access is in the library or from home using library card and PIN.

[Haynes Manuals All Access](#) is the home of car/motorbike repair manuals and maintenance handbooks. Using step-by-step guides and clear diagrams, every Haynes car/motorbike repair manual makes it easy to carry out everything from routine servicing to DIY engine repairs. Detailed walkthroughs and troubleshooting guides show you how to identify and fix common car problems, with simple-to-follow instructions written by experts in your vehicle.

## Year on Year Performance Comparison for August

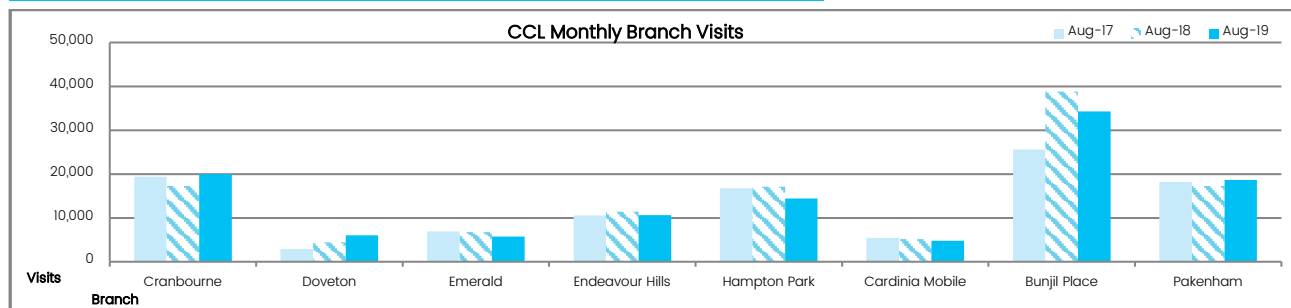
### Loans

Branch	Aug-17	Aug-18	Aug-19	% Variation 2018 - 19
Regional Support	1,491	1,132	723	-36.1%
Cranbourne	43,030	39,574	45,507	15.0%
Doveton	3,790	3,745	5,749	53.5%
Emerald	14,905	13,881	15,466	11.4%
Endeavour Hills	22,619	21,803	21,964	0.7%
Hampton Park	23,644	18,440	19,043	3.3%
Cardinia Mobile	8,234	8,857	8,201	-7.4%
Bunjil Place	54,312	55,980	59,481	6.3%
Pakenham	36,334	36,141	38,360	6.1%
<b>Region</b>	<b>208,359</b>	<b>199,553</b>	<b>214,494</b>	<b>7.5%</b>
eLoans	10,471	20,791	30,173	45.1%
<b>Total Loans</b>	<b>218,830</b>	<b>220,344</b>	<b>244,667</b>	<b>11.0%</b>



### Visits

Branch	Aug-17	Aug-18	Aug-19	% Variation 2018 - 19
Cranbourne	19,400	17,241	19,939	15.6%
Doveton	2,895	4,409	6,020	36.5%
Emerald	6,931	6,737	5,733	-14.9%
Endeavour Hills	10,572	11,443	10,664	-6.8%
Hampton Park	16,745	17,158	14,441	-15.8%
Cardinia Mobile	5,458	5,154	4,768	-7.5%
Bunjil Place	25,583	38,819	34,303	-11.6%
Pakenham	18,217	17,257	18,625	7.9%
<b>Region</b>	<b>105,801</b>	<b>118,218</b>	<b>114,493</b>	<b>-3.2%</b>
Website	42,908	41,987	39,142	-6.8%
Enterprise	34,943	34,377	35,014	1.9%
Bookmyne	2,481	2,023	973	-51.9%
CCL App	0	4,049	10,706	164.4%
Total Virtual	80,332	82,436	85,835	4.1%
<b>Total Visits</b>	<b>186,133</b>	<b>200,654</b>	<b>200,328</b>	<b>-0.2%</b>



## Digital Services – August 2019

### Internet Use by Branch – Bookings

Branch	Aug-18	Aug-19	% Variation 2018 - 19
Cranbourne	1,955	2,564	31.2%
Doveton	646	2,840	339.6%
Emerald	426	525	23.2%
Endeavour Hills	1439	1,485	3.2%
Hampton Park	1,939	2,578	33.0%
Cardinia Mobile	5	29	480.0%
Bunjil Place	3,293	1,746	-47.0%
Pakenham	2,128	2,497	17.3%
<b>Total</b>	<b>11,831</b>	<b>14,264</b>	<b>20.6%</b>
Total year to date	24,184	29,957	23.9%

### Wi-Fi Use by Branch – Connections

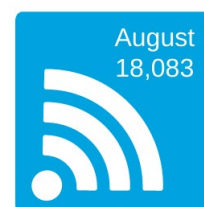
Branch	Aug-18	Aug-19	% Variation 2018 - 19
Cranbourne	4,433	4,650	4.9%
Doveton	837	1,488	77.8%
Emerald	1,085	1,054	-2.9%
Endeavour Hills	2449	2,046	-16.5%
Hampton Park	2,790	2,790	0.0%
Cardinia Mobile	29	124	327.6%
Bunjil Place	3,600	3,110	-13.6%
Pakenham	2,883	2,821	-2.2%
<b>Total</b>	<b>18,106</b>	<b>18,083</b>	<b>-0.1%</b>
Total year to date	33,774	35,208	4.2%

### Electronic Resources

	Sep-18	Sep-19	% Variation 2018 - 19
Age Library Edition	0	203	-
Bolinda eAudiobooks	6,387	9,087	42.3%
Bolinda eBooks	5,412	7,002	29.4%
Choice	71	72	1.4%
Cloud Library	172	581	237.8%
Freegal Music	6,854	6,910	0.8%
Kanopy	255	870	241.2%
Press Reader	0	2,477	-
RB Digital eAudiobook	146	242	65.8%
RB Digital eMagazines	1,199	2,583	115.4%
Tumblebooks	295	146	-50.5%
<b>Total</b>	<b>20,791</b>	<b>30,173</b>	<b>45.1%</b>

### E-Learning

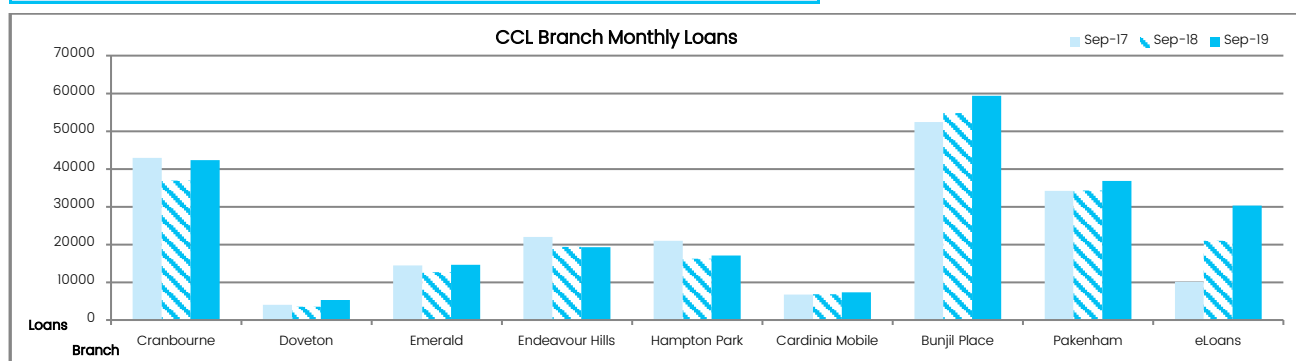
	Sep-18	Sep-19	% Variation 2018 - 19
Busy Things	7,921	9,999	26.2%
Literacy Planet	0	77	-
Lynda.com (*sessions)	906	1,200	32.5%
Road to IELTS	34	19	-44.1%
Studiosity (Your Tutor)	97	59	-39.2%
uTalk	0	34	-
<b>Total</b>	<b>8,958</b>	<b>11,388</b>	<b>27.1%</b>



## Year on Year Performance Comparison for September

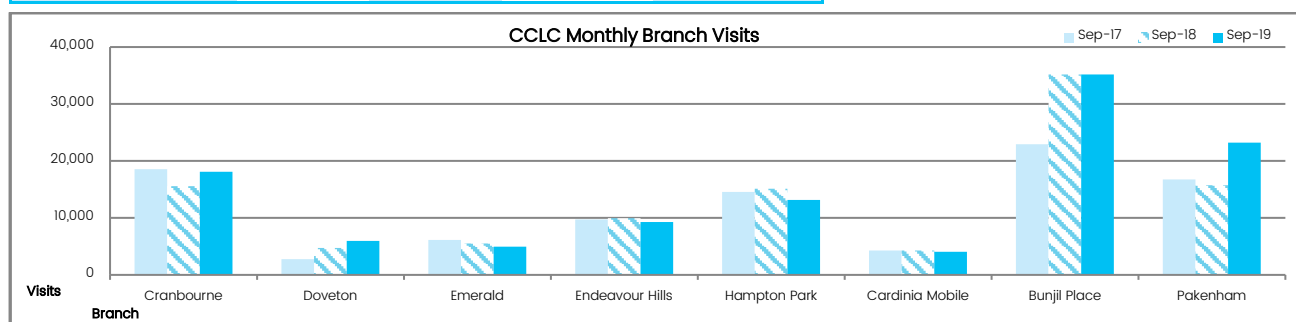
### Loans

Branch	Sep-17	Sep-18	Sep-19	% Variation 2018 - 19
Regional Support	1,287	1,052	842	-20.0%
Cranbourne	42,891	36,870	42,318	14.8%
Doveton	4,028	3,521	5,265	49.5%
Emerald	14,438	12,700	14,604	15.0%
Endeavour Hills	22,025	19,342	19,298	-0.2%
Hampton Park	20,937	16,231	17,094	5.3%
Cardinia Mobile	6,770	6,849	7,337	7.1%
Bunjil Place	52,436	54,781	59,371	8.4%
Pakenham	34,225	34,289	36,855	7.5%
<b>Region</b>	<b>199,037</b>	<b>185,635</b>	<b>202,984</b>	<b>9.3%</b>
eLoans	10,146	21,010	30,326	44.3%
<b>Total Loans</b>	<b>209,183</b>	<b>206,645</b>	<b>233,310</b>	<b>12.9%</b>



### Visits

Branch	Sep-17	Sep-18	Sep-19	% Variation 2018 - 19
Cranbourne	18,543	15,549	18,094	16.4%
Doveton	2,771	4,749	5,967	25.6%
Emerald	6,156	5,505	4,927	-10.5%
Endeavour Hills	9,717	9,978	9,302	-6.8%
Hampton Park	14,572	15,143	13,145	-13.2%
Cardinia Mobile	4,262	4,256	4,061	-4.6%
Bunjil Place	22,951	35,184	35,188	0.0%
Pakenham	16,750	15,734	23,198	47.4%
<b>Region</b>	<b>95,722</b>	<b>106,098</b>	<b>113,882</b>	<b>7.3%</b>
Website	39,151	39,271	40,947	4.3%
Enterprise	31,962	31,363	32,824	4.7%
Bookmyne	2,475	1,602	933	-41.8%
CCL App	0	4,417	10,173	130.3%
<b>Total Virtual</b>	<b>73,588</b>	<b>76,653</b>	<b>84,877</b>	<b>10.7%</b>
<b>Total Visits</b>	<b>169,310</b>	<b>182,751</b>	<b>198,759</b>	<b>8.8%</b>





## Digital Services – September

### Internet Use by Branch – Bookings

Branch	Sep-18	Sep-19	% Variation 2018 - 19
Cranbourne	1,875	2,385	27.2%
Doveton	789	1,307	65.7%
Emerald	455	510	12.1%
Endeavour Hills	1091	1,489	36.5%
Hampton Park	1,861	2,397	28.8%
Cardinia Mobile	2	28	1300.0%
Bunjil Place	3,235	3,459	6.9%
Pakenham	2,001	2,672	33.5%
<b>Total</b>	<b>11,309</b>	<b>14,247</b>	<b>26.0%</b>
Total year to date	35,493	44,204	24.5%

### Wi-Fi Use by Branch – Connections

Branch	Sep-18	Sep-19	% Variation 2018 - 19
Cranbourne	3,990	4,410	10.5%
Doveton	870	1,620	86.2%
Emerald	930	990	6.5%
Endeavour Hills	2100	1,980	-5.7%
Hampton Park	2,520	2,700	7.1%
Cardinia Mobile	60	90	50.0%
Bunjil Place	3,922	4,410	12.4%
Pakenham	2,790	3,030	8.6%
<b>Total</b>	<b>17,182</b>	<b>19,230</b>	<b>11.9%</b>
Total year to date	50,956	54,438	6.8%

### Electronic Resources

	Sep-18	Sep-19	% Variation 2018 - 19
Age Library Edition	0	153	-
Bolinda eAudiobooks	6,191	9,032	45.9%
Bolinda eBooks	5,331	6,891	29.3%
Choice	48	50	4.2%
Cloud Library	130	464	256.9%
Freegal Music	7,549	7,237	-4.1%
Kanopy	338	816	141.4%
Press Reader	0	2,627	-
RB Digital eAudiobook	169	305	80.5%
RB Digital eMagazines	1,034	2,528	144.5%
Tumblebooks	220	223	1.4%
<b>Total</b>	<b>21,010</b>	<b>30,326</b>	<b>44.3%</b>

### E-Learning

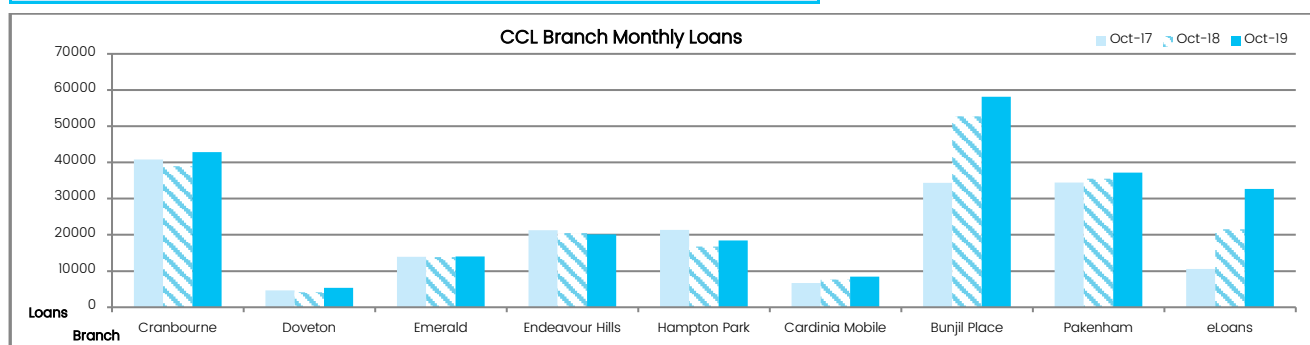
	Sep-18	Sep-19	% Variation 2018 - 19
Busy Things	8,629	9,089	5.3%
Literacy Planet	0	213	-
Lynda.com (*sessions)	529	1,139	115.3%
Road to IELTS	15	35	133.3%
Studiosity (Your Tutor)	49	52	6.1%
uTalk	0	26	-
<b>Total</b>	<b>9,222</b>	<b>10,554</b>	<b>14.4%</b>



## Year on Year Performance Comparison for October

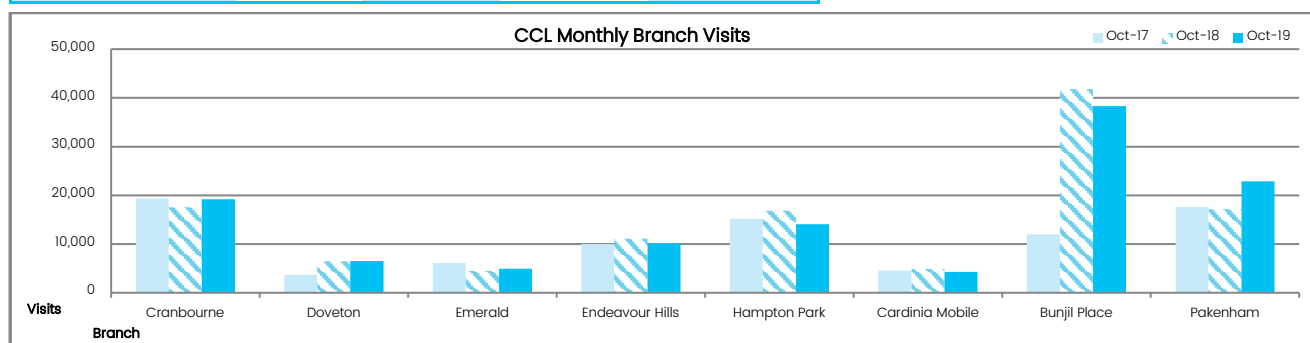
### Loans

Branch	Oct-17	Oct-18	Oct-19	% Variation 2018 - 19
Regional Support	1,156	1,310	943	-28.1%
Cranbourne	40,782	38,994	42,894	10.0%
Doveton	4,683	4,157	5,366	29.1%
Emerald	13,913	13,858	14,045	1.3%
Endeavour Hills	21,263	20,513	20,132	-1.9%
Hampton Park	21,397	16,777	18,429	9.8%
Cardinia Mobile	6,700	7,661	8,478	10.7%
Bunjil Place	34,325	52,764	58,109	10.1%
Pakenham	34,452	35,528	37,194	4.7%
<b>Region</b>	<b>178,671</b>	<b>191,563</b>	<b>205,589</b>	<b>7.3%</b>
eLoans	10,540	21,577	32,660	51.4%
<b>Total Loans</b>	<b>189,211</b>	<b>213,140</b>	<b>238,249</b>	<b>11.8%</b>



### Visits

Branch	Oct-17	Oct-18	Oct-19	% Variation 2018 - 19
Cranbourne	19,329	17,518	19,203	9.6%
Doveton	3,687	6,430	6,503	1.1%
Emerald	6,117	4,460	4,920	10.3%
Endeavour Hills	10,014	11,090	10,095	-9.0%
Hampton Park	15,198	16,857	14,059	-16.6%
Cardinia Mobile	4,511	4,865	4,267	-12.3%
Bunjil Place	11,999	41,777	38,326	-8.3%
Pakenham	17,619	17,169	22,889	33.3%
<b>Region</b>	<b>88,474</b>	<b>120,166</b>	<b>120,262</b>	<b>0.1%</b>
Website	39,773	39,251	38,798	-1.2%
Enterprise	32,095	33,828	33,870	0.1%
Bookmyne	2,229	1,807	1,165	-35.5%
CCL App	0	5,513	11,818	114.4%
Total Virtual	74,097	80,399	85,651	6.5%
<b>Total Visits</b>	<b>162,571</b>	<b>200,565</b>	<b>205,913</b>	<b>2.7%</b>



## Digital Services – October

### Internet Use by Branch – Bookings

Branch	Oct-18	Oct-19	% Variation 2018 - 19
Cranbourne	2,125	2,679	26.1%
Doveton	1092	1,350	23.6%
Emerald	511	468	-8.4%
Endeavour Hills	1355	1,561	15.2%
Hampton Park	1,761	2,731	55.1%
Cardinia Mobile	6	27	350.0%
Bunjil Place	3,467	3,419	-1.4%
Pakenham	2,225	2,525	13.5%
<b>Total</b>	<b>12,542</b>	<b>14,760</b>	<b>17.7%</b>
Total year to date	48,035	58,964	22.8%

### Wi-Fi Use by Branch – Connections

Branch	Oct-18	Oct-19	% Variation 2018 - 19
Cranbourne	4,557	5,487	20.4%
Doveton	868	1,860	114.3%
Emerald	1,023	1,147	12.1%
Endeavour Hills	2480	2,170	-12.5%
Hampton Park	2,635	2,852	8.2%
Cardinia Mobile	124	93	-25.0%
Bunjil Place	4,253	3,667	-13.8%
Pakenham	3,100	3,441	11.0%
<b>Total</b>	<b>19,040</b>	<b>20,717</b>	<b>8.8%</b>
Total year to date	69,996	75,155	7.4%

### Electronic Resources

	Oct-18	Oct-19	% Variation 2018 - 19
Age Library Edition	0	193	-
Bolinda eAudiobooks	6,667	9,617	44.2%
Bolinda eBooks	5,604	6,922	23.5%
Choice	61	36	-41.0%
Cloud Library	175	547	212.6%
Freegal Music	6,719	8,283	23.3%
Kanopy	274	340	24.1%
Press Reader	0	3,109	-
RB Digital eAudiobook	192	431	124.5%
RB Digital eMagazines	1,578	3,036	92.4%
Tumblebooks	307	146	-52.4%
<b>Total</b>	<b>21,577</b>	<b>32,660</b>	<b>51.4%</b>

### E-Learning

	Oct-18	Oct-19	% Variation 2018 - 19
Busy Things	7,706	8,701	12.9%
Literacy Planet	0	94	-
Lynda.com (*sessions)	607	1,058	74.3%
Road to IELTS	6	8	33.3%
Studiosity (Your Tutor)	184	71	-61.4%
uTalk	0	41	-
<b>Total</b>	<b>8,503</b>	<b>9,973</b>	<b>17.3%</b>



### Social Media performance for CCL – August 2019 – October 2019

Platform		Aug-19	Sep-19	Oct-19
Facebook	Followers	3,639	3,703	3,760
	Reach	22,438	14,784	14,879
	Engagement	2,152	1,808	1,820
Instagram	Followers	541	587	635
Twitter	Profile Visits	93	164	122
	Tweet impressions	2,735	3429	6,780

### Program Attendances for CCL – August 2019 – October 2019 *(Library Plan reference 3.1)*

#### August Program Attendances

##### Attendances at Youth Activities

Branch	Aug-18	Aug-19
Cranbourne	1,942	2,663
Doveton	206	918
Emerald	1,019	542
Endeavour Hills	1,161	864
Hampton Park	1,648	1,678
Cardinia Mobile	831	812
Bunjil Place	3,142	2,902
Pakenham	1,284	1,685
<b>Total</b>	<b>11,233</b>	<b>12,064</b>

##### Attendances at Adult Activities

Branch	Aug-18	Aug-19
Cranbourne	53	53
Doveton	0	190
Emerald	33	67
Endeavour Hills	159	65
Hampton Park	113	170
Cardinia Mobile	0	0
Bunjil Place	106	213
Pakenham	31	201
<b>Total</b>	<b>495</b>	<b>959</b>



#### September 2019 Program Attendances

##### Attendances at Youth Activities

Branch	Sep-18	Sep-19
Cranbourne	1,100	1,388
Doveton	490	762
Emerald	445	356
Endeavour Hills	756	715
Hampton Park	964	1,125
Cardinia Mobile	694	746
Bunjil Place	1,762	2,654
Pakenham	795	1,285
<b>Total</b>	<b>7,006</b>	<b>9,031</b>

##### Attendances at Adult Activities

Branch	Sep-18	Sep-19
Cranbourne	62	91
Doveton	51	83
Emerald	40	58
Endeavour Hills	204	29
Hampton Park	145	111
Cardinia Mobile	0	0
Bunjil Place	171	157
Pakenham	66	163
<b>Total</b>	<b>739</b>	<b>692</b>



#### October 2019 Program Attendances

##### Attendances at Youth Activities

Branch	Oct-18	Oct-19
Cranbourne	1,370	1,710
Doveton	636	799
Emerald	499	333
Endeavour Hills	872	733
Hampton Park	1,195	975
Cardinia Mobile	674	795
Bunjil Place	2,189	2,399
Pakenham	948	1,272
<b>Total</b>	<b>8,383</b>	<b>9,016</b>

##### Attendances at Adult Activities

Branch	Oct-18	Oct-19
Cranbourne	112	27
Doveton	83	243
Emerald	42	103
Endeavour Hills	128	81
Hampton Park	104	201
Cardinia Mobile	0	6
Bunjil Place	0	413
Pakenham	63	163
<b>Total</b>	<b>532</b>	<b>1,237</b>



### RECOMMENDATIONS

1. That the Operational Performance Report be noted.

CC47/2019

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 – 1.2, 2.1, 2.2, 2.3, 3.1, 3.3, 4.1*

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

## Discussion

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

CCL and Federation University will deliver a joint presentation at the ALIA National Conference in Sydney, May 2020. The presentation will focus on achievements so far and opportunities for the future. The relationship is unique in the sector, and we look forward to sharing our learnings with library and information service colleagues.

### Mega LEGO Reveal – Event Case Study (*Library Plan reference 4.1*)

Maddy and Jimmy, stars of the hit TV series LEGO Masters, hosted the “Mega LEGO Reveal” at Bunjil Place Library on Saturday, October 26. This event was the culmination of four days of LEGO building by children who all applied to participate in one of a series of workshops run by Maddy and Jimmy for Casey Cardinia Libraries throughout October.

With a dinosaur theme, the final reveal included all the LEGO projects created by the children at the workshops, with finishing touches crafted by experts Maddy and Jimmy. Over 250 children and adults attended the final reveal. The Mega Lego event series and reveal are an extension of the STEAM (science, technology, engineering, art, and mathematics) programs run throughout Casey Cardinia Libraries on a weekly basis, inspiring children to think more broadly and problem solve in a hands-on way.

LEGO clubs are popular in all our libraries and are a core part of regular programming. LEGO is expensive – we are seeking opportunities to fund the purchase of additional supplies through grants and alternate revenue streams.

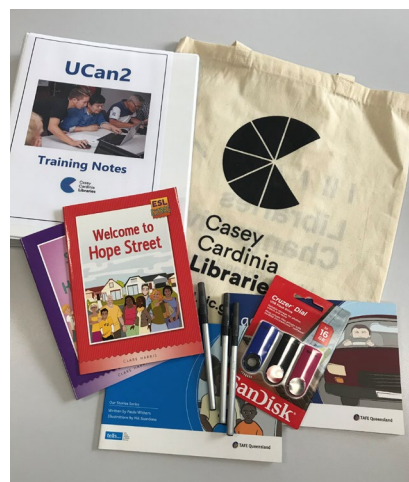




### UCan2 – Adult Literacy Project *(Library Plan reference 4.1)*

CCL has now completed all classes for the UCan2 (Adult Literacy) project. The program, predominantly funded by a State Library of Victoria grant, targeted adults with low literacy. This group is historically one of the hardest cohorts for libraries to engage, and we hoped to attract parents by covering topics that would help them 'keep up' with their children's digital knowledge.

The content of the classes was designed to be useful, practical and to stimulate conversation with wider family members. All participants were provided with further information about the library, an adult reader to connect them with wider library collections and other materials aimed at increasing their confidence and sense of connection with the library as 'their place'.



Broadly, the topics covered were: Emails, Smart Phones, Online Shopping, Computer safety, Social Media, Fun with Technology (robots and google cardboard – things their children are probably familiar with!).

Participants who attended multiple topics are now involved in other library programs and are more engaged with library staff. Our attendees predominantly came from CALD backgrounds, with English as a second or third language, with very low levels of digital literacy as well as reading and writing in English. This meant we had to adjust the content of classes as we went along and take a more elementary approach.

48 classes were held across the region and we had 125 attendances. Every class was supported with training notes written in Plain English, and part of the funding was used to train staff in how to write in Plain and Easy English (and the differences between them). This enables us to apply the knowledge to future programming and communication.



### Sensitive Santa *(Library Plan reference 3.3)*

The heart-warming 'Sensitive Santa' program will be expanded this Christmas, thanks to \$5,000 of welcome support from Windermere. We will offer Santa photos for children with sensory issues, particularly geared towards those on the autism spectrum, from 9-13th December at Emerald, Pakenham, Cranbourne and Hampton park Libraries. With the help of this funding we will be able to improve Santa's costume and background props, as well as offer more sessions across the region. This was very well received by community last year and we are looking forward to more delighted families in 2019. Each family will receive a free USB with all the photos, and a Christmas picture book.

### Community Survey

Our biannual community survey 'Tell Us What you Really Think' opened to the community in mid-September closing on Tuesday 1 October. It provides our community with the opportunity to have their say about their local public libraries.

We received 1,366 responses, over 1,100 were fully completed. We promoted the survey through the CCL website and social media, as well as a mail out to all our subscribers, responses peaked when this was sent out. The response was impressive, our highest on record. The average completion time was 7 minutes, 19 seconds.

The majority of respondents were females (78.8%). Just over a fifth of respondents were aged between 35-44 (21.4%), followed by 65-74 (20.3%) and 55-64 (19.7%). All age groups were covered including 75 years or older (7%), however there were only four responses received from people under the age of 18 and another 38 between 18-24 years. Majority, over 78% were aged between 35-74 years.

Almost one third (32%) of respondents cited their main library as Bunjil Place, with Pakenham (21%) and Cranbourne (19%) the next largest branches represented.

Overwhelming most people get to their local library using a car 85.3%.

Our Net Promoter Score (NPS) came in at 65, a fantastic result for CCL, down slightly from 68 on previous survey. Individual NPS scores for branches were as follows: Bunjil Place = 63, Cardinia Mobile = 75, Cranbourne = 63, Doveton = 77, Emerald = 69, Endeavour Hills = 66, Hampton Park = 57, Pakenham = 66.

We asked qualitative questions about how people felt when they entered our libraries, asked them to comment on our current opening hours, accessing technology and also if there were to be additional library services where they would like them and what services they would like to see.

The results of this survey have been collected across the CCL network. We are working with individual branches on responses that are specific for them.

Top 10 Observations from the survey were:

1. Community feel safe, happy and welcome entering our libraries
2. Continual ongoing challenge around the use of space in our libraries – noisy versus quiet
3. Mixture of comments continue for Bunjil Place – positive or negative – lovers or haters.
4. Accessibility is important for branches including car-parking, distance and public transport
5. The community thrive on activities and programs that are freely available – love of learning and creativity.
6. Our community love our online resources 24/7: placing holds and demand eBooks and eAudio – they want more!
7. Library opening hours – fantastic – loving the 9am opening. Community members would love longer, and more branches open on the weekends.
8. There is still an opportunity for educating our community on what we offer physically and digitally.
9. The community love and crave friendly and approachable staff – customer experience
10. CCL's Net Promoter Score is 65

In broad terms, the community feel safe, happy and welcome when they enter our libraries. People find our libraries calming and comfortable, a place to be inspired. Community like that they can grab a book from the shelf and find a quiet place or nook in the library.

Each branch has a different feel; library users commented either on their main branches or the different branches they visit. Many still see libraries as a place to find a book. There is a sense of excitement, anticipation and adventure when they enter – ‘What am I going to find today?’

*Libraries today are so different to what they were many years. They are all encompassing, they encourage children to come in and spend time there. They are places where I feel very comfortable and feel I could stay and read and spend time there. I feel comfortable just browsing the shelves and finding that special book. I also like the activities which are held in libraries for children and adults alike.  
(Emerald Library user, female aged 65-74 years).*

The way people engage with library spaces continues to be an ongoing challenge; many people love the quiet library for reading and studying and while others love the programs, games and ability to socialise in a welcoming space.

Our community love the broad range of programs and events that we offer across the region for all ages, they want more. The range of topics suggested was vast including those around the environment, sustainability, healthy living, writing and publishing, life skills, budget hints and tips and more LEGO events. They would like to see the same programs offered across the region to offer everyone an opportunity to attend regardless of their geographic location.

In this survey, we asked a question around delivery of new services in the Casey Cardinia region and where best a new library be placed. The top five locations that respondents identified were:

1. Narre Warren South
2. Beaconsfield
3. Clyde
4. Berwick
5. Beaconsfield

*Thank you very much for your services. I really appreciate the attitude, friendliness and helpfulness of the library staff members. They are an asset to the library and libraries are a great asset to the community. Thank you so much for everything you do. I wish the libraries and staff members all the best!  
(Pakenham library user, female aged 45-54 years)*

Respondents see CCL as a community place, they are generally happy with the spaces and services we provide. Lending items remains a core part of business for CCL, but the provision of a place where people can safely gather, learn and grow is at the heart of what we do.

### Collections (Library Plan reference 1.2)

#### **Physical collections vs digital collections – where does the balance lie?**

The demand for e-audio books continues to grow quickly. However, physical collections are still preferred by a large proportion of borrowers – including books, CDs, DVDs and print magazines and newspapers. In consideration of this, the collection offers a balance between mediums.

CCL has almost completely phased-out the physical reference collection, as there is no longer a need to keep large not-for-loan reference items and encyclopedia sets.



We have ceased building the CD (music) collection, but we will keep the existing stock in circulation while borrowers still use it. It will gradually be phased out over the coming years as items wear out.

Our members have access to Freegal to download and stream music for free. Why do we invest in this when members can also access Spotify? The cost of Freegal to CCL is \$40,000 per year. It allows all our members to download five music tracks per week and access unlimited streaming 24/7. It has been requested directly by our members and has these advantages:

- it is a free, advertising free alternative to Spotify with a wide range of music options to suit all tastes
- it is a secure alternative to Spotify and the like as not everyone is comfortable sharing their personal details with an external site –with Freegal, only library card authentication is used – not personal information

However, like all our subscriptions (both physical and digital) usage is monitored constantly and renewals depend on this cost vs usage ratio.

We currently have a large physical collection of magazines, as well as a broad online offering. Both collections are popular, although we are now seeing a slow decline in physical magazine usage. We will shift the balance from physical to digital gradually as borrowing patterns change.

Some fun facts on CCL magazine usage:

**Physical** copies:

We offer 325 titles (some weekly others, monthly etc) with 782 subscriptions (i.e. we often need the same magazine at multiple library branches)

149,181 loans in the past year

**Equates to 459 loans per title (noting that there are multiple copies of many titles)**

We spent \$82,088 last year on magazines

**Equates to \$0.55 per loan**

**Digital** copies:

We offer 72 titles – many people can access these at once, so we don't need multiple copies

24,274 loans in the past year

**Equates to 337 loans per title**

We spent \$14,695 last year on our digital magazine subscriptions

**Equates to \$0.60 per loan**

Looking at these statistics, we can see that the physical magazines are still performing better and come in cheaper per loan than the digital magazines. We will keep analysing usage and expense patterns to ensure best offering and value for money. Previous year's statistics are in the table below.

Financial year		No. titles	Subscriptions	Loans	Annual expenditure	Loans per title	Cost per loan
2018/19	physical	325	826	149,181	\$82,088	459	\$0.55
	digital	72	-	24,274	\$14,695	337	\$0.61
2017/18	physical	328	782	165,392	\$78,667	504	\$0.48
	digital	59	-	13,228	\$14,796	224	\$1.12
2016/17	physical	403	978	24,1717	\$85,752	600	\$0.35
	digital	70	-	16,113	\$14,996	230	\$0.93

### **Schools Engagement** (*Library Plan reference 2.2*)

There are around 130 primary and secondary schools in Casey and Cardinia and so far in 2019 CCL has visited or received visits from a third of these. Given the high volume of other programming delivered by library staff, it is a challenge to provide direct service to every school. The library teams often focus on a few key schools in the catchment area and provide multiple visits to those. We support schools in Prep orientation, Book Week visits, library tours, local history tours, membership drives etc. Our visits this year have resulted in contact with over 11,000 children. In addition to our work with schools, CCL's Children and Youth staff also engaged with 771 children and carers in playgroups, and 4,974 children in Kindergartens and Early Childhood centres across Casey and Cardinia. (1 January - 11 November 2019)

This is an area of great potential for CCL – the more students we connect with, the better for our community.

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

Key marketing activities for the months of August - October were:

- August – October eDMs
- Spring events booklet
- Face of the Library competition
- Mega LEGO workshops and Reveal
- Rainbow week
- "Get Online" Week
- Children's Book Week
- City of Casey Writers comp
- Teen Photography comp
- Young Writers comp
- Spooky Stories comp
- Libraries Change Lives
- Community survey
- Daily promotion of branch events/programs/activities

### **Marketing and Communications Strategic Directions, Activities & Planning**

- Visual Identity Update including "Face of the Library". First materials ready to be launched first week of December
- Investigating effective and economical alternatives for eDM
- Continuing work on marketing strategy update and segmenting audiences
- Design and launch of new Cardinia Mobile Library

- Christmas Charity Campaign – Green and Kind, not Mean and Fined (The Forgiving Tree reimagined)

### **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

## GENERAL BUSINESS

CC48/2019

### VAGO REPORT INTO COUNCIL LIBRARIES

*Report prepared by Chris Buckingham*

#### Purpose

To present to the Board the VAGO Report into Council Libraries.

*CCL Library Plan reference –5.3*

#### Discussion

The Victorian Auditor General's Office (VAGO) recently tabled a report to State Parliament into the efficiency of Council Libraries in Victoria.

VAGO assessed how well selected library services plan, monitor and review their services to find service efficiencies and meet community needs. They also examined whether funding and investments into state wide library initiatives are helping councils improve their library services.

The nine recommendations made by VAGO were as follows:

That Victorian councils and regional library corporations:

1. improve library service planning by:
  - documenting service plans
  - conducting detailed and regular community consultation to understand community expectations for library services
  - linking delivery of library services to identified community needs and overall council objectives
2. identify the full costs of their library services, including indirect costs, to inform benchmarking, planning and monitoring services
3. work with Public Libraries Victoria to ensure the cost data it reports as part of its annual survey is consistent and comparable
4. investigate ways to achieve cost-efficiencies such as through alternative library service delivery models, shared service arrangements or outsourcing

That the Department of Environment, Land, Water and Planning (LGV):

5. works with the library sector to ensure that Local Government Performance Reporting Framework indicators reflect the changing roles of libraries
6. works with Public Libraries Victoria to standardise performance data about council libraries
7. reviews the mix of recurrent and grant program funding to determine if it is the most efficient and effective way to fund libraries, including by reviewing the method of allocating recurrent library funding to Victorian councils

8. develops and implements a plan to support shared service initiatives that improve the efficiency of council libraries, in consultation with councils, the Municipal Association of Victoria, the State Library of Victoria and Public Libraries Victoria

That the Municipal Association of Victoria:

9. shares lessons learned from its governance of the Swift Library Consortium with Public Libraries Victoria

[VAGO Report into Council Libraries](#)

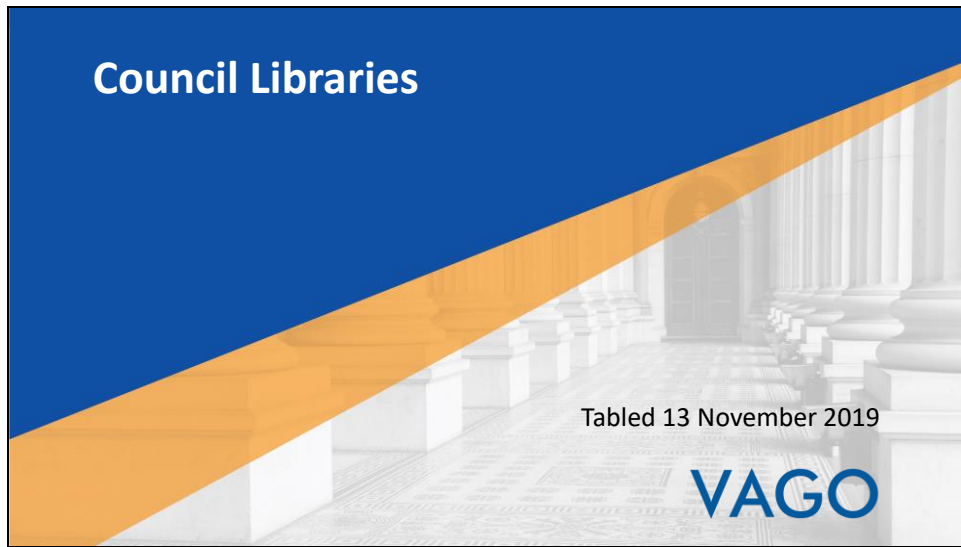
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***RECOMMENDATIONS***

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1. That the Board note the VAGO Report into Council Libraries.

Slide 1



This presentation provides an overview of the Victorian Auditor-General's report *Council libraries*.

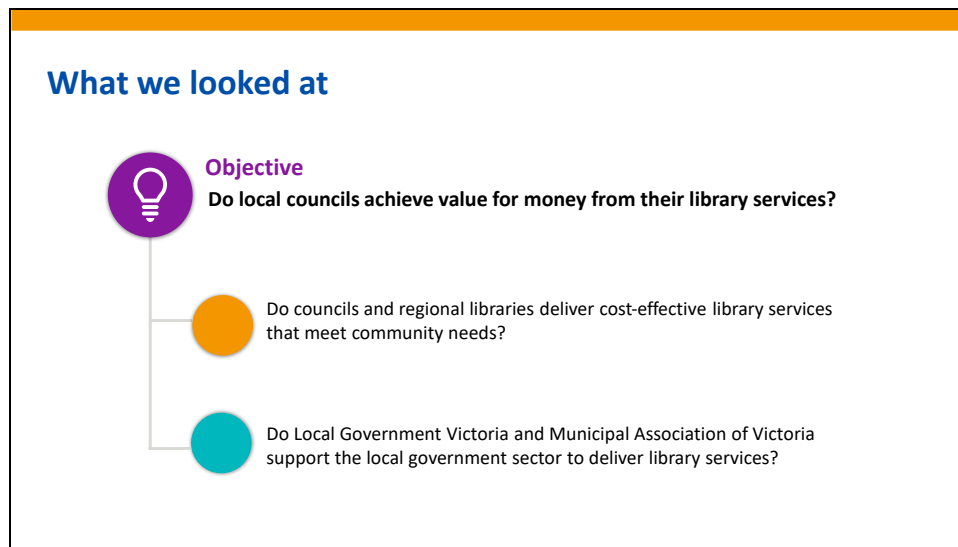


Council libraries are important social assets for local communities. Rate capping challenges councils to deliver library services that meet community needs in a financially sustainable way.



State entities, such as Local Government Victoria (LGV), which is part of the Department of Environment, Land Water and Planning or DELWP, and the Municipal Association of Victoria (MAV), have roles in delivering funding and statewide initiatives for libraries. Councils are responsible for delivering their own library services. They can deliver these services independently or by sharing with other councils through models such as regional library corporations.





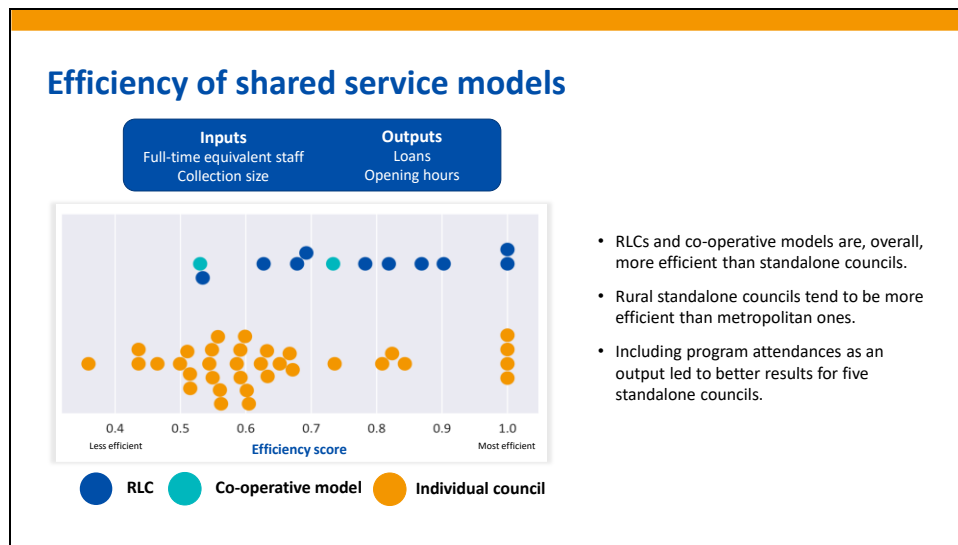
We looked at whether selected councils and a regional library corporation achieve value for money from their library services. We also examined state support to councils in delivering public library funding and leading statewide initiatives.



We looked at four councils – Alpine, Buloke, Boroondara, Mornington Peninsula and Eastern Regional Library Corporation. We also audited two state entities – LGV and MAV.



We found that not all audited councils deliver library services as effectively and efficiently as they can. This is because there are gaps in how they plan, monitor and review their library services. We also found a lack of planning for statewide initiatives to ensure that they deliver service efficiencies.



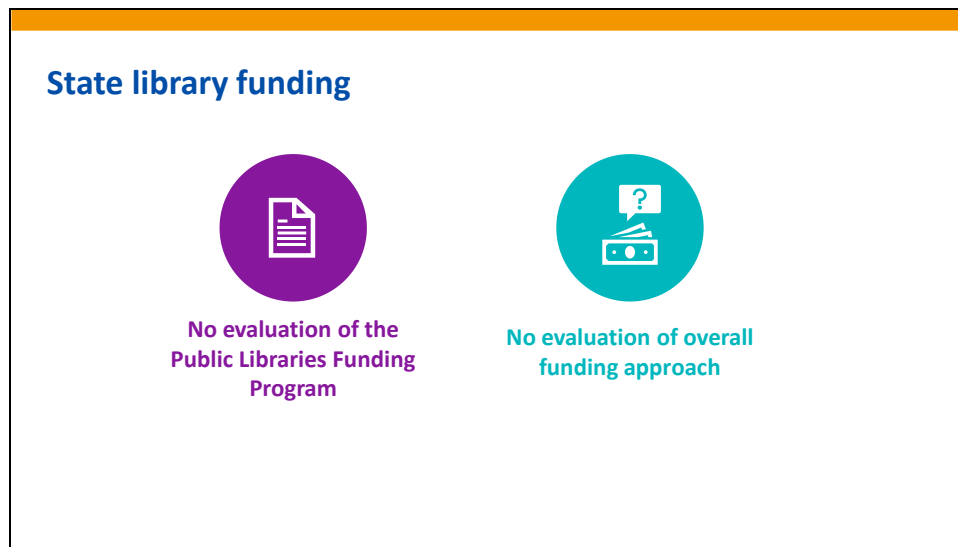
Overall, regional library corporations tend to be more efficient than standalone councils. This is because they have higher volumes of loans and longer opening hours to offset their financial investments.

Rural standalone councils tend to be more efficient than metropolitan ones, indicating that they have found ways to deliver core library services to their communities with less financial investment. However, when we added program and event attendance as a factor in our analysis, it improved the performance of many standalone councils. This highlights the need to tailor services to community needs expectations, which vary across the state. Add note about how this highlights the need to tailoring services to the community




There are gaps in how councils plan, monitor and review their services. For example:

- All audited councils could improve the way cost information is recorded, used and reported
- Some councils could capture more detailed information about community expectations
- Some councils do not document service plans, set objectives or link their library services to broader council objectives




LGV has not evaluated the Public Libraries Funding Program, which makes up 89 per cent of its library funding to councils. It has also not evaluated its overall approach to funding to ensure it is the best way to support council libraries.


### Statewide initiatives



A statewide library management system was procured



Procurement took 22 months longer than planned



There is no plan for achieving cost benefits and efficiencies for statewide initiatives

Currently, 21 council libraries across the state have adopted the LMS.

Although LGV provided financial support to MAV to procure a new statewide library management system, it has not planned how or when it will achieve the cost-benefits and efficiencies of the new system.

In addition, MAV's procurement took 22 months longer than planned because of staff shortages. MAV also experienced difficulties in balancing conflicting views about the system across the council library sector.

To date, 21 of 47 council libraries in Victoria have adopted the LMS.

## Recommendations

**4 for councils and regional library corporations, including to:**


- Identify full costs of library services
- Ensure cost data is consistent and comparable
- Investigate ways to achieve cost efficiencies through other library service delivery models

**4 for the Department of Environment, Land, Water and Planning, including to:**

- Ensure that LGPRF indicators reflect the changing role of libraries
- Review funding allocation methods
- Develop and implement a plan to support shared service initiatives

**1 for the Municipal Association of Victoria:**

- Share lessons learned from its auspicings arrangements

 **Accepted all recommendations**

We made nine recommendations in total – four for councils and regional library corporations, four for the Department of Environment, Land, Water and Planning and one for MAV. Audited agencies accepted all recommendations.



For further information, please view the full report on our website:  
[www.audit.vic.gov.au](http://www.audit.vic.gov.au)

*For further information, please see the full report of this audit on our website,  
[www.audit.vic.gov.au](http://www.audit.vic.gov.au).*

CC49/2019

BOARD MEMBERS CODE OF CONDUCT 2020

*Report prepared by Chris Buckingham*

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### Purpose

To present to the Board Casey Cardinia Libraries Code of Conduct for all Board members.

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

### Discussion

A draft Code of Conduct 2020 for CCL Board Members is tabled for consideration and review that includes CCL updated Values and Guiding Behaviours. Once adopted, the Code of Conduct is to be signed by all members of CCL Library Board.

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### RECOMMENDATIONS

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1. That Board Members adopts CCL Code of Conduct 2020.
2. That Board Members sign and provide a copy to the CEO of CCL before the next Board meeting in February 2020.

## CCL Board Members Code of Conduct – 2020

### Introduction

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

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

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

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

### Councillor Conduct Principles

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

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

### Primary Principles

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

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

### General Principles

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

- Avoid conflicts between his or her public duties as a Councillor and his or her personal interests and obligations
- Act honestly and avoid statements (whether oral or in writing) or actions that will or are likely to mislead or deceive a person
- Treat all persons with respect and have due regard for the opinions, beliefs, rights and responsibilities of other Councillors, Council Officers and other persons

- Exercise reasonable care and diligence and submit himself or herself to the lawful scrutiny that is appropriate to his or her office
- Endeavour to ensure that public resources are used prudently and solely in the public interest
- Act lawfully and in accordance with the trust placed in his or her as an elected representative
- Support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the office of Councillor.

DRAFT

## CCL Vision, Mission and Values

### Vision

Inspiring spaces where everyone is free to discover possibilities

### Mission

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

### Values

#### Creativity

- Thinking of new ways to do things is crucial to our success
- We challenge the status quo, if we believe a better way is possible
- We cultivate creativity in others

#### Fairness

- We treat people fairly and recognise them as individuals
- We do not let our personal feelings bias our decisions about others
- We actively support social inclusion and connection
- We are accountable for our behaviour

#### Humour

- Our humour enables us to express how we feel.
- We like to laugh, bringing smiles to other people
- We use humour to build connections and create a positive experience for everyone

#### Love of Learning

- We love learning about new things.
- We believe there is always an opportunity to learn
- We learn from each other

#### Social Intelligence

- We are mindful of people's feelings
- We know what to do to put others at ease
- We are kind, compassionate and look for the best in each other

#### Teamwork

- When we all contribute, we excel
- We look out for each other
- We play to each other's strengths
- We work with our community

## Review Process

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

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

## CCL Code of Conduct for Board Members

### As a Board Member I:

1. Will adhere to the Primary and General Councillor Conduct Principles articulated in the Local Government Act 1989
2. Will support the organisation's vision and values.
3. Will act honestly, in good faith and in the best interests of CCL as a whole.
4. Will use due care and diligence in fulfilling the functions of my office.
5. Recognise that my primary responsibility is to CCL as a whole but will, where appropriate, have regard to the interests of all stakeholders in CCL.
6. Will not take advantage of being in the position of a CCL Board Member.
7. Will not allow personal interests, or the interest of any associated person, to conflict with the interest of CCL.
8. Will be independent in judgment and actions and to take all reasonable steps to be satisfied as to the soundness of all decisions taken by the CCL Board.
9. Will not make improper use of information acquired as a CCL Board Member.
10. Acknowledge that confidential information received as a Board Member in the course of exercising those duties remains the property of the organisation from which it was obtained and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorised by that organisation, or the person from whom the information is provided, or is required by law.
11. Will not engage in conduct likely to bring discredit to CCL.
12. Will comply at all times with the spirit, as well as the letter, of the law.
13. Will be accountable to fellow Board Members, arrive well-prepared to meetings and be engaged in Board matters.
14. Will engage with CCL staff in a professional and courteous manner and avoid any involvement in the day to day operations of CCL
15. Understand that Board Members will not involve themselves in any personnel matter relating to staff, except for the CEO and will advise the CEO of any concerns that staff have acted in conflict with a formal policy or decision of CCL.
16. Will communicate well by making statements and requests in a clear and direct manner and listening generously to others.
17. Foster an environment where constructive dissent is welcomed, where people are encouraged to share their unique perspectives on issues and topics, and where "group think" is challenged respectfully and creatively.
18. Respect and acknowledge fellow Board Members, and appreciate individual contributions and the voluntary nature of their commitment.

## Dispute Resolution

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

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

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

## Acknowledgement and Acceptance of the Code of Conduct

I ..... acknowledge that I have received and read the CCL Board Members Code of Conduct – 2020.

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

Signature.....

Name (printed).....

Date.....

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

CC50/2019 MEETING SCHEDULE 2020

*Report prepared by Chris Buckingham*

### Purpose

To provide the Board with the meeting schedule for Casey Cardinia Libraries (CCL) Board meetings in 2020.

### Discussion

The Board is required to meet at least 'once every three months' under the terms of the Regional Library Agreement. Board meetings are generally held on the fourth Wednesday of the month commencing at 5.30pm. The locations alternate between City of Casey offices and Cardinia Shire offices.

The following dates are proposed:

Date	Location	Agenda Items
Wednesday 26 February 2020	Cardinia Shire	<ul style="list-style-type: none"><li>Facilities Development Plan (draft)</li></ul>
Wednesday 22 April 2020	City of Casey	<ul style="list-style-type: none"><li>Library Plan 2020 – 2024 (draft)</li><li>Strategic Resources Plan (draft)</li><li>Budget 2020 – 2021</li><li>Annual Operating Budget 4-year Draft Estimate Budget</li></ul>
Wednesday 24 June 2020	Cardinia Shire	<ul style="list-style-type: none"><li>Procurement Policy</li><li>Library Plan 2020 – 2024</li><li>Annual Action Plan 2020 – 2021</li></ul>
Wednesday 26 August 2020	City of Casey	<ul style="list-style-type: none"><li>Year End Finance Report</li><li>Annual Report 2019 – 2020(draft) – including Financial Reports</li><li>CEO's Performance Review – KPI's 2019 – 2020</li></ul>
Wednesday 28 October 2020*	Cardinia Shire – TBC	<ul style="list-style-type: none"><li>TBC</li></ul>
Wednesday 25 November 2020	City of Casey	<ul style="list-style-type: none"><li>Meeting Schedule 2020</li><li>Budget 2021 – 2022(draft)</li><li>Risk Management Plan</li><li>Board Code of Conduct (draft)</li></ul>

\* October Meeting will only proceed if deemed necessary by the Board.

### Conclusion

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

### RECOMMENDATIONS

1. That the schedule of meeting dates and times for 2020 be agreed on and then forwarded to the Member Councils.



IN CAMERA

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CC51/2019      IMPENDING LEGAL ACTION AGAINST CCL (WORKSAFE)

*Report prepared by Chris Buckingham and Melissa Martin*

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**NEXT MEETING**

Wednesday 26 February 2019, Cardinia Shire Officer – Dining Room